



**KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY**  
Deemed to be University U/S 3 of the UGC Act, 1956  
**SCHOOL OF RURAL MANAGEMENT**

# **ACTION RESEARCH SEGMENT**

**MBA (RM) 2019-21  
(13<sup>th</sup> Batch)**

[www.ksrm.ac.in](http://www.ksrm.ac.in)



## Message from the Director



At KIIT School of Rural Management (KSRM) we have always believed in providing adequate experiential learning to its students and it is the only institute in the country to have 3 field training segments for the MBA (Rural Management) students during the 2 year period namely ARS, CSS and MTS, each of approx 10 weeks duration. ARS (Action Research Segment) is the first field training segment in the sequence, which has two components 1) Micro Planning and 2) Social Mobilisation. This field training aims to give the students an exposure to the rural life and gives them a chance to involve the community in preparing a comprehensive development plan for them by striking a balance between the needs of the community and the resources available.

We thank the host organizations for their continued support and request to extend similar kind of support and cooperation for the 13th batch of MBA (RM) students, which will help them in fulfilling their desired learning objectives.

Looking forward to a mutually beneficial and longstanding relationship with your esteemed organization.

### **Prof. Nishith Parida**

*Director, KIIT School of Rural Management  
KIIT Deemed to be University, Bhubaneswar*

## Message from the Coordinator



The ARS component of the MBA (RM) programme provides the preliminary exposure to the students to the contexts of rural life and develop an understanding of the realities of the rural people with whom they are going to work. It is also a building block to hone their skills in important components like social mobilization and micro planning that these students will be using in the course of time. The students also get an opportunity to undertake various activities as desired by the host organizations that adds value to their skill and knowledge as future development professionals.

### **Prof. Srilata Patnaik**

*Coordinator, Action Research Segment  
KSRM, KIIT University, Bhubaneswar*



## About the School

KSRM was established in 2006 and its flagship programme MBA (RM) was started in 2007. So far 11 batches of MBA (RM) students have graduated from KSRM.

KSRM provides promising career paths to students through exposure to opportunities and facilitates in identifying the right opportunities. KSRM currently has more than 350 partner organizations spread all over the country, providing field learning and final placement opportunities to the students. KSRM's facilitation is in terms of career planning that includes pre-placement training by Training and Placement wing of KIIT Deemed to be University, followed by on-campus company presentations and recruitment events. Our model of delivery of learning itself becomes a big source of career offers received by our students.



## Guidelines for Students' Engagement in Action Research Segment (ARS)



The KSRM's MBA (Rural Management) first year students utilize Participatory Action Research (PAR - a subset of action research) for completing the tasks assigned to them in ARS component. The two components are:

### (i) Micro-planning

### (ii) Social Mobilization

We request all our partner organizations to engage students primarily in these two tasks. Since the students would have just completed three months in the MBA (RM) programme, they may not be prepared for relatively higher level assignments.

- The ARS study component is financially supported by KSRM. However, field expenses incurred by the students in course of carrying out the assignments of the host organizations are to be reimbursed to the students by the respective host organizations.
- As the students have to stay in villages we request host organizations to facilitate them in finding paying guest accommodation.
- The host organization's reporting officers are hereby requested to facilitate undertaking of both the components through monitoring the work progress of students.
- The host organizations are required to do objective grading of students' work during ARS.



## Introduction:

**KIIT School of Rural Management (KSRM)**, an initiative of KIIT University caters to the needs of the rural enterprises, rural development organizations, voluntary sector and corporate houses with rural business interests. It was established on 20th November 2006 by Dr. A. Samanta, Founder KIIT and KISS group of institutions and Late Dr. V. Kurien, Father of the White Revolution in India to offer MBA (Rural Management) and other short term programmes for personnel engaged in rural sectors. Its flagship programme, MBA (RM) was launched in 2007. The institute is striving to add value to the organizations by building need based contemporary academic programmes in rural management.

The 11 batches of students totaling to 588 were placed successfully with the support of a growing universe of our partner organizations. The 12th batch is in the final year of study. The 13th batch of MBA (RM) 2019 - 21 is preparing to participate in the Action Research Segment from 17th October – 30th November, 2019.

We have also been offering a fifteen months Full Time Post-Graduate Diploma in Community Development (PGD-CD) since 2016. Since 2017-18, we have introduced another programme, three years' full time BBA (Rural Management). This year we have also introduced MBA (Agri business Management)

### **MBA (Rural Management)**

The MBA (RM) Programme is designed to balance academics both with classroom and experiential learning. The two important components of the programme include Class Room Segments (CRSs) spread over 64 credits and, Field Work Segments (FWSs) of 28 credits across four semesters over two years. The students spend almost 10 weeks in each of the three field segments which are designed to achieve progressive learning.



The Action Research Segment (ARS) in the first semester is followed by Case Study Segment (CSS) and Management Traineeship Segment (MTS) in the second and third semesters respectively.

### **MBA (RM): Curriculum**

The MBA (RM) curriculum comprises core management disciplines like marketing, finance and HR strategically aligned with numerous sub-disciplines in rural management. The experiential components through their unique content and sequencing provide students with the much needed exposure to rural management practices.

## Semester-Wise Course Details of MBA-RM 2019-21

Module & Type	Title of the Course	Credit*
Classroom (Classroom) 18 credits	Micro Economic Analysis-RM 5101	2.0
	Accounting for Managers-RM 5111	2.0
	Rural Production and Livelihoods-RM 5121	2.0
	Quantitative Techniques-RM 5131	2.0
	Rural Society and Polity – RM 5123	2.0
	Development Research Methods – RM 5143	2.0
	Managerial Analysis and Communication – RM 5141	2.0
	Marketing Management – RM 5162	2.0
	Development Perspectives – RM 5153	2.0
Field/Internship	Action Research Segment (ARS) – RM 5183	8.0
<b>Semester Total</b>		<b>26.0</b>
Classroom (Classroom) 20 credits	Macro Economic Analysis-RM 5102	2.0
	Finance for Managers – RM 5112	2.0
	Marketing Research – RM 5164	2.0
	Organizational Behavior – RM 5146	2.0
	Management Information Systems – RM 5132	2.0
	Strategic Marketing – RM 5166	2.0
	Natural Resource Management and Climate Change – RM 5126	2.0
Field/Internship	Case Study Research Segment (CSS) – RM 5184	8.0
<b>Semester Total</b>		<b>22.0</b>
Compulsory (Classroom) 12 credits	Policy and Programme Interventions for Rural Development-RM 6155	2.0
	Development Theory and Practice-RM 6152	2.0
	Rural Finance and Commercial Banking-RM 6114	2.0
	Management of Co-operatives & FPOs-RM 6123	2.0
	Project Management-RM 6141	2.0
	Agri-Business Management-RM 6171	2.0
Optionals ** (Limited to 4.0 credits)	Micro Finance – RM 6111	2.0
	Rural Marketing – RM 6161	2.0
	Commodity Trading and Marketing – RM 6173	2.0
	E-Business for Rural Enterprises – RM 6157	2.0
	Operations Research – RM 6133	2.0
	Agri-Input Marketing – RM 6177	2.0
Field/Internship	Management Traineeship Segment (MTS) – RM 6182	12.0
<b>Semester Total</b>		<b>28.0</b>
Compulsory (Classroom) 12 credits	Human Resource Development – RM 6146	2.0
	ICTs for Development – RM 6153	2.0
	Sustainable Development – RM 6154	2.0
	Strategic Management – RM 6142	2.0
	Legal Environment and Business Ethics – RM 6144	2.0
	Innovation in Rural Development and Enterprises – RM 6124	2.0
Optionals ** (Limited to 4.0 credits)	CSR Management – RM 6151	2.0
	International Trade in Agriculture – RM 6175	2.0
	Strategic Interventions in Development Organizations – RM 6158	2.0
	Procurement and Supply Chain Management – RM 6134	2.0
	Managing Agricultural Value Chains – RM 6118	2.0
<b>Semester Total</b>		<b>16.0</b>

## **Participation in Action Research Segment (ARS): Open Invitation**

KSRM invites all partner organizations ranging from NGOs, corporate houses with business portfolio and commitment towards rural sector, cooperatives, farmer producer organizations and social enterprises involved in rural development to participate in our 9 week long ARS, scheduled between 17th October – 30th November, 2019. As KSRM continues to expand its horizons in the country, we welcome new organizations also to participate in this segment.

### **Action Research Segment**

Action research directly addresses the problem of the division between theory and practice by integrating the development of practice with the construction of research knowledge in a cyclical process.

Further, the Participatory Action Research (PAR) is considered as a subset of action research, which is the “systematic collection and analysis of data for the purpose of taking action and making change” by generating practical knowledge. Ideally, the purpose of all action research is to impart social change, with a specific action (or actions) as the ultimate goal. The PAR is not only a research that is followed by action; it is an action that is researched, changed, and re-researched within the research process by the students and participants.

### **Action Research Components**

The PAR has been utilized in agriculture, industry, education, social work, and health. The KSRM students employ PAR for Micro-planning and Social Mobilization.

#### **a) Micro Planning (22 Days)**

A Micro-plan is a plan of activities for development and management of the resources available in a village for the

economic and social development of all the villagers including the poor and deprived sections. The Micro-planning is a comprehensive planning approach wherein the community prepares development plans on its own considering the priority needs of the village. The participation of all sections of the community is central to micro-planning.

The PAR is more than a scientific method, in that community participation in the research process facilitates a more accurate and authentic analysis of ground reality. The PAR will allow our students to be a committed participant, facilitator, and learner in the research process.

The final output is a document detailing the village level perspective plan prepared by using participatory tools. For village development to be sustainable, it is imperative that the community owns its village development plans and ensures that development is in consonance with its needs. The community groups, in collaboration with our students can determine what the existing issues are, and which one(s) they want to eliminate or change. This in turn creates a greater awareness on individuals’ own resources which in turn will help our partner organizations to engage and mobilize communities for self-reliant development.

#### **b) National Service Scheme (2 days)**

Students will undertake voluntary work in the villages in consultation with the host organization.

#### **c) Social Mobilization Component (20 Days)**

During the Social Mobilization Component, the students have to primarily involve the communities to achieve a given development objective. The rural sector in the country suffers from serious deficit in delivery of development programmes designed for benefit of those who need them most. Social Mobilization is a broad

scale movement to engage peoples' participation and create a supportive environment in achieving specific development goals. It has emerged as an effective way to achieve behavior change by changing the knowledge, attitude and practices (KAP) of the target beneficiaries.

Social Mobilization process encompasses dialogue and partnership with a wide spectrum of societal elements. The process involves mobilizing individual and groups to build communities to create capacities for change. This also involves empowering communities through building progressive organizations which work to promote their interests. The outcomes should be people's active involvement ranging from identifying a need to implementation in achieving the development objectives. It also calls for a journey among partners and results in the

successful transformation of development goals into societal action.

KSRM expects the host organizations to engage students in social mobilization exercise wherein they wish to improve KAP of the target beneficiaries to address any important social or economic problem confronting them. In turn, the students will engage and motivate all the concerned stakeholders to raise awareness and demand for a particular development objective through face-to-face dialogue.

### Students Preparations for the Task:

We would like to assure our partner organizations that our students would have been prepared well for the ARS component through a mix of research courses and live field training in using tools and techniques of Action Research.

### Profile of the Students

A brief profile of the current batch of MBA (RM) students in terms of academic background, state of domicile and language proficiency is given below:

Students' Profile			
Academic Background		Language Proficiency	
Agriculture and Allied	04	Bengali	04
BA	02	Hindi	53
BBA	10	Maithali	01
B.Com	16	Odia	30
B.Tech	06	Sambalpuri	12
B.Sc	13	Santhali	02
Bachelor of Planning (Urban and Regional Planning)	01	Telugu	01
BCA	01	English	53
Domicile			
Andhra Pradesh	01		
Bihar	09		
Jharkhand	07		
Odisha	34		
Uttar Pradesh	01		
West Bengal	01		



ARS DATELINES	
17th October – 30th November, 2019	
1. Receiving project offers & location details from the host organization	20th September, 2019
2. Allocation of projects and host organizations	25th September, 2019
3. Micro -Planning Workshop	14th-16th October, 2019
4. Reporting of Students at the Organizations	17th October, 2019
5. Draft Report Presentation and submission to the Host Organizations	29th November, 2019
6. Relieving of students from Host Organization	30th November, 2019
7. Reporting at KSRM	1st December, 2019

## Salient Projects - ARS (2018-20)

### Methodology and Activities

**Name of the Project:** Working under AE Model for holistic development of village.

**Host Organisation:** Syngenta Foundation India.

**Name of the Students:** Mayank Shirraj, Shinde Manoj Uday, Katad Nikhil Manik, Sudeepta Subhanu Mishra

**Summary:** The field segment was done at Muzaffarpur, Bihar where the emphasis was on developing the village through AE model. This included agri-inputs, agro-advisory, marketing and credit linkage. Key activities performed includes: Understanding the market dynamics with the help of market survey, collecting and distributing demand of Agri-inputs to the AE's, providing Ago-advisory service to the farmers using digital platforms (WhatsApp/KUZA), facilitating forward backward market linkage through CLF's and credit linkage through Spice Money. Besides micro plan of the village was done using various PRA tools and techniques coupled with individual household survey. NSS activity in Gopinathpur Dokra Village of Saraiya block, Muzaffarpur District, Bihar was also done.



**Name of the Project:** Impact Assessment of Livestock Intervention by PRADAN

**Host Organisation:** PRADAN

**Name of the Students:** Suman Sarita Dash and Barnali Roy

**Description** Prepared Micro plan on “Lack of access to drinking water and sanitation” by coordinating with villagers, Gram Panchayat and Block office. Impact Assessment of intervention by Pradan in livestock was done by conducting survey through questionnaire method and FGD. Few steps through which this programme could be effectively implemented were also suggested. Awareness campaigns for Malaria and Sanitation were taken up as a part of NSS activity.



**Name of the Project:** Baseline Study on Implementation of Integrated Village Development Program (IVDP)

**Host Organization:** BAIF Development Research Foundation

**Name of the Students:** Sandeep Kumar Jha and Bijay Kumar Sardar

**Description:** The first part of the field segment was done to ascertain the dynamics of the socio-economic dimensions of rural life and livelihood in rural context through PRA tools. Apart from this micro level planning and NSS activity were carried out. Baseline study was conducted to know the status of existing cropping pattern and livestock assets in Ratlam and Dhar district of Madhya Pradesh for Sustainable livelihood interventions under HDFC Bank Ltd. CSR Project Integrated Village Development Programme.



Action Aid	Harsha Trust
Centre for Microfinance & Livelihood (CML)	Foundation for Ecological Security
Dilasa	Ekjut
PRADAN	Odisha Livelihoods Mission
Kalamandir	Jagori Rural Charitable Trust
Kaushalya Foundation	BIRSA
Pragati	Seva Mandir
SPWD	BAIF
SRIJAN Foundation	Centre for Microfinance
Syngenta Foundation India	Finish Society

# Faculty Profiles

## KSRM Faculties



### Prof. Nishith Parida

Director, KIIT School of Rural Management  
B Sc Agriculture & AH (G B Pant Univ, Pantnagar)  
PGDM (IIM Ahmedabad)  
Experience: 22 years+



### Prof. Damodar Jena

Ph.D. (Analytical and Applied Economics) Utkal University, M.Phil. (Economics), University of Madras  
Experience: 24 years+  
Current Interest: Climate Change & Sustainable Development, Micro & Macro Economic Analysis, Development Research Methods  
Email: damodarjena@ksrm.ac.in



### Prof. Nirmal K Mandal

PGDRM, IRMA, Anand, Gujarat  
Experience: 25 years+  
Current Interest: e- Governance, Public policy, ICT for Development, Innovations in Rural development and Enterprises  
Email: nirmal@ksrm.ac.in



### Prof. Srilata Patnaik

PhD (Rural Management) at Xavier Institute of Management, Bhubaneswar  
Experience: 12 years+  
Current Interest: Sustainable Livelihoods, Public Policy and Qualitative Research  
Email: srilata@ksrm.ac.in



### Prof. V. Venkatakrishnan

Dean, KIIT School of Rural Management  
PhD (Development Studies), ISEC Bangalore, University of Mysore, 1999  
Experience: 30 years+  
Current Interest: ICT for Development, e-Business, Decentralized Governance, Sustainable Livelihoods, and Rural Development Policies  
Email: venkat@ksrm.ac.in



### Prof. Ganesh H S

PhD (KIIT - pursuing),  
PGDRM (IRMA), BVSc (UAS, Bengaluru)  
Experience: 25 + years  
Current Interests: Quantitative Techniques, Project Management, Spreadsheet based DSS, Data Envelopment Analysis (DEA), Financial Management, Marketing Research, Development Projects and Microinsurance  
Email: hsganesh@ksrm.ac.in



### Prof. Prasanta Parida

PhD (Management) at Utkal University, BBSR  
Experience: 17 years+  
Current Interest: Marketing Research and Rural Marketing  
Email: prasanta.parida@ksrm.ac.in



### Prof. Jyotirnanjan Gochhayat

Ph.D. (IIT Kharagpur), M.Tech. (Human Resources Development & Management, IIT Kharagpur), B.Tech. (Agricultural Engineering, OUAT)  
Experience: 3 years+  
Current Interests: Human Resources & Organizational Behaviour, Leadership, Workplace Well-beings  
Email: jyotirnanjan@ksrm.ac.in

## KSOM Faculties



### Prof. Sumita Mishra

MSW (TISS), FPM (MDI, Gurgaon)



### Prof. Shradha Padhi

LL.B., LL.M, Ph.D



### Prof. Gargi Banerjee

MBA (IISWBM, Calcutta University),  
BA (English Hons, Scottish Church College, Calcutta University)



### Prof. Bhuwandeep

PGDBM, IIM Bangalore,  
B.Tech (Hons) IIT Kharagpur



### Prof. Piyusa P Das

B.Tech (CET Bhubaneswar),  
PGDM (IIM Lucknow), PMP® Certified



### Prof. Debi Prasad Das

MBA in Human Resource Management,  
Utkal University 2004., Ph.D

## Visiting Faculties

### Dr L. K. Vaswani

PhD (Agriculture), HAU, 1976  
Former Director of IRMA & KSRM

### Prof S.K.Hota

Organization: Madhusudan Institute of Cooperative Management

### Prof. Sumita Sindhi

FPM (XIMB, Bhubaneswar)  
IIM Sambalpur

### Mr Gautam Pradhan

Organization- Harsha Trust, Bhubaneswar

### Mr R.K.Vemula

Assistant Professor Dept. of Mass Communication and Journalism- CIEFL- Shillong

### Mr. G. K. Ayitam

Management Consultant

### Mr. Vinit Kaler

Organization- Financial Technologies Knowledge Management Company (FTKMC)

### Mr. Krishna Kumar

Organization: Bank of Baroda, Banker

### Mr. Kailash Chandra Gahir

Chief Executive Officer, Niryas Food Products Pvt. Ltd.



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