

Institute of Rural Management Anand
(NAAC "A" Accredited)



Post Graduate Diploma in
Rural Management (PGDRM)

2017-19



Director

R. C. Natarajan

Ph. D., PGDRM

Faculty

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Asmita H. Vyas	M. Com., LL.B., FCA
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Girish Agrawal	Ph. D. (IIT, Mumbai)
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Harekrishna Misra	Ph. D. (Utkal University, Bhubaneswar)
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Mukul Kumar	Ph. D. (Delhi University, Delhi)
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Pramod K. Singh	Ph. D. (Jawaharlal Nehru University, New Delhi)
Pratik Modi	Fellow (IRMA, Anand)
Preeti Priya	Ph. D. (S. P. University, Vallabh Vidyanagar)
Rakesh Arrawatia	Ph. D. (IIT, Kharagpur)
Rakesh Saxena	Ph. D. (IIT, Kanpur)
Ram Manohar Vikas	Ph. D. (IIT, Kanpur)
S. R. Asokan	Ph. D. (Gujarat University, Ahmedabad)
Saswata N. Biswas	Ph. D. (Allahabad University, Allahabad)
Shambu Prasad Chebrolu	Ph. D. (IIT, Delhi)
Shivshanker Singh Patel	Ph.D. (IISc, Bangalore)
Shyam Singh	Ph. D. (ISEC, Bangalore)
Vanita Yadav (on leave)	FPM (MDI, Gurgaon)
Vivek Pandey	Ph. D. (Michigan State University, USA)

Visiting Faculty and their Institutional Affiliations

Debasish Maitra	Faculty (IIM, Indore)
Ila Patel	Professor (Retd.), IRMA
Joel Evans	Company Secretary, GMDC Ltd.
Moksha Udani	Founder and Managing Director, Lewens Labs Pvt. Ltd.
N. V. Belavadi	Executive Director (Retd.), NDDDB
R. S. Sodhi	Managing Director, GCMMF
Ritu Dewan	President, Indian Association of Women's Studies
Sankar Datta	Senior Advisor (Institutional Development) – BASIX
Sara Ahmed	Independent Consultant
Kochalumpalackal Simon George	Faculty, TAPMI
Tamal Sarkar	Director, MSME Foundation, New Delhi



Institute of Rural Management Anand

Anand 388001, Gujarat, India

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Important Dates

Last date for receipt of completed applications in hard copy for Indian Nationals	January 16, 2017
Last date for receipt of completed applications online for Indian Nationals	January 20, 2017
Last date for receipt of completed applications for NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI)	March 31, 2017
IRMA's online Admissions Test on "Issues of Social Concern (ISC)" for Indian Nationals	February 12, 2017
Intimation for Group Activity and Personal Interview for Indian Nationals	February 18, 2017
Group Activity and Personal Interview for Indian Nationals	March 06 to 20, 2017
Telephonic Personal Interview (TPI) for NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI)	Last week of April 2017
Announcement of final results (for Indian Nationals)	March 31, 2017
Last date for submitting acceptance form with initial fee (online) of Rs. 25000/-	April 07, 2017
Last date to deposit the first year fee (online)	May 01, 2017
Classes on Bridge Courses	May 29 to June 03, 2017
Induction Programme	June 05 to 18, 2017
Beginning of First Term	June 19, 2017

Direct all correspondences to:

Admissions Office, IRMA, Anand - 388001, Gujarat, India

Phone : (02692) 221 659, 260 940 (between 2.00 p.m. to 5.30 p.m. on working days)

Fax : (02692) 260 188 • Email : admis@irma.ac.in • Web : www.irma.ac.in

Note: Applicants are requested to refer to IRMA website (<https://www.irma.ac.in>) before sending any query to admissions office by e-mail or making phone calls.

Jurisdiction: The entire admission process at the Institute shall be subject to the Jurisdiction of the Courts of Anand.

The information provided in the brochure is pertaining to the current status and is subject to change.

1.0 The Institute with a unique mission

The Institute of Rural Management Anand (IRMA), established in 1979, is a pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavours and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. Today, IRMA is recognised not only as an institution of excellence in teaching and research, it is also acknowledged for having successfully created the new discipline of rural management. This path-breaking approach of IRMA's is being emulated by other institutions in India and abroad. IRMA has received Rs. 25 crores in recent years from the Union Budget as a special provision for priority educational institution.

IRMA's mission is to promote sustainable, eco-friendly, and equitable socio-economic development of rural people through professional management. The core of IRMA's operating philosophy is to build and sustain a partnership between rural people and committed professional managers. By doing this, IRMA strives to contribute to the promotion of sustainable development and social justice in India's rural society. IRMA strives to achieve this mission by

- educating a new breed of professional rural managers having the appropriate values and ethos for helping rural organisations and institutions in professionalizing their management and empowering rural people through self-sustaining processes;
- training policy makers, directors, general managers, and those in charge of specific managerial functions in such enterprises and projects;
- building new rural management knowledge and theories through action-oriented and problem-solving research and consultancy; and
- influencing public policies through policy-oriented research and consultancy.

IRMA has also been accredited by the National Assessment and Accreditation Council (NAAC) with "A" grade.



1.1 Academic Programmes

As a premier academic institution in the field of rural management, IRMA has evolved unique curricula for its various programmes. Programmes and activities of IRMA are described below:

Postgraduate Programme in Rural Management (PRM) is for those who wish to take up challenging managerial responsibilities in institutions working in the rural sector. PRM is recognised as a Master's degree in Rural Management by the Association of Indian Universities (AIU) and is also approved by the All India Council for Technical Education (AICTE).

Doctoral Level Programme titled Fellow Programme in Rural Management (FPRM) is for participants and professionals seeking careers in research, teaching, and specialized knowledge-based positions in rural management institutions. FPRM is approved by the AICTE as a doctoral level programme in rural management.

Management Development Programmes (MDPs) are for middle- and senior-level in-service managers and officers of the union government, state governments, NGOs, and cooperatives working in the area of rural development. IRMA conducts many MDPs on various themes of development and management, ranging in duration from one week to six weeks.

Research and Consultancy Services are a means of enriching the quality and content of teaching and training. This continuous up grade puts us in the enviable position of serving our clientele more efficiently by helping them identify and resolve their critical management problems. The union government, state governments, NGOs, cooperatives, and national and international donor agencies are major clients of IRMA. Over the years, faculty members of IRMA have completed a large number of research and consultancy studies and assignments.

1.2 Human Resources of IRMA

The IRMA faculty comprises experienced scholars and practitioners of national and international repute. They represent a wide range of disciplines, such as the various functional areas of management (marketing, finance, strategy, information technology, operations, organisational behaviour and human resources), rural development, ecology and environment, quantitative methods, economics, sociology, behavioural science, geo-informatics, law, and gender relations.

Staff members of IRMA provide reliable and strong support to the faculty, participants, and participants of MDPs. Alumni make a valuable contribution to the overall development of rural India by designing innovative products for development interventions. Visiting Faculty and Fellows (who stay for a brief period) also play an important role in the academic activities of IRMA, contributing to specific needs of the institute in terms of consultancy, research, and teaching that are supported by academic associates and research associates.

2.0 Postgraduate Programme in Rural Management (PRM)

Many good stand-alone programmes of business management and development are available in India today. IRMA's PRM integrates the two streams and equips talented men and women with both development perspectives and business acumen. IRMA recognizes that institutions working for rural development operate in a complex environment, in which there is a far greater need for professional management. IRMA trains talented men and women through a well-structured two-year Postgraduate Programme in Rural Management so that they can undertake challenging responsibilities in development and producers' organisations with the right ethical values. IRMA has been working closely with its client organisations to integrate their emerging needs into its academic programme by periodically revising the curricula. The present PRM design is a reflection of this growing partnership.

PRM is a two-year fully residential programme leading to a Postgraduate Diploma in Rural Management (PGDRM). PGDRM is recognized as equivalent to a Master's degree in Rural Management by the Association of Indian Universities (AIU) and is approved by the All India Council for Technical Education (AICTE).

2.1 Course Design and Pedagogy*

The programme comprises four different segments—classroom, village fieldwork, development internship, and management traineeship. There are five classroom terms that focus on concepts, skills, and knowledge pertaining to rural development and management using modern pedagogical techniques and concentrating on experiential learning. The village fieldwork segment exposes participants to the realities of rural life. The development internship segment helps participants understand the nature of organisational dynamics. The management traineeship segment offers participants an opportunity to apply, test, and polish skills acquired in the classroom. About 30 percent of the total duration of the programme is devoted to experiential learning and practical application of the knowledge and skills acquired in the classroom segments. The faculty is involved, to a substantial degree, in the design and supervision of all field-based segments. The evaluation of a participant's performance in the programme is a continuous process affording an opportunity for



frequent and regular corrections. All four segments of the programme are evaluated and the results are reported on the participant's grade card. Participants are expected to meet the standards of performance prescribed by the PRM Committee for each segment. The current PRM curriculum is based on the recommendations of the PRM Review Committee, 2012. The Academic Calendar is given in Annexure 1 and the Programme Structure in Annexure 2.

Classroom Segment: The classroom segment in the first year has three terms, each consisting of 6.5 or 7 credits¹. The courses in the first year cover the basics of rural management and development. All the courses in the first year are compulsory. The courses in Term I cover the foundation and contextual courses in rural management. The courses in Terms II and III cover different functional areas of rural management (see Annexure 2).

The classroom segment in the second year has two terms (Terms IV and V), each consisting of 7 and 6.5 credits respectively. Term IV has core courses of four credits; these are compulsory for all PRM participants. In addition, participants are required to choose 3 credits of optional courses from among those offered during the term. Term V has 3.5 credits of compulsory courses. In addition, participants are required to choose 3 credits of optional courses from among those offered during the term (see Annexure 2 for the list of optional courses that are offered during Terms IV and V). The optional courses are divided into two groups: Rural Development Management and Rural Enterprise Management. Each participant is required to take six credits from optional courses, selecting at least two credits from each group.

Village Fieldwork Segment (VFS):

The duration of the VFS is eight weeks. It is scheduled after Term I. The academic goals of PRM require that the participants get involved in the interaction with rural communities in their own setting. Village stay during Induction and Village Fieldwork Segment (VFS) of the PRM curriculum provide exciting opportunities for participants to learn about village life and develop skills to interface with rural communities as well as to deepen their experiential knowledge of rural realities. Participants will remain immersed in the location for the duration and may not travel to other locations during this time except for visiting the institutions at taluka or district levels, which may have linkages with village social and economic life.

Participants are evaluated on the basis of reports and presentations of Exploratory Study of the Village (ESV), Theme Paper, and evaluation by the host organisation based on tasks undertaken during the Rural Action Component (RAC). Faculty Participant Collaborative Research (FPCR) may be encouraged in lieu of the Theme Paper. In such a case, evaluation will be based on presentation and report of the participants on the FPCR theme.

* Under Revision

¹ One course credit is equivalent to 28-30 classroom contact sessions of 70 minutes each and requiring the participant to put in about 80-85 hours of work outside the classroom. Half course credit is equivalent to 15 classroom contact sessions of 70 minutes each requiring the participant to put in about 45 hours of work outside the classroom.

Participants are evaluated on the basis of reports and presentations of Exploratory Study of the Village (ESV), Theme Paper, and evaluation by the host organisation based on tasks undertaken during the Rural Action Component (RAC). Faculty Participant Collaborative Research (FPCR) may be encouraged in lieu of the Theme Paper. In such a case, evaluation will be based on presentation and report of the participants on the FPCR theme.

Experience of Village Fieldwork Segment by PRM participant

The institution calls it the VFS, I call it an amazing journey of transformation of the self where you relate with the daily challenges of sustaining and surviving with very limited resources, livelihoods and minimal infrastructure, of the basic wants and necessities of a person who dwells in the institution inter pares called village. We went to a NGO named RUCHI based at Solan district in the midst of Shivalik mountains in the beautiful abode of Himachal Pradesh.

Although we are thoroughly seen acquainted with all of this through shelves of books and journals but what this very leg of our course taught us is way beyond what a researcher can capture. What we learnt here in three fortnights is the capability and willingness to smile through life in the dearth of resources and still not complain but look for solutions as an individual as well as a community.

I would like to share with all my fellow participants the 3 most important learnings that I received during the VFS :-

- A. Be inquisitive- never stop asking questions in the day.*
- B. Never suggest changes, you don't know it all, just observe and facilitate positive change.*
- C. The expectations are high IRMAAns!- we must realize our true potential - Push your boundaries, live on the edge, because if you are not you are taking too much space in the universe around you.*

Last but certainly not the least I made some good friends with fellow participants from all parts of the country, their learning and way of understanding further enriched my thought process. I truly wish to take this learning forward in my pursuit to knowledge and wish to come back to these beautiful mountains called the Himachal.

**LAV BHARDWAJ,
PRM 36**

Development Internship Segment (DIS): The duration of the DIS is eight weeks. It is scheduled after Term III, which marks the beginning of the second year of PRM.

The DIS provides opportunities for participants to learn through practical engagement and develop interactive skills with the community and grassroots organisations. The internship offers scope for application and appreciation of theories, tools and techniques learned in the classroom segment during the first year and network with development practitioners. The performance of participants in this segment is evaluated on the basis of reports, presentations of development interventions of the host organisation, and the tasks accomplished at the host organisation, apart from the assessment made by the reporting officer and guide.

Management Traineeship Segment (MTS): The duration of the MTS is nine weeks. It is scheduled after Term IV. MTS exposes participants to the functioning of organisations and gives them an opportunity to apply, test, and polish the skills acquired in the classroom. Participants develop practical skills and gain a realistic idea of the managerial functions of rural organisations. MTS helps participants to develop the key abilities that they will need on the job: working effectively with others, thinking and acting proactively, learning to manage people, and improving written and oral communication skills. MTS also imparts flexibility and creativity to the overall design of the programme. Both MTS reports and the presentations are evaluated.

Pedagogy: IRMA's unique curriculum is based on a state-of-the-art pedagogy, with an emphasis on experiential learning. The courses are taught through a slew of modern teaching techniques such as case methods, interactive sessions, seminars, individual and group exercises, role-playing, experiential learning, and simulated exercises giving participants the opportunity to learn by doing. The actual mix of pedagogical techniques varies with the nature of the course. The pedagogy requires that participants play an active role in classroom sessions and discussions. The medium of instruction is English.

2.2 Placement

The Campus Placement Programme for each graduating batch ensures that all the participants secure meaningful and challenging career opportunities in tune with IRMA's core commitment of addressing the needs of the rural poor.

The organisations participating during IRMA's placements represent a wide range of sectors, organisational forms and orientations offering various challenging profiles to the participants. The domains on offer include Sales & Marketing, Finance, Consulting, Research and Advisory, Agribusiness, ICT, Renewable Energy, Livelihood Promotion, Watershed Development, Education and Health. The common thread joining the recruiters across the sectors is their commitment to cater to the needs of rural development. IRMA graduates have succeeded not only in choosing meaningful jobs but have also received decent salaries. IRMA provides assured placement to PRM participant of Indian Nationals in development organisations. The annual salaries received by the last three PRM batches are displayed on table 1.

Table 1: Annual Salaries Received by the last three PRM Batches

PRM Batch	Average (Rs.)	Maximum (Rs.)
2014-16	8.56 lakh	27.39 lakh
2013-15	8.22 lakh	15.50 lakh
2012-14	7.67 lakh	19 lakh

For further details, please visit placement link of IRMA website <https://www.irma.ac.in>

2.3 Programme Cost

- a. **Indian Nationals:** The total programme cost over the period of two years is estimated at about Rs. 9.5 lakh. IRMA has a cooperative mess, which is governed and managed by participants. Participants also frame and implement the rules and regulations of the mess. They share the cost of boarding equally. The details about fees for PRM 2017-19 is given in Annexure 3.
- b. **NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI):** Fee Structure for participants from NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI) is US\$ 21,500 (US dollars twenty one thousand five hundred only). The details about fees for PRM 2017-19 is given in Annexure 4.

2.4 Scholarships, Tuition Fees Waiver Scheme, Educational Loans and Bridge Fund²:

IRMA has several prestigious scholarships for deserving participants, which are mentioned below:

IRMA Fellowship: Currently only participants who get a monthly gross salary that is less than the decided minimum gross salary are eligible to receive the IRMA Fellowship (provided they join the organisations that are eligible for the purpose of the fellowship). The amount of the IRMA Fellowship to an eligible participant will be equal to the difference between the actual amount of his/her gross salary and the decided minimum gross salary. The recipient of IRMA fellowship may get a maximum of Rs. 3 lakhs during the course of 3 years. There could be revisions to these procedures. IRMA encourages participants to work in the eligible organisations and the numbers of scholarships are likely to be increase.

Scholarships for SC / ST Students: SC / ST scholarships covering the entire costs of education of SC / ST applicants are available at IRMA. The Ministry of Social Justice and Empowerment, Government of India has allocated twelve scholarships to IRMA for SC participants. The scholarship covers tuition fee, non-refundable charges, lodging and boarding expenses, cost of books, stationery, and personal computer (<http://www.socialjustice.nic.in>). The Ministry of Tribal Affairs, Government of India has allocated five scholarships to IRMA for ST applicants. The amount of the scholarship covers tuition fees, boarding and lodging expenses, book grant, and a one-time grant for the purchase of a personal computer (<http://www.tribal.nic.in>).

Scholarships for Students with Disabilities: Central Sector Scheme of Scholarship for Top class Education for Students with Disabilities of The Ministry of Social Justice & Empowerment, Department of Empowerment of Persons with Disabilities is available at IRMA (disabilityaffairs.gov.in).

Tuition Fee Waiver Scheme and Fee Exemption: The Tuition Fee Waiver Scheme, as per the AICTE rules, is available at IRMA. IRMA firmly believes that no one should be deprived of education for lack of financial resources. Hence, IRMA is open to providing financial assistance to meet the PRM tuition fee requirements of extremely poor applicants. Participants can request for Exemption only after joining.

TATA Scholarship:

In response to IRMA's commitment towards rural sector IRMA has instituted ten scholarships of Rs. 3,00,000/- each per annum for three years in collaboration with TATA Trusts for the PRM graduates who decide to serve the grassroots organisations.

Educational Loans: Educational loans are available from various banks to applicants enrolling at IRMA.

Bridge Fund: A fund of Rs. 50 lakhs has been set aside by the Institute for the participants facing economic deprivation to bridge the gap between the dates of payment of IRMA and the disbursement of payment from different financing options (e. g. Bank loan, fee waiver/exemption scheme of IRMA etc.).

2.5 PRM Administration

The PRM Committee administers the Postgraduate Programme in Rural Management (PRM) and decides on all matters pertaining to the conduct of the programme. The PRM Committee consists of the PRM Coordinator, the VFS Coordinator, the DIS and MTS Coordinator, the Admissions Coordinator, and the Placement Coordinator. The PRM Coordinator is the convenor of the committee. The rules and regulations governing PRM are given in the PRM Handbook, which is provided to participants when they join the programme.

The PRM Office provides all the information and support for the activities related to PRM, right from admission to placement. It consists of three main sections: Admissions Office, Teaching Aids Unit, and Audiovisual Unit. The Admissions Office looks after all matters related to admission, maintenance of participants' leave records, issue of rail/air travel concession forms, scheduling, conducting examination, grading, and convocation. The Teaching Aids Unit provides facilities for reproduction, binding, and distribution of teaching materials. The Audiovisual Unit looks after audiovisual aids such as overhead projectors, slide projectors, multimedia video projectors, film projectors, 35mm cameras, video cameras, televisions, and videocassette recorders for use by the faculty and the participants.

Standard and quality assurance of the PRM will be governed by the Academic Council. This includes introduction of new optional courses.

²Number of scholarships and its availability are based on year to year sanctions from concerned organisations / Ministry.

3.0 Admission to PRM

The total number of seats available for PRM 2017-19 is 240*. Five percent of the approved intake is allocated for admission for Sons & Daughters of Non Resident Indian(s) and NRI sponsored applicant. Fifteen percent of the approved intake is available on supernumerary basis for Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI).

IRMA follows the statutory reservation policy of Government of India as per the details given below:

- a) 15% of the seats to be reserved for scheduled caste (SC)
- b) 7.5% of the seats to be reserved for scheduled tribe (ST)
- c) 27% of the seats to be reserved for other Backward classes belonging to the "Non-creamy" layer (NC-OBC)
- d) As per the provision under section 39 of the PWD Act, 1995, 3% seats are reserved for Differently Abled (DA) candidates. The three categories of disability are: (i) Low-vision/blindness; (ii) Hearing impairment, and (iii) Locomotor disability/cerebral palsy. This provision is applicable if the candidate suffers from any of the listed disabilities to the extent of not less than 40% as certified by a medical authority as prescribed and explained in the said Act."

Note: Seats not filled by candidates of the reserved category will be offered to the general category.

The 38th Postgraduate Programme in Rural Management is commencing on May 15, 2017. IRMA has adopted the following criteria and procedures for the admission of participants.

3.1 Eligibility

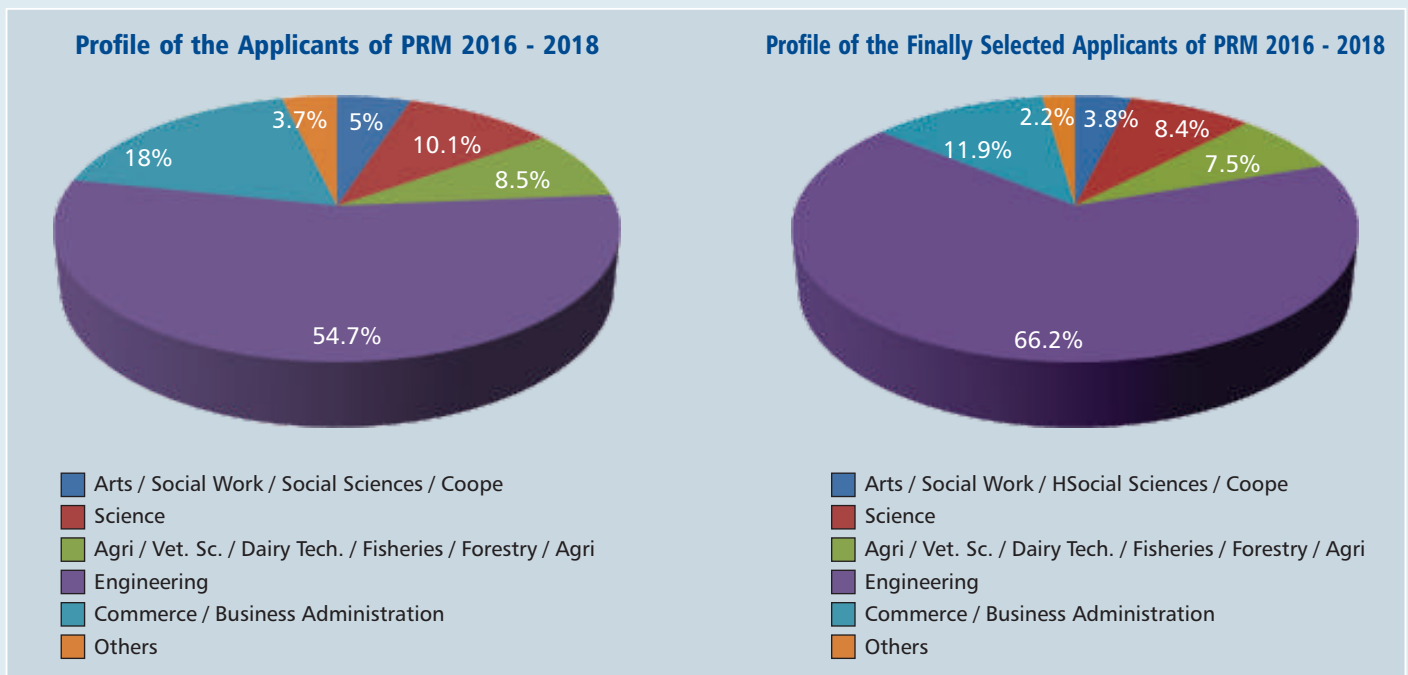
A graduate from any discipline, with a minimum of 15 years (10+2+3) of education and having 50 percent or above (45 percent or above for SC/ST/DAP*) aggregate marks at the graduation level can apply for admission. The percentage of aggregate marks is to be calculated as per the practice followed by the concerned university or institution. In case the university/institution does not have a scheme for converting CGPA into equivalent marks, the equivalence will be established by IRMA by dividing obtained CGPA with the maximum possible CGPA and multiplying the resultant with 100. Those who are in their final year and who expect to complete all the requirements of graduation before June 05, 2017 may also apply.

There is no management quota for admission to PRM at IRMA.

IRMA encourages applications from applicants with diverse academic backgrounds.

IRMA encourages the employees of its designated organisations to apply with sponsorship from their employers (see 3.7 for eligibility and other provisions for sponsored applicants).

The profile of the applicants and profile of finally selected applicants for PRM 2016 - 18 is shown below:



* Subject to approval of AICTE for additional 60 seats.

3.2 Application Fee

- a. **For Indian Nationals:** There is a common application form for PRM and FPRM programmes. An applicant may apply for two programmes by using one application form. The fees applicable for the number of programmes are shown in table given below. Those applicants applying online and paying through payment gateway OR paying through SBI Challan at any SBI branch OR paying at any IMS Learning Center may get discount of Rs.75/-.

Application fee will be waived for applicants belonging to "Below Poverty Line (BPL)" families. It is mandatory for "BPL" applicants to submit self attested photo copy of latest proof of "BPL" status issued by an appropriate authority with hard copy of application form for an exemption from application fees.

Application fee for Online Applicant

No. of Programme	General & OBC	SC/ST/DAP*
One Programme	Rs. 1200/-	Rs. 600/-
Two Programmes	Rs. 1600/-	Rs. 800/-

Application fee for Applying in Hardcopy

No. of Programme	General & OBC	SC/ST/DAP*
One Programme	Rs. 1275/-	Rs. 675/-
Two Programmes	Rs. 1675/-	Rs. 875/-

* Differently Abled Person

- b. **For NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI):** Applicants of this category should make payment of Rs. 2000/- towards application form fee. (Our payment gateway system will convert the application form fee amount in your home currency and give you option of paying in INR or Home currency. You can choose appropriate option).

3.3 How to apply

- a. **For Indian National**

An applicant can opt for one of the following option for applying:

- Apply online and pay through payment gateway.
- Take a print out of SBI challan available on IRMA website in the admissions link. Make payment at any branch of SBI by using the challan. SBI would then issue a unique ID number. Use this unique ID number and apply online through IRMA website.
- Make payment at any IMS learning centre (details available on IRMA website), after getting IMS receipt, apply through IRMA website by using IMS receipt number.
- Printed application material (prospectus, application form, sample question paper etc.) may

be obtained from Admissions Office, IRMA, Anand-388 001 on payment of full fees. (All the payments to IRMA should be made in the form of a demand draft favouring IRMA and it should be payable at Anand).

- e) For applicants belonging to "Below Poverty Line (BPL)" families:

Application fee will be waived for applicants belonging to "Below Poverty Line (BPL)" families. Such applicants may apply online and send the print out of the application form with a photocopy of self-attested latest proof of "Below Poverty Line (BPL)" status issued by the appropriate authority for exemption from Application fee OR they can send a request by post or courier for an application form to the Admissions Office, IRMA with a photocopy of self-attested latest proof of "Below Poverty Line (BPL)" status issued by the appropriate authority. IRMA will send printed material (prospectus, application form, sample question paper etc.) to such applicants.

Applicants (other than "BPL" category and Sponsored applicants) are not required to send a hard copy (print out) of application form at IRMA.

Applicants belonging to "BPL" category are required to send hard copy (print out) of application form with photocopy of self-attested latest proof of "Below Poverty Line (BPL)" status issued by the appropriate authority to get exemption from paying Application fee before January 16, 2017.

Failure to attach the self-attested photocopy of latest proof of "BPL" status issued by appropriate authority with hard copy of application form will lead to rejection of the application.

Sponsored applicants are also required to send hard copy of application form with Declaration Form of Organisation before January 16, 2017.

After January 20, 2017 IRMA will send the prospectus to the applicants who have applied online.

- Applicants should retain a copy of the completed application form for their reference.
- No Refund will be made after the payment of Application fee is made.
- Postal delay is not the responsibility of IRMA.



- b. NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI)

NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI) can apply online and pay through payment gateway.

All correspondence related to admission should be addressed to:

Admissions Office
Institute of Rural Management Anand (IRMA),
Anand-388 001, Gujarat, (India).
Phone: 02692 – 221659



3.4 Selection Process

a. For Indian National

All eligible applicants are required appear for the Common Admission Test 2016 (CAT2016) conducted by the Indian Institute of Management (IIM) OR Xavier Aptitude Test 2017 (XAT2017) conducted by XLRI (Xavier School of Management), Jamshedpur and IRMA's online Admissions Test on "Issues of Social Concern (ISC)" to be conducted on February 12, 2017 (Sunday) at 27 centres across India. These centres are mentioned in following Table 2:

Table 2: Test Centres for IRMA's test (online) on "Issues of Social Concern"

• Anand/Ahmedabad / Changa/VV Nagar	• Greater Kolkata / Kalyani	• Hyderabad / Rangareddy / Secunderabad
• Lucknow / Barabanki / Sitapur / Unnao	• Chennai	• Varanasi
• Bangalore / Tumkur	• Raipur / Bhilai / Durg	• Indore / Dewas
• Mumbai / Navi Mumbai / Thane	• Coimbatore	• Vishakhapatnam
• Bhopal / Vidisha	• Rajkot	• Jaipur
• Nagpur	• Dehradun	• Bhubaneswar / Cuttack / Khurda
• Delhi - NCR (Ghaziabad, Faridabad, Gurgaon, Noida, Greater Noida)	• Ranchi	• Patna / Hajipur / Bihta
	• Kochi / Ernakulam	• Guwahati / Ri Boi / Mirza
• Thiruvananthapuram	• Chandigarh / Mohali / Panchkula	• Udaipur
	• Pune / Pimpri Chinchwad / Talegaon	

IRMA reserves the right to change or cancel any test centre at its discretion



- All applicants for IRMA Admissions 2017 have to additionally appear for the IRMA's Online Admissions Test on "Issues of Social Concern" on February 12, 2017.
- IRMA will only upload the Admit Card of all eligible applicants in the First Week of February 2017. Applicant can download it from the IRMA website <https://www.irma.ac.in> by using her/his form number or roll number. No hard copies will be issued by the IRMA.

Applicants will be shortlisted for attending Personal Interview (PI) based on their overall (total) performance in either Common Admission Test 2016 (CAT2016) OR Xavier Aptitude Test 2017 (XAT2017) and the "Issues of Social Concern (ISC)" conducted by IRMA on February 12, 2017. The combined score will be considered for the selection process of PRM 2017 - 19. There may be separate cut offs for CAT2016/XAT2017 scores, ISC score and Total score.

The following weightages will be used for short listing applicants for GA & PI*:

CAT2016 OR XAT2017 Score	: 80%
"Issues of Social Concern (ISC)" Score	: 20%

It is compulsory for applicants to appear for either Common Admission Test 2016 (CAT2016) OR Xavier Aptitude Test 2017 (XAT2017) and in the "Issues of Social Concern (ISC)" conducted by IRMA on February 12, 2017.

If Applicant is appeared in both CAT2016 and XAT2017 exams, then IRMA will use the higher score among the two tests.

**IRMA may change the weightages of CAT2016 OR XAT2017 and ISC of IRMA or may decide to consider some other criteria for short listing applicants for GA & GI.*

Group Activity (GA) and Personal Interview (PI) will be conducted during March 06 and 20, 2017 at IRMA. The final selection of applicants will be done on the basis of the overall performance in the admissions test (CAT2016 OR XAT2017 & "ISC" of IRMA), GA and PI. The marks obtained in the admissions test (CAT2016 OR XAT2017 & "ISC" of IRMA), GA and PI will be reduced to the equivalent marks of 50 (CAT/XAT 40 marks and ISC 10 marks), 25, and 25, respectively. An overall merit list will be prepared based on the total marks obtained out of these 100 marks. Such a listing will be prepared separately for the different categories of applicants and the required number of applicants will be selected from the different categories according to their order of merit.

IRMA has positive discrimination policies for admissions to disadvantaged sections of the society.

Those who want to apply for FPRM 2017 are requested to refer the FPRM 2017 Prospectus separately.

b. NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI):

Applicants will be shortlisted for Telephonic Personal Interview (TPI) on the basis of their **GMAT / GRE Scores (taken on or after January 2011) / CAT2016 OR XAT2017 scores for PRM 2017 – 19.**

Telephonic Personal Interview will be conducted during last week of April 2017.

The final selection will be done on the basis of their **GMAT / GRE Scores (taken on or after January 2011) / CAT2016 OR XAT2017** and TPI score. The marks obtained in the **GMAT / GRE Scores (taken on or after January 2011) / CAT2016 OR XAT2017** test and the marks obtained in TPI will be reduced to the equivalent marks of 60 and 40 respectively. An overall merit list will be prepared based on the total marks obtained out of these 100 marks.

Result of all the stages of admissions process 2017 will be available on IRMA website: www.irma.ac.in

The programme will begin on June 05, 2017. All the selected applicants will be required to report at IRMA by this date. Applicants who will be called for attending classes of bridge course/s will have to report before May 29, 2017.

3.5 Tracking the Status of Application

Applicants may track the status or progress of their application, allocation of roll number, allocation of test centre, and test results at the appropriate stages of the admission process through the IRMA website. The admit card, the call letter, and the letter of admission offer can also be downloaded from the IRMA website at the appropriate stage. Applicants will also receive some of this information through a system-generated e-mail. In order to avail of this facility applicants must provide their valid e-mail ID. Besides, the Institute has introduced SMS service



for the Indian Nationals only (broadcast and unicast). This service will be available during the appropriate stage of the admission process. The broadcast service is controlled by the Institute and the message will be transmitted only once for each stage of the admission process. As regards the unicast service, the applicants who wishes to know the latest status of their application, may do so by sending SMS to 9687933388. While sending SMS, please mention ADM, followed by space and then quote your Form No., to get the response. For example: ADM 25633. Unicast service will be available 10 days before IRMA examination date. Please note this broadcast service is free of charge whereas the unicast service is chargeable as per the rates prescribed by service providers. The unicast service can be availed repeatedly. Those applying through hard copy application forms can get the status of their application form after two weeks of the closing date.

3.6 Sponsored Applicants (only for Indian Nationals)

IRMA's designated organisations can sponsor their employees (executives and officers) for CRM or PRM. PRM offers flexibility to working executives and officers who are sponsored by IRMA's designated organisations. The sponsored applicants can complete the programme in two years, or they can opt for a Certificate in Rural Management (CRM) at the end of the first year. CRM holders have the option of rejoining within three years and completing the second year of the programme to obtain a PGDRM. If rejoining within three years, they have to submit "NO OBJECTION CERTIFICATE (NOC)" from their organisation.

Those sponsored applicants who cannot meet the minimum academic standards will only be given a certificate of participation specifically addressed to their employers.

CRM is not open to non-sponsored applicants.

At present, about 700 organisations have been designated by IRMA. Sponsored applicants are required to fulfil the following conditions for admission to IRMA:

- The applicant should hold a bachelor's degree, in any discipline, from a recognised university/institution.
- The applicant should have worked with the sponsoring organisation for a minimum period of two years (as on June 30, 2016) on a continuous basis as a full-time, regular employee.
- The sponsoring organisation should be willing to grant uninterrupted leave to the applicant (if selected) for the period of study at IRMA.
- The sponsoring organisation should undertake to make arrangements for payment of fees and other dues of the applicant to IRMA.
- The applicant should apply to IRMA by using any one option available in point 3.3
- The applicant should appear for the admissions test (CAT2016 OR XAT2017 and "ISC" of IRMA), the Group Activity and Personal Interview.
- The applicant should at least score the minimum cut-off point set for admission by IRMA.
- The applicant should produce evidence of sponsorship from the sponsoring organisation.
- If rejoining within three years for completing the second year of the programme to obtain a "PGDRM", she / he must be working with same organisation that sponsored her/him for the CRM and they need to acquire a "NO OBJECTION CERTIFICATE (NOC)" from them.
- It may be noted that IRMA's placement facility is not open to sponsored applicants.

Essential for Sponsored Applicants: Sponsored applicants should attach a certificate from their employer as per



declaration of sponsorship form available on the IRMA website, stating that they will be sponsored, if selected, along with the hard copy (print out) of application form. If the sponsorship certificate is not enclosed, or if the organisation where the applicant is working is not a designated organisation of IRMA, the application of the applicant will be treated on par with the applications of other, non-sponsored applicants. The sponsoring organisation must clearly specify the duration of the sponsorship and provide other details as per the declaration of sponsorship form available on the IRMA website. Employers willing to sponsor applicants may write directly to the Admissions Office, IRMA for clarification, if any.

4.0 Campus Location and Facilities

IRMA has a sprawling 60-acre lush green campus, state-of-the-art infrastructure, fully computerized facilities, an excellent library, 24-hour internet connectivity, and modern teaching aids. The campus is fully residential. It is equipped with participant hostels, a mess, lecture halls, seminar rooms, a library, faculty and administrative offices, an auditorium, an executive training and development centre, faculty and staff housing, a dispensary, and other support facilities. The IRMA staff cooperative store caters to the daily requirements of residents. The campus also has one Amul Parlour which provides snacks and Amul Product till late night.

IRMA is situated about 36 km north of Vadodara and 65 km south of Ahmedabad. The distance between IRMA and the Anand railway station and bus stand is about 4 km. The campus is conveniently located in terms of accessibility to many academic and development institutions. The more important of these are the National Dairy Development Board, the Gujarat Cooperative Milk Marketing Federation, AMUL (Anand Milk Union Limited), the Tribhuvandas Foundation, Anand Agricultural University, and Sardar Patel University.

The Institute has its own Dispensary in the campus. A doctor is visiting Dispensary on all working days on scheduled time. A full time nurse also works in the Dispensary and she is available in the Dispensary during working hours on all working days. She is also staying in the campus, so she can be contacted for any emergency requirements.

IRMA is taking Group Medical Insurance (Krupa Arogya Surksha scheme) of Rs. 25,000/- from Shree Krishna Hospital, Karamsad for each PRM participant.

4.1 Participant Accommodation

PRM is a fully residential programme. The hostel has fourteen blocks, each with furnished single rooms. Each floor consists of a furnished common reading room, which is also used for receiving guests. The hostel has a boarding facility, which is managed by an elected participant body.

4.2 Library

IRMA has an excellent library, housed in a spacious three-storey building, which supports the teaching and research programmes of the institute. The library services are fully automated; Koha software is used for searching, reporting, circulation, and various other functions. IRMA library has comprehensive 09 full-text databases of journals, namely EBSCO (a package of five different subject areas), ABI/Inform (Proquest), Elsevier (Business Management and Accounting Package), Sage and JSTOR. These together provide full-text databases of over 15810 journals in subject areas such as management, finance, marketing, organisational science and strategy, information technology, e-governance, sociology, environment, and gender. IRMA participants have access to online databases like CMIE, indiastat.com, EPW Research Foundation and DELENT. CMIE databases and Indiastat.com provide financial and socio-economic databases respectively in electronic form to the IRMA user community. The print collection of the library at present includes 46789 books, student reports and FPRM thesis prepared by participants. A huge collection of video films and microforms are also available. The library subscribes to over 164 print journals/periodicals. The Library is well equipped with Wi-Fi facility also.

4.3 IT Infrastructure



IRMA's comprehensive state-of-the-art computer centre caters to its community through an intranet. The intranet provides online services for the effective administration of academic functions. The computer centre manages 600-odd hosts in the network. IRMA has uninterrupted internet services through 150-Mbps leased line. IRMA has a technology-intensive network, which provides mail, file, and print services on campus. Wi-Fi facilities are available in library, participant hostel blocks, Classrooms, Executive Training Centre, Administrative and Faculty Block and Mess. Various software statistical tools such as SPSS, EViews, Stata, AMOS and LISREL are available for conducting quantitative and qualitative analyses and research studies. There are three well equipped laboratories for participants, researchers and participants of various other sponsored programmes in the areas of geographical systems (with ArcGIS) software and business computing. The library information system has online features to support user queries and to manage library administration. In addition,

the IRMA alumni network is linked to the IRMA website to provide better networking among IRMA participants and alumni. A permanent email ID is provided to the Alumni to interact with faculty, staff and participant community. Participants of PRM programme are expected to possess a network-enabled PC to gain such access whereas the Institute extends these facilities to FPRM scholars.

4.4 Extra-curricular Activities

A wide range of facilities for pursuing extra-curricular activities are provided through the Participant Activity Centre. In addition, IRMA has facilities for sports like football, cricket, badminton, and table tennis. The air-conditioned 400-seat auditorium has an excellent audiovisual projection system, which is used regularly by the participant community and by IRMA for holding a variety of programmes. Under SPIC-MACAY, many participants, staff, and faculty are members of this cultural organisation, several concerts and recitals by eminent artistes are organized every year. While IRMA extends support for extra-curricular activities, the initiative for organizing these events mainly comes from the participants. The IRMA Staff Club organizes various cultural programmes, entertainment, and sports activities, and film shows. All the PRM participants are associate members of the IRMA Staff Club. The PRM participants represent a substantial pool of talent in music, drama, and dance. The participants organize several cultural programmes, with Jatra, a three-day participant festival, being the highlight. Another event organized by PRM participants is Udaan showcasing, business competitions and lectures by eminent personalities; it is also attended by participants from other B-schools. Milaap is an alumni fest which gives an opportunity for the alumni to cherish their memories from campus and interact with the present batch participants. During Milaap, Anand Run, a marathon, is organized to spread a social message. Terra Firma, the biannual participant magazine describing life at IRMA, is popular among not only participants but also alumni and the larger community. Network, the IRMA magazine, is another popular platform of communication for the campus community.



Glimpses of IRMA Convocation



Academic Calendar for PRM 2017-19

Annexure-1

First Academic Year (2017-18)				
	ACTIVITY	STARTING DATE	ENDING DATE	WEEKS
1	Bridge courses	Monday, May 29, 2017	Saturday, June 03, 2017	1
2	Induction and orientation	Monday, June 05, 2017	Sunday, June 18, 2017	2
3	Classroom segment, Term I	Monday, June 19, 2017	Sunday, September 10, 2017	12
4	Vacation	Monday, September 11, 2017	Sunday, September 17, 2017	1
5	Village Fieldwork Segment (VFS)	Monday, September 18, 2017	Sunday, November 12, 2017	8
6	Classroom segment, Term II	Monday, November 13, 2017	Sunday, February 11, 2018	13
7	Classroom segment, Term III	Monday, February 12, 2018	Sunday, May 13, 2018	13
Total				50

Second Academic Year (2018 – 19)				
8	Vacation	Monday, May 14, 2018	Sunday, May 20, 2018	1
9	Development Internship Segment (DIS)	Monday, May 21, 2018	Sunday, July 15, 2018	8
10	Classroom segment, Term IV	Monday, July 16, 2018	Sunday, October 10, 2018	13
11	Management Traineeship Segment (MTS)	Monday, October 15, 2018	Sunday, December 16, 2018	9
12	Classroom segment, Term V (including 1 week of placement)	Monday, December 17, 2018	Sunday, March 24, 2019	13 + 1
13	Convocation	Last Week of March 2019		
Total				45

Note: The dates are indicative; to be firmed up closer to the date off session starting.



Programme Structure⁴

Annexure-2

FIRST YEAR			
Term I (6.5 credits)		Term II (7.0 credits)	Term III (7.0 Credits)
Economic Analysis for Rural Management – I (1.0 Credit)	Village Fieldwork Segment (3.0 Credits)	Collective Action and Cooperation (1.0 Credit)	Costing and Control Systems (1.0 Credit)
Financial Accounting (1.0 Credit)		Financial Management (1.0 Credit)	Development Theories and Practices (1.0 Credit)
Individual and Group Behaviour (1.0 Credit)		Macro Economic Perspectives (1.0 Credit)	Human Resources Management (1.0 Credit)
Quantitative Analysis for Rural Management (1.0 Credit)		Marketing Management (1.0 Credit)	Management Information Systems (1.0 Credit)
Rural Society and Polity (1.0 Credit)		Production and Operations Management (1.0 Credit)	Marketing Research and Analytics (1.0 Credit)
Managerial Analysis and Communication (0.5 Credit)		Understanding Organisations (1.0 Credit)	Natural Resources and Sustainability (1.0 Credit)
Rural Livelihood Systems (0.5 Credit) (Post Mid – Term)		Gender and Development (0.5 Credit) (Post Mid – Term)	Legal Environment – I (0.5 Credit) (Pre Mid – Term)
Rural Research Methods (0.5 Credit) (Pre Mid – Term)		Operations Research (0.5 Credit) (Pre Mid – Term)	Legal Environment – II (0.5 Credit) (Post Mid – Term)

SECOND YEAR			
	Term IV (7.0 credits)		Term V (6.5 credits)
Development Internship Segment (3.0 Credits)	• Managing Collectives (1.0 Credit)	Management Traineeship Segment (4.0 Credits)	• Financial and Commodity Derivatives (0.5 Credit) (Post MT)
	• Project Management (1.0 Credit)		• Managing Not-for-Profit Organisations (0.5 Credit) (Post MT)
	• Rural Development Interventions (1.0 Credit)		• Public Systems Management (0.5 Credit) (Pre MT)
	• Strategic Management (1.0 Credit)		• Rural Finance (0.5 Credit) (Pre MT)
	• Optional Courses (3.0 credits)		• Rural Marketing (0.5 Credit) (Pre MT)
		• Values and Ethics in Management (0.5 Credit) (Post MT)	
		• Optional Courses (3.0 credits)	

List of Optional Courses (Term IV and V)

RURAL DEVELOPMENT MANAGEMENT GROUP

- Corporate Social Responsibility
- Cost Benefit Analysis
- Dairy Development
- Development and Rural Communication
- Economic Environment and Policy
- International Trade
- Management of Change
- Micro-Finance
- Public Policy Analysis
- Econometric Methods for Impact Evaluation and Development Consulting
- Social Policy in Market Economies
- Decentralization and Public Policy

RURAL ENTERPRISE MANAGEMENT GROUP

- Advanced Financial Management
- Agribusiness
- Applied Econometrics for Rural Managers
- Brand Management
- Consumer Behaviour
- Security Analysis and Portfolio Management
- Commercial Banking and Risk Management
- Product Policy in Marketing
- Promotional Strategy
- Quality Management
- Sales and Distribution Management
- Service Operations Management
- Effective Written and Oral Communication Skills
- Social Marketing
- Financial Statements Analysis and Advanced Accounting
- Monitoring and Evaluation for Development Interventions
- Promoting Rural Enterprises and Entrepreneurship: MSME Clustering Approach for Value Chains

Notes: • Optional courses may vary depending on need of the participants and recommendation of the PRM Committee.
 • Each participant is required to take 6.0 credits from the optional courses selecting at least 2.0 credits from each of the two groups– Rural Development Management and Rural Enterprise Management for holistic learning.

⁴This Programme Structure may change during the programme, if required.

Glimpses of IRMA



Fee Structure of PRM 2017 - 19

Annexure-3

for Indian Nationals:

- **Total Fee:** Rs. 9,50,000/- for two years
- **Deposits & Other Activities Charges:** Rs. 60,000/- for two years.

Notes:

1. The fee structure for Certificate in Rural Management (CRM) is equivalent to the fee structure of the First Academic Year.
2. There may be upward revision of the tuition fees.
3. Mess is managed by the Participants' body. Boarding and personal expenses will be over and above the mentioned fee. Currently average monthly expenses of the mess is around Rs. 4,500/-.

Annexure-4

for NRI / NRI sponsored applicants / Foreign Nationals / Persons of Indian Origin (PIO) / Children of Indian Workers in Gulf Countries and Overseas Citizen of India (OCI):

Total Tuition Fee: US\$ 21500 for two years

Deposits & Other Activities Charges: Rs. 60,000/- or equivalent US \$ for two years.

Notes:

1. There may be upward revision of the tuition fees.
2. Mess is managed by the Participants' body. Boarding and personal expenses will be over and above the mentioned fee. Currently average monthly expenses of the mess is around Rs. 4,500/-.

Refund Rules

If IRMA receives an information from an applicant about his / her withdrawal from the programme before the Induction Programme starts, then ONLY Rs. 1000/- will be deducted (as per AICTE rule) from the fees paid by the applicant. IRMA Refund Rules will be applicable if the participant withdraw after joining the Induction Programme.



IRMA Board of Governors

Shri T. Nanda Kumar	Chairman Institute of Rural Management Anand, Anand - 388 001
Shri Dilip Rath	Chairman National Dairy Development Board, Anand - 388 001
Shri Amarjeet Sinha	Secretary Government of India Ministry of Rural Development, Krishi Bhawan, New Delhi - 110 001
Dr. (Ms.) Jayanti Ravi	Commissioner and Principal Secretary Rural Development, Government of Gujarat, Dr. Jivraj Mehta Bhavan, Block No.16, 3rd Floor, Gandhinagar - 382 010
Shri R. S. Sodhi	Managing Director Gujarat Cooperative Milk Marketing Federation Ltd. Amul Dairy Road, Anand - 388 001
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Prof. Janat Shah	Director Indian Institute of Management Udaipur Balicha, Udaipur – 313 001, Rajasthan
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Shri S. Sivakumar	Group Head- Agri & IT Businesses ITC Limited, 31, Sarojini Devi Road, Secunderabad - 500 003
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Anand 388001, Gujarat, India



Convocation 2016