



MBA

IN
RURAL PROJECT MANAGEMENT

SYLLABUS
(With effect from July 2008)

Department of Extension Education
Gandhigram Rural University
Gandhigram - 624 302
Dindigul District, Tamil Nadu

2.8 SUMMER TRAINING IN VOLUNTARY SECTOR

(Course Code:2.8 Credit 0 + 8 Marks: 100)

Objectives

On completion of the course , the students will be able to:

- Comprehend ideology, objectives and operations of the non-governmental organization engaged in rural development.
- Analyze rural situation, formulate projects, monitor their progress and evaluate the projects of NGOs.

Content

- Study of origin of NGOs, bye-laws, annual report and financial statements
- Examination of project proposals prepared by NGOs
- Analysis of community involvement in NGOs projects
- Conduct of feasibility studies and pre-funding appraisal exercises
- Development of indicators for monitoring and evaluation of selected projects
- Study of funding process and the donor agency and NGO linkages
- Identification of the difficulties and constrains experienced by NGOS
- Location of the possible solutions for the problems identified

This is a supervised field training,. The students will be evaluated by a team of staff members from the department based on their performance, filed report and viva-voce.

Semester III

3.1 PROJECT PLANNING AND IMPLEMENTATION

(Course Code:3.1 Credit 4+0 Marks: 100)

Objectives

On completion of this course the students will be able to

- Understand the basic concepts of project cycle and project planning cycle
- Develop skills in developing project ideas using appropriate methodology
- Design a project using Logical Framework Analysis (LFA)
- Appraise the project using appropriate appraisal techniques
- Learn the process of implementing a project

Content

Unit 1: Project Planning : Concept of project ad project cycle – concept of project planning and project planning cycle – Generation of project idea – environment scanning for project idea – sources of project ideas – Preliminary screening of project ideas – Project rating index.

Unit 2:Project feasibility analysis: Economic and financial feasibility – Technical and managerial feasibility – environmental feasibility.

Unit 3: Project Planning and Design Process Logical Framework Analysis (LFA) – concept of LFA – Stakeholder Analysis – Problem Tree and objectives

tree analysis – analysis of strategies – fixing project output and activity – Assumptions and Risks Monitoring and Evaluation indicators

Unit 4:Project Appraisal – concept – Process – Appraisal Techniques – Discounted and non – discounted cash flow techniques – social –cost benefits analysis – analysis of Risk.

Unit 5:Project implementation planning: concept – Need – Pre-requisites for project implementation – Process of project implementation planning - Net working techniques for project implementation development of project network – PERT and CPM model – Project review and control.

Reference

1. Britha Mikkelsen, **Methods for Development work and research**, sage Publications Ltd., New Delhi, 2005.
2. David Mosse, **Cultivating Development**, Vistaar Publications, New Delhi, 2005.
3. Jyotsna Bapat, **Development Projects and critical theory of Environment**, sage Publication, New Delhi,2005
4. John M. Nicholas, **Project Management for Business and technology: Principles and Practice**, Pearson Prentice Hall, New Delhi,2005.
5. David I. Cleland, **Project Management : Strategic Design and implementation**, McGraw Hill Inc.1995.
6. Prasanna Chandra, **Projects: Preparation, appraisal, budgeting and implementation** Tate McGraw Hill Publishing company Ltd., New Delhi,1987.
7. Gopalakrishnan. P. And V.E.Ramamurthy, **Text Book of Project Management**, Macmillan India Ltd., 1993.
8. Goodman.j. and Ralph Ngatata Love, **Integrated Project Planning and Management Cycle**, fast west cnetre, Hawaii 2000.
9. Cedric Saldhana and John Whittle, **using the Logical Framework for sector Analysis and Project Design A users Guide**, Asians Development bank, Manila, 1998.

3.2 DEVELOPMENT FUNDING

(Course Code:3.2 Credit 4+0 Marks: 100)

Objectives

At the end of the course, the students will be able to:

- Know the concepts of development aid and funding processes
- Get oriented to the financial linkages between the donor agencies and NGOs
- Know the process of monitoring development aid to NGOs by donor agencies.

Content

Unit 1: Concepts

- Aid, Development aid, Forms of aid
- Donor, partner, nodal agencies
- Development ideologies Dependency Syndrome
- Direct and channelised funding , Co-financing

Unit 2: Typology of donors

- Funding sources – individuals, Volunteers, Non-resident communities, corporates, Trusts/foundation, Government sources, donor agencies
- Forms of support - Methods of identification sources – Factors motivating the sources – Reasons for supporting

Unit 3: Strategies and approaches

- Developing a fund raising proposal
- Mode of approaching funding sources
- Qualities of a good funds raiser

Unit 4: Structure and functions

Organizational structure and functions of Donors – Government, Embassies, Foreign Donors, Corporates

Process of funding – Appraisal, Funding monitoring and evaluation

Unit 5: Methods of Fund Raising: Methods of fund raising – Organizing and managing events – Cost of fund raising – Problems in fund raising

Reference

1. Michael Norton, Murray Culshaw, **Getting Started in Fundraising**, Sage publications, New Delhi, 2000.
2. Crackwell, Basil, **Evaluating Development Aid**, sage Publications, London 2000.
3. Schabbel, Cristian, The value chain of Foreign Aid, (sourced from Website). 2007.
4. Disability Awareness in Action: **Fund Raising**, published by Disability Awareness in Action, London Resource Kit No.5
5. **Rural Development Management**, IGNOU, School of Continuing Education, Book 2.
6. Project Evaluation: **A Guide for NGOs, ODA Overseas Development Administration**, June 1993.
7. Partha Dasgupta, Amertya Sen and Stephen Marglin, **Guidelines for Project Evaluation**, Oxford & IBH Publishing Co., New Delhi, 1972.
8. Britha Mikkelsen, **Methods for Development Work and Research**, Sage Publications, New Delhi, 2005.

3.3. TRAINING METHODOLOGY

(Course code: 3.3 Credit 4 + 0 Marks: 100)

Objectives: On the completion of the course the students will be able to:

- Know the basics of training and its components
- Gain knowledge and skills in designing and administering a training programme

Content

Unit 1: Fundamentals of Training: Meaning, importance, concept, components, principles of training & learning, training types, strategies, training situation, learning process in training.

Unit 2: Training Methods and Techniques: Main functions, importance, classification, factors influencing the choice of methods.

Unit 3: Formulating Training Design: Components, phases, steps in formulating training programme, key consideration in designing a training programme.

Unit 4: Management of Training Programme: Process of training, steps in implementation, trainee group and its dynamics – skills, roles and functions of trainers – Emerging trends and issues in training.

Unit 5: Training Evaluation: Meaning, significance, objectives, types, tools and techniques, evaluation design and its characteristics.

References

1. Agochiya Devendra, **Entry Trainer's Handbook**, Sage Publications, London, 2002
2. Lynton, R.F. and Pareek Udai, **Training for Organisation Transformation**, part 2, Sage Publications, New Delhi, 2000.
3. Saxena J.P (et. Al), **Training and Development, Institute of Applied Manpower Research**, New Delhi, 2000.
4. Singh P.N., **Training for Management Development**, Suchandra Publications, Mumbai, 1996.
5. Singal R.P. **Management of Training Programmes**, Anmol Publications, New Delhi, 2000.
6. Chowdhry Paul. D. **Training Methodology and Management**, Sterling Publishers, New Delhi, 1986.
7. Siberman Mel, **Active Training, A Handbook of Techniques, Design, Case Examples and Tips**, Lexington Books, New York. 1990.
8. Dubey V.K. **Management of Training Development and Motivation**, Commonwealth Publishers, New Delhi 1997.
9. Batten T.R. **Training for Community Development**, Oxford University Press, London, 1993.
10. Bhatnagar O.P., **Evaluation Methodology of Training**, Oxford and IBH Publishing Company, New Delhi, 1987.

3.4 EXTENSION MANAGEMENT

(Course code: 3.4 Credit: 4 + 0 Marks: 100)

Objectives: At end of the course the student will be able to:

- know the basics of Extension Education
- familiarise with planning preparation and presentation of various extension teaching methods and techniques
- acquire the required skill for extension teaching

Content

Unit 1: Fundamental of Extension Education: Education – Meaning and Channels, Extension Education – meaning, characteristics, objectives, philosophy and role of extension education to development

Unit 2: Principles and Procedure Extension Teaching: Teaching and Learning – meaning and principles, learning situation and elements.

Unit 3: Extension Teaching Methods and Techniques: Extension teaching methods – meaning, classification and their nature criteria for selecting suitable extension teaching methods – preparation, presentation and evaluation of various extension teaching methods.

Unit 4: Extension Programme Planning and Evaluation: Extension programme planning: meaning, principles – steps in planning – tools techniques, Evaluation – meaning, types, steps in evaluation.

Unit 5: Skills required for Extension Educators: Meaning of Extension worker, qualities required, values and ethics in extension work, problems in extension education.

Reference

1. Reddy, Adivi. A. **Extension Education**, Sree Lakshmi Press, Bapatla, 1995.
2. Dahama. O.P., Bhatnagar O.P., **Education and Communication for Development**, Oxford & IBH Publishing Co., New Delhi, 1995.
3. Supe. S.V., **An Introduction to Extension Education**, Oxford & IBH Publishing Co., New Delhi, 1985.
4. Willson M.C. and Gallup. G., (1955), **Extension Teaching Methods, US Department of Agriculture**, Washington.
5. Hass Kennath. B., and Packer Harry. Q., (1955), **Preparation and use of Audio Visual Aids**, Prentice Hall, Inc.
6. Journals: **Journal of Extension System and Extension Education.**

3.5 PROJECT MONITORING AND EVALUATION

(Course code:3.5 Credit 4 + 0 Marks: 100)

Objectives: On completion of this course, the students will be able to:

- understand the concept of monitoring and evaluation of projects
- gain skills in monitoring and evaluation of development projects

Content

Unit 1: Concept

Monitoring – Participatory Monitoring

Evaluation – Participatory Evaluation

Terms of reference – Management Information System

Unit 2: Monitoring: Need for project monitoring – Indicators of monitoring – Process and outcome monitoring, Designing a Monitoring system – project management information.

Unit 3: Evaluation

Types of evaluation: Internal, External, Self

Process, Outcome and Impact evaluation

Approaches to evaluation – Developing indicators

Measuring costs – Evaluating benefits

Unit 4: Participatory Monitoring and Evaluation

Need for Participatory Monitoring & Evaluation
Difference between conventional and Participatory Evaluation
Monitoring and Evaluation Methods and Tools
Designing Participatory Monitoring Systems and Evaluation Framework

Unit 5: Field Study and Reporting

Developing a format for project monitoring and evaluation
Monitoring of an on-going project
Evaluation of a completed project

Reference

1. Prasanna Chandra, Project Planning, Appraisal, Budgeting and Implementation, Tata McGraw Hill Publishing Company Limited, New Delhi, 1980
2. Shrutika Kasor, Project Management, Sumit Enterprises, New Delhi, 2003
3. Partha Dasgupta, Amartya Sen and Stephen Marglin, Guidelines for Project Evaluation, Oxford & IBH Publishing Co., New Delhi, 1972.
4. Moshin. M., Project Planning and Control, Vikas Publishing House Pvt. Ltd., 1977.
5. David I.Cleland, Project Management: Strategic, Design and Implementation, McGraw Hill, New Delhi, 1995.
6. R.G.Ghattas, Sandra L.McKee, Practical Project Management, Pearson Education (Singapore) Pvt. Ltd., Delhi, 2003.
7. Britha Mikkelsen, Methods for Development Work and Research, Sage Publications Ltd., New Delhi, 2005.

3.6 INTER DEPARTMENTAL ELECTIVE

(Course code:3.6 Credit 4 + 0 Marks: 100)

The students of MBA (Rural Project Management) are free to select an elective offered by any department in university.

3.7 VILLAGE PLACEMENT PROGRAMME / VALUES AND SOCIAL RESPONSIBILITIES

(Course code: 3.7 Credit: 4 + 0 Marks: 100)

Objectives: On completion of the course the students will be able to

- apply the theoretical knowledge in field situation and analyse the field realities with theoretical inputs.

Content

Besides regular item of works implemented during the programme the students may undertake any one of the following activities:

- Preparation of wholistic development plan for a village (or)
- Evaluation of a Development programme (or)
- Development of indicators for monitoring and evaluation of a development project (or)
- Training Needs Assessment (or)
- Assessing Development Issues

Evaluation will be done by a team of participating Faculty, based on students' participation in field work and its Documentation.

SEMESTER IV

4.1 INTERNSHIP

(Course code: 4.1 0 + 8 200 Marks)

Objectives

On completion of this course, the student will be able to:

- gain an indepth knowledge regarding structure, functions, strategies and programmes of the organization
- gain hands-on-experience in project planning, monitoring and evaluation.
- upgrade his knowledge and skill in development projects implemented by change agents

Content

The student may be placed for a period of two months in any of the following sectors:

- corporate sector (CSR Division)
- Donor agencies
- Multi-national corporations
- Banking

This is supervised field training.

The evaluation will be internal in nature. The criteria for evaluation will be as follows.

Report	: 150
Viva-voce	: 50

	: 200

The evaluation will be done by a team of staff from the Department.

4.2 PROJECT WORK

(Course code: 4.2 Credit: 0 + 8 Marks: 200)

Objectives

On completion of the dissertation, the students will be able to:

- identify the problem for taking up research studies
- analyse the problem and draw inferences
- apply appropriate statistical tools and techniques
- prepare a research report in a systematic manner

Content

The topic chosen for the dissertation may be in any one of the following areas.

- Government schemes and programmes
- Community based organizations
- Non-Governmental Organisations
- Formulation of projects

- Evaluation of schemes / programmes
- Programme planning
- Community participation
- Common property resources
- Indigenous management systems
- Community micro-enterprises
- Group dynamics
- Convergence of development programmes
- Development of monitoring and evaluation indicators
- Rural development policies and strategies
- Current issues related to rural development
- Integrated micro-planning
- Communication and extension techniques
- Disability Intervention

Evaluation

Evaluation is both internal and external. The weightage is as follows

	<i>Internal</i>	<i>External</i>	<i>Total</i>
Dissertation	75	75	150
Viva-voce	25	25	50
Total	100	100	200

The criteria for evaluating the report are: Research design, application of statistical tools, analysis, interpretation, drawing of inference, logical presentation, validity and relevance of suggestions and bibliography.