FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

MBA (Co-operative Management)
(Credit Based Evaluation And Grading System)

(SEMESTER: I – II)

Session: 2019-20

GURU NANAK DEV UNIVERSITY
AMRITSAR

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(ii) Subject to change in the syllabi at any time.
Please visit the University website time to time
MBA (Co-operative Management) Semester-I
(Credit Based Evaluation and Grading System)

Duration – 2 years

Total Credits – 100

<table>
<thead>
<tr>
<th>Course Code</th>
<th>C/E/I</th>
<th>Course Title</th>
<th>L</th>
<th>T</th>
<th>P</th>
<th>Total Credits</th>
<th>Mid Sem. Marks</th>
<th>End Sem. Marks</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCL-611</td>
<td>C</td>
<td>Theory of Cooperation and Development</td>
<td>L</td>
<td>4</td>
<td></td>
<td>20</td>
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<tr>
<td>DCL-612</td>
<td>C</td>
<td>Cooperative Management: Theory &amp; Practice</td>
<td>L</td>
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<td>20</td>
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<tr>
<td>DCL-613</td>
<td>C</td>
<td>Legal Framework of cooperatives</td>
<td>L</td>
<td>4</td>
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<td>20</td>
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<tr>
<td>DCL-614</td>
<td>C</td>
<td>Cooperative Accounting</td>
<td>L</td>
<td>4</td>
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<tr>
<td>DCL-615</td>
<td>C</td>
<td>Business Statistics</td>
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<td>DCL-616</td>
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Total Credits = 24

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<tr>
<th>Course Code</th>
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<th>Mid Sem. Marks</th>
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<th>Total Marks</th>
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</thead>
<tbody>
<tr>
<td>DCL-621</td>
<td>C</td>
<td>Marketing for Cooperatives</td>
<td>L</td>
<td>4</td>
<td></td>
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<tr>
<td>DCL-622</td>
<td>C</td>
<td>Management of Non-Credit Cooperatives</td>
<td>L</td>
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<td>20</td>
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<td>100</td>
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<tr>
<td>DCL-623</td>
<td>C</td>
<td>Cooperative Credit and Banking</td>
<td>L</td>
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<td>100</td>
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<td>DCL-624</td>
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<tr>
<td>DCL-625</td>
<td>C</td>
<td>Human Resource Management in Cooperatives</td>
<td>L</td>
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<tr>
<td>DCL-626</td>
<td>C</td>
<td>Financial Management for Cooperatives</td>
<td>L</td>
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Total Credits = 28

Note.

1. PSL-053 ID Course Human Rights & Constitutional Duties (Compulsory Paper). Students can opt. in any Semester except Semester 1st. This ID Paper is one of the total ID Papers of this course.
DCL–611: Theory of Cooperation and Development

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>Section – A</th>
</tr>
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<tbody>
<tr>
<td><strong>Co-operation:</strong> Meaning, definition and features of Co-operation; Nature and evolution of cooperation; Basic Values and objectives of cooperation; Principles of cooperation, Problems of cooperation.</td>
</tr>
<tr>
<td><strong>Co-operation and other forms of system:</strong> Co-operation and capitalism; Co-operation and Socialism; Horizontal and Vertical Integration in Co-operatives.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section – B</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Structure</strong> - Univalent Vs Polyvalent Cooperatives - Conventional Vs. Integrated Model - New Generation Cooperatives – Merits and demerits of various models</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section – C</th>
</tr>
</thead>
</table>
Section – D

- Cooperative Development Abroad: Working profile of Consumers. Cooperatives in Sweden and U.K - Cooperative Banking in Germany & Italy - Milk Producers Cooperatives in Denmark - Cooperative Farming Societies in Israel - Reasons for their success in their performance and contribution to their national economy.

Suggested Readings:

DCL–612: Cooperative Management : Theory and Practice

Credits:4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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<thead>
<tr>
<th>Section – A</th>
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<tbody>
<tr>
<td>• <strong>Management</strong> – Definition; Features of Management; Evolution of Management Thought; Principles of Management; Management – A science or an Art; Management as a Profession;</td>
</tr>
<tr>
<td>• <strong>Co-operative Management</strong> - Unique features of Co-operative Management; Integrating the principles of Co-operation and principles of Management; The need for modern management to cooperatives; factors for success of cooperative management; precautions in applying the principles of management to cooperatives; special goals of cooperative management.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section – B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Planning</strong> - Meaning, importance of planning; advantages of planning; elements of planning; levels of planning; requirements of effective planning; limitations; planning in cooperatives; content of planning in cooperatives; planning process of cooperatives; the challenge of planning in cooperatives; Setting Objectives and Management by Objectives.</td>
</tr>
<tr>
<td>• <strong>Organizing:</strong> Definition; basic factors in organizing; importance of organization; Organizational structure of a co-operative; organizing function in cooperatives; Formal and informal organization, Span of Management, Authority, Delegation &amp; Decentralization, Types of Organization Structure.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section – C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Staffing</strong> – Definition; principles of staffing; process of staffing; management development in cooperatives; staffing in cooperatives; common cadre in cooperatives – introduction; advantages of management cadres and limitations.</td>
</tr>
<tr>
<td>• <strong>Directions</strong> – elements of direction; techniques of direction; importance of direction; supervision; purpose of supervision; principles of supervision; qualities of supervision; supervision in cooperatives.</td>
</tr>
<tr>
<td>• <strong>Leadership</strong> – definition; goals of leadership; characteristics of leadership; functions of a leader; theories of leadership; importance of leadership; leadership in cooperatives; need for leadership in cooperative management; functions of cooperative leadership.</td>
</tr>
</tbody>
</table>
**Section – D**

- **Motivation** - Concept; Benefit of Motivation; Motivation Theories; motivators; Motivation in cooperatives.
- **Communication** - Concept, Formal and Informal communication; Barriers to effective communication, overcoming the barriers.
- **Controlling** - Concept, Functions of Control; Types of control; steps in control Process; features of good control; Limitations; Introduction to major Techniques of Control.

**Suggested Readings:**

1. Dwivedi RC: Democracy in Cooperative Movement - An Indian Profile
2. Hajela TN: Principles, Problems and Practice of Cooperation
4. Nakkiran S: Cooperative Management - Principles and Techniques
5. Sah AK: Professional Management for Cooperative
MBA (Co-operative Management) Semester-I  
(Credit Based Evaluation and Grading System)

DCL–613: Legal Framework of Cooperatives

Credits: 4-0-0  
Total Marks: 100  
Mid Semester Marks: 20  
End Semester Marks: 80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

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<table>
<thead>
<tr>
<th>Section – A</th>
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<tbody>
<tr>
<td><strong>Cooperative Legislation:</strong> Need for Legal Frame Work for Cooperatives-History of Cooperative Legislation in India- Cooperative Credit Societies Act of 1904- Cooperative Societies Act of 1912</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section – B</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Section – C</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Section – D</th>
</tr>
</thead>
</table>
| **Indian Contract Act, 1872:** Essentials of a valid contract, Offer and Acceptance, Consideration, Performance of a contract.  
**Companies Act, 2013:** Nature and types of Companies, Formation. Memorandum of Association and Articles of Association. Meetings.  
**Consumer Protection Act, 1986.** |

Suggested Readings:

1. G.R.Madan: Cooperative Movement in India  
2. Goel B.B: Cooperative Legislation, Trends and Dimensions  
3. Nainta Rispal: Cooperative Legislation  
4. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, New Delhi.  
DCL–614: Cooperative Accounting

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
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End Semester Examination: 80% weightage

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<tbody>
<tr>
<td><strong>Accounting Principles And Concepts</strong></td>
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<tr>
<td><strong>Accounting Equation</strong></td>
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<table>
<thead>
<tr>
<th>Section – B</th>
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</thead>
<tbody>
<tr>
<td><strong>Rectification Of Errors</strong></td>
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<table>
<thead>
<tr>
<th>Section – C</th>
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</thead>
<tbody>
<tr>
<td><strong>Final Accounts</strong></td>
</tr>
<tr>
<td>Preparation of Final Accounts with Adjustments (Closing Stock, Outstanding Expenses, Accrued Income, Prepaid Income and Expenses, Depreciation, Bad Debts and Provision for Doubtful Debts, Discount on Debtors, Creditors and Reserves etc.)</td>
</tr>
</tbody>
</table>
Section – D

Introduction to Accounting Standards

Capital And Revenue Items: Capital and Revenue Expenditure – Capital and Revenue Receipts: Meaning and Differences - Differed Revenue Expenditure


Accounting For Non-Profit Organizations: Non-profit entities, Receipts and payment Account, Income and Expenditure Account, Balance Sheet.

Special Features of Maintenance of Accounts of different Categories of Cooperatives – Credit – Non-Credit at primary, Central and Apex Level and Special Type of Cooperatives – Books and Registers required to be maintained – Inspection by various Agencies/Financial Institutions – RBI, NABARD, etc.

Suggested Readings:

(1) Accountancy by Shukla - GrewaL
(2) Management Accounts - Khan and Jam, Tata McGraw Hills
(4) How to read balance sheet ? ILO
(5) Lectures on costing by Swaminathan
(6) Auditing by B.N. Tondon (Sultan, Hand publication
(7) Accounting by RL. Gupta
(8) Management accountancy by. Maheshwan.
DCL-615: Business Statistics

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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<thead>
<tr>
<th>Section-A</th>
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<tbody>
<tr>
<td><strong>Statistics</strong>: Definition Function, Application and Limitation of Statistics.</td>
</tr>
<tr>
<td><strong>Probability Theory</strong>: Probability – Classical, Relative and Subjective Probability; Addition and Multiplication Probability Models;</td>
</tr>
<tr>
<td><strong>Probability Distributions</strong>: Binomial, Poisson, and Normal Distributions; Characteristics and Applications</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section-B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to SPSS: Data Entry: Editing, Select Cases, Missing Values, Outlier Detection Data Cleaning: Transformation, Logarithmic, Reciprocals, Standardization and Normality, Formulation of Hypothesis: Types- Null and Alternative Hypothesis, Type I and Type II Errors; One tail and two tail tests; Parametric Vs Non Parametric Tests.</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Section-C</th>
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<tbody>
<tr>
<td>Parametric Tests: Assumptions</td>
</tr>
<tr>
<td>Testing of Hypothesis: One sample Test, Two samples independent T- Test, Paired sample T- Test,</td>
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<table>
<thead>
<tr>
<th>Section-D</th>
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</thead>
<tbody>
<tr>
<td>ANOVA Test: One –Way and Two –way, Post hoc Tests</td>
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Suggested Readings:

DCL-616: Rural Development

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20\% weightage
End Semester Examination: 80\% weightage

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<th>Section – A</th>
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<tbody>
<tr>
<td>• <strong>Concept and significance of Rural Development</strong> – Philosophical and Sociological aspects of RD - Approaches to Rural Development in India – Various Rural Development Programmes.</td>
</tr>
<tr>
<td>• <strong>Paradigm of Rural Development</strong>: The modernization theory, the dependency theory of the Marxist school, The Gandhian Model of Rural Development, Development Theories from other social sciences and their relevance.</td>
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</tbody>
</table>

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<tr>
<th>Section – B</th>
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</thead>
<tbody>
<tr>
<td>• <strong>Strategies for Sustainable Development</strong>: The concepts of sustainability and sustainable development, some indicators of non-sustainable development, a critical review of India’s strategies of rural development, some elements of a new strategy for sustainable development.</td>
</tr>
<tr>
<td>• <strong>Planning for Rural Development</strong>: Levels and Functions of Planning, Decentralization of Planning, Methodology of Micro level Planning, Methodology for Block and District Level Planning.</td>
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<tr>
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</thead>
<tbody>
<tr>
<td>• <strong>Organizing for Rural Development</strong>: Organizational Models, the search for a new paradigm, criteria for designing an appropriate organization, Government Organizations, Panchayati Raj Institutions (PRIs), Cooperatives, Voluntary Agencies/Non-Governmental Organizations, Corporations and Rural Development.</td>
</tr>
<tr>
<td>• <strong>Financing Rural Development</strong>: Domestic Institutional Sources, the role of non–institutional agencies, deficit financing or controlled inflation, foreign sources of funds.</td>
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</tbody>
</table>
Section – D

- **Implementation, Monitoring and Evaluation**: Project Implementation, Project Control, Integration and Coordination, People’s Participation in Implementation, Project Monitoring, Project Evaluation.

- **Poverty and Unemployment Eradication Programmes**: Current Poverty Scenario and Trends, Rural Employment Scenario, Poverty and Unemployment Alleviation Programmes, Social Welfare – oriented programmes (SWOP)

- **Natural Resources and Infrastructure Development Programmes**: Natural Resources based Programmes, National Agriculture Insurance Scheme (NAIS), Infrastructure Development Programmes.

Suggested Readings:

2. Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press.
   
   Rural Development: Concept, Approach and Strategy - B. K. Prasad
DCL-621: Marketing for Cooperatives

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
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Section – A
- **Introduction to Marketing**: Definition & Functions of Marketing; Scope of Marketing, Core concepts of marketing; Company Orientation towards Market Place.
- **Marketing Environment**: Need for analyzing the Marketing Environment; Analyzing the Economic, Socio-cultural, Demographic, Political-Legal-Regulatory, Technical, Environmental environments.
- **Creating Customer Value**: Satisfaction and Loyalty, Maximizing Customer Lifetime Value (CLV), Cultivating Customer Relationships.

Section – B
- **Segmentation, Target Marketing & Positioning**: Definition and Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation; Levels of Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Mass Marketing; Target Market: Concept of Target Market and criteria for selection of target market; Positioning: Concept of Differentiation & Positioning, Introduction to the concepts of Value Proposition & USP.
- **Product**: Meaning of product, Goods & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services; Product Levels: The customer value hierarchy; Product Mix: Width, Depth, Consistency & Product line; Differentiation, Product Packaging, Labeling, Warranties and Guarantees.

Section – C
- **New Product Development & Product Life Cycle**: Need for new product development, New Product Development Process; Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.
- **Pricing**: Meaning, Importance and Factors influencing pricing decisions; Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors’ pricing, Selecting pricing method, Selecting final price; Price Change: Initiating & responding to price changes.
Section – D

- **Place:** The Role of Marketing Channels: Channel functions & flows, channel levels; Channel Design Decisions: Analyzing customers’ desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives.

- **Promotion:** The role of marketing communications in marketing effort; Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC); Deciding Marketing Communications Mix: Factors in setting marketing communication mix, measuring communication results.


Suggested Readings:

5. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Education.
DCL-622: Management of Non-Credit Cooperatives

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
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Section-A

Classification of Cooperative Societies - Agricultural Marketing Cooperative Societies - Non-Agricultural Cooperative Societies - Agricultural Credit - Agricultural Non-Credit.

Agricultural Non-Credit Societies:


Regulated Market – Place in Agricultural Marketing - Storage and Warehousing - Warehousing Pledge Loans - Warehouse Receipts - Role of Warehousing Development and Regulation Authority (WDRA), New Delhi.

Sources of Finance - NCDC - Pattern of Assistance - Block Capital, Working Capital, Office and Godown - Managerial and other Assistance from Government and Other Sources.

Section-B

Cooperative Processing: Types of Processing Cooperatives and their Importance in Agricultural Production - Sugar Factories - Spinning Mills.

Cooperative Farming: Need for Cooperative Farming - Features, Types of Cooperative Farming - problems and prospects.

## Section-C


**Dairy Cooperatives:** Significance of Milk Cooperatives in the Socio Economic Development of Farmers – Anand Pattern.
Primary Milk Producers’ Cooperatives, District Milk Unions, State and National Dairy Cooperative Federation.
Role of National Dairy Development Board in Dairy Cooperatives

**Other Types of Cooperatives:** Labour Contract and Construction Societies; Forest Cooperatives; Fishery Cooperatives; Housing Cooperatives; Input Cooperatives; Other special types of cooperatives; Farmers Producers Organization.

## Section-D

**Fertilizer Cooperatives** – Multi State Cooperatives in Fertilizer - IFFCO & KRIBHCO.

**Service Cooperatives:** Hotel cooperatives; Educational cooperatives – technical institutions – ITI, engineering, polytechnic, Management; Educational cooperatives non-technical; Tourism cooperative; Transport cooperatives

**Marketing Institutions** – Development Initiatives.

## Suggested Readings:
1. India’s Rural Cooperative - Gursharan Singh Kainth
2. Credit Cooperatives in India: Past, Present and Future- BiswaSwarupMisra
3. Structure, Management and Impact of Non-agriculture Cooperatives- Mrutyunjay Sarangi and R Selvaraju
DCL-623: Cooperative Credit and Banking

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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SECTION-A
Meaning of Credit - Need for Production and Development Credit. Importance of Agricultural Credit and its Characteristics. Types of Credit: Short Term, Medium and Long Term Credit. Need for the Institutional Credit for Agricultural and Rural Development.
Structure of Credit Cooperatives - Federal/Unitary and Mixed Type. Need for the Integration of Short Term, Medium Term and Medium Term Credit Structure (Single Window)
Classification of Credit Cooperatives: Agricultural Credit Cooperatives PACS, FSS, LAMPS, DCC and State Cooperative Banks.
Non-Agricultural Credit Cooperatives - Urban Cooperative Banks, Cooperative Credit Societies/ Banks, Industrial Cooperative Banks and other Non-Agricultural Credit Societies.

SECTION-B
Seasonalities in lending, Scale of Finance. Minimum Involvement and Non Overdue cover. Disbursement of Loan, Supervision and Recovery of Loan, Latest Progress. Problems and Remedies to overcome them.
Cooperative Agriculture and Rural Development Banks: Functions, management and working, problems of long-term lending cooperatives and remedial measures.
Priority Sector Lending.
Role of NABARD in Agricultural Refinancing Assistance to Agricultural Credit Cooperatives - Procedure and Norms of NABARD for the issue of Refinance to Cooperatives.
Financial Inclusion – Microfinance – Promotion of SHGs, JLGs.

SECTION-C
Meaning and Definition of Bank, Banker and Banking, Functions of Banks. Banker Customer Relationship. Productivity in Banks - Social Aspect of Banking - Concept of Development Banking.
Banking Operations - Mobilisation of resources - Acceptance of various Types of Deposits
Procedure for opening and operation of various Types of Accounts and Various Types of Customers Documentation for Various Loans.
Management of Funds in Banks (Cost of yield on Assets, Cost of Management, Risk Cost, Miscellaneous Income, Average Working Fund, Gross Margin, Net Margin, Average Cost of Deposit), Break Even Point- Prime Lending Rate-Principles of Good Lending and Investment, Profit Planning Consortium Schemes, Merchant Banking.


SECTION-D

Important provisions of Negotiable Instrument Act 1881.
B.R. Act 1949 (as applicable to Cooperative Societies, 1966) – Regulatory issue, Importance Of KYC, prevention of Anti Money Laundering ACT, BASEL Norms I,II,III

Banking Services – ATM, Credit Cards, Debit Cards, Collection, Remittance, Agency Services, Administrative Services, Trusteeship Clearing House - (RTGS) Real Time Gross Settlement (NEFT)

Suggested Readings

2. Banking Regulation And Legal aspects by Dr.E.B Khedkar and Dr. D.B.Bharti. Himalaya Publishers.
4. Cooperative Banking by P.R.Kulkarni
DCL-624: Research Methodology

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A


• Research Designs: Exploratory, Descriptive and Experimental Research Designs.

• Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.

• Descriptive Research Designs: Survey and Observation Methods.

Section B

• Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs- After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs.

• Measurement: Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.

• Scaling Designs: Comparative and Non- Comparative Scaling Techniques.

Section C

• Questionnaire and Questionnaire Design Process

• Sampling Design: Steps in Sampling Design;


• Non-Probability Sampling Methods- Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling; Sampling and Non-Sampling Errors
Correlation and Regression: Concept, Assumption, violation of Assumption, Interpretation of Results.

Suggested Readings:

DCL-625: Human Resource Management in Cooperatives

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>Section – A</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Human Resource Management (HRM)</strong>: Meaning, Functions, Contemporary HRM Perspectives, Evolution of HRM, Goals of HRM, Setting/Structuring of HRM.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section – B</th>
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</thead>
<tbody>
<tr>
<td>• <strong>Job Analysis</strong>: Meaning and Objective, Process: Job Analysis Techniques, Job Description and Job Specifications, Job Redesign, Employee Empowerment; Alternative Work Arrangements – Alternative Work Schedules and Alternative Work Sites.</td>
</tr>
<tr>
<td>• <strong>Employee Recruitment</strong>: Meaning and Factors governing Recruitment, Internal Recruiting and External Recruiting, Methods of Internal and External Recruiting; Internship, Realistic Job Previews.</td>
</tr>
<tr>
<td>• <strong>Employee Selection</strong>: Selection Process – Steps in Selection, Basic Selection Criteria; Selection Techniques – Applications and Background Checks, Employment Tests, Work Simulations, Personal Interviews, References and Recommendations, Assessment Centers</td>
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<tr>
<td>• Orientation, Induction, On boarding and Placement.</td>
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<thead>
<tr>
<th>Section – C</th>
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<tbody>
<tr>
<td>• <strong>Career Management</strong>: Meaning of a Career, Typology of Career System, Career Stages; HRM and Career Management: Organizational and Individual Perspectives on Careers, Importance of Career Planning; Career Interest Inventory; Career Development Issues and Challenges.</td>
</tr>
</tbody>
</table>
MBA (Co-operative Management) Semester-II
(Credit Based Evaluation and Grading System)

Section – D

- **Compensation and Employee Benefits**: Meaning, Purposes, Wages Vs Salaries, Components of Compensation, Strategic Options for Compensation, Determinants of Compensation Strategy; An overview of Executive Compensation; Job Evaluation: Meaning, and Methods of Job Evaluation; Wage and Salary Administration; Incentives and Performance based Rewards; Employee Benefits: Meaning, Purposes, Mandated and No mandated Benefits, Employee Benefit Programs in India.


Suggested Readings:

DCL-626: Financial Management for Cooperatives

**Credits:** 4-0-0  
**Total Marks:** 100  
**Mid Semester Marks:** 20  
**End Semester Marks:** 80  
**Mid Semester Examination:** 20% weightage  
**End Semester Examination:** 80% weightage

**Instructions for the Paper Setters:**
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>Section-A</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Financial Management – An Overview, Scope of Financial Management; Objectives of Financial Management; Agency Problem; Organization of Finance Function and Emerging role of Finance Managers in India.</td>
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<tr>
<td>Time Value of Money -Rationale; Techniques; Practical Applications of Compounding and Present Value Techniques.</td>
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<tr>
<td>Risk and Return -Conceptual Framework of Risk and Return: Type of Risks.</td>
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</table>

<table>
<thead>
<tr>
<th>Section-B</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Capital Budgeting – Principles and Techniques Nature of Capital Budgeting; Data Requirement; identifying Relevant Cash Flows; Evaluation Techniques</td>
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<tr>
<td>Capital Budgeting –Project Selection under Capital Rationing; and Inflation and Capital Budgeting.</td>
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<tr>
<td>Analysis of Risk and Uncertainty in Capital Budgeting, Description and Measurement of Risk; and Risk Evaluation Approaches.</td>
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<tr>
<td>Concept and Measurement of Cost of Capital Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital.</td>
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<tr>
<th>Section-C</th>
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<tbody>
<tr>
<td>Operating Leverage; Financial Leverage; and Combined Leverage.</td>
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<tr>
<td>Capital Structure Cost of Capital and Valuation -Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach</td>
<td></td>
</tr>
<tr>
<td>Designing Capital Structure -Profitability Aspect; Liquidity Aspect; Control; Leverage Ratios for other Firms in the Industry; Nature of Industry; Consultation and Investment Bankers and Lenders; Maintaining Maneuverability for Commercial Strategy; Timing of Issue; Characteristics of Company; Tax Planning;</td>
<td></td>
</tr>
<tr>
<td>Dividend and Valuation -Irrelevance of Dividends; and Relevance of Dividends.</td>
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</tr>
<tr>
<td>Determinants of Dividends Policy -Factors; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural and Tax Aspects associated with Dividend Decision.</td>
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</tr>
</tbody>
</table>
Section-D

- Sources of Finance – Long Term and Short Term
- Management of Cash and Marketable Securities: Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities
- Receivable Management: Objectives; Credit Policies; Credit Terms; and Collection Policies
- Inventory Management: Objectives and Techniques.

Software: All the practical questions will be solved on Excel sheet using various add-ons

Suggested Readings