

PROGRAMME PROJECT REPORT (PPR)

(Online Programme)

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

Kuvempu  University

**Directorate of Distance & Online Education
Jnanasahyadri, Shankarghatta – 577451
Karnataka. India**

PROGRAMME PROJECT REPORT (PPR) For Online Programme

Name of the Programme: **MASTER OF BUSINESS ADMINISTRATION
(M.B.A)**

Duration: Minimum 2 years
 Maximum 4 years

Recognition: This Programme is recognized by the UGC-DEB.

A. PROGRAMME'S MISSION & VISION

MBA (*Master of Business Administration*) is a post-graduation degree programme in business administration. The MBA degree shall prepare effective management professional equipped with the basic and advanced knowledge to stand the business administration. Today, the management graduates are in great demand around the world in different areas of corporate management. The world is growing and boundaries between the countries are removed. Hence, opportunities for management professionals around the world is increasing. M.B.A's are the highest paid professionals in the corporate world. There is great scope for management graduates to become entrepreneurs. The MBA programme has specially been designed for the candidates who are executing the administration of the industries or related field. The MBA is most popular and well-known courses among the students. It has a vast area of specializations. Many institutes and Universities are offering MBA programme as full-time and part-time or through online or distance learning education.

B. RELEVANCE OF THE PROGRAM WITH HEI'S MISSION AND GOALS

Kuvempu University is an affiliating State University in Karnataka. Established in the year 1987, it is the University with a distinctive academic profile, blending in itself commitment to rural ethos and a modern spirit. The University has NAAC A' grade accreditation and secured 73rd NRIF Ranking in the year 2020-21. It has 37 Post-Graduate departments of studies in its sprawling Jnanasahyadri campus in the faculties of Arts, Science, Commerce, Management and Education. It also has 4 constituent colleges at Shankaraghatta and Shimoga, and two outlying regional Post-Graduate Centres at Kadur and Chikkamagalur.

THE VISION AND MISSION OF THE UNIVERSITY:

VISION:

Kuvempu University shall strive to become an international centre of excellence in teaching and research to provide high quality value based education to all through various modes to meet the global challenges.

Mission:

Foster creativity in teaching, learning and research to build a knowledge base and promote quality initiative.

Provide access to education to all.

Develop human resources to meet the societal needs.

THE DISTANCE EDUCATION AND ONLINE PROGRAMME

The Distance Education and Online Programme are a part of the University's outreach programme for the rural urban masses and also to foster University-Society relationship with the motto of "**Education for All**", to provide quality education at the doorsteps of desirous individuals who want to take up higher education, for the discontinued who could not take up regular course education, such as housewives and employees, unemployed youths who want to improve and enhance their knowledge. The University firmly believes that education and seeking knowledge is a **Lifelong Learning** concept.

The distance and Online mode of education gains more importance during the natural calamities like pandemic diseases and other incidents. Designing and offering higher education through Distance and Online Modes is an important step taken by Kuvempu University so as to help the student community in their zeal to pursue higher education both at UG and PG Level. The University felt the necessity of this when a large number of students, who wants to pursue higher education, could not be accommodated in our regular P.G. Programmes. The University believes that Distance and Online Education Modes are an equally good avenue to be made available to interested students/ Learners. With these views, Kuvempu University started offering courses through distance mode since 2002-2003. At present it is offering 31 Programmes (earlier called Courses) in various faculties at the U.G., P.G. and PG Diploma levels. These courses were approved by the erstwhile DEC-IGNOU, and now by the UGC-DEB.

Further, the University believes that the Online mode of education is also an important platform to reach out to the wider population and it is the need of the present situation wherein, the internet and communication technologies are available to the majority of the population in the country.

Goals & Objectives of Online Mode Education Programmes

- Reach out to larger sections of the society, who are willing to seek education through non-formal platforms.
- Capacity Building by using the non-formal mode platform.
- Concentrate on planning & constant up gradation of facilities to meet new challenges in education through Online Mode.
- Provide counseling & consultancy to students.
- Offer area/ region wise educational requirements.
- Skill Development and Enhancement.
- To impart quality training through interactive learning module.
- Interactive Pedagogy of teaching-learning and flexible learning environment.
- Provide supportive academic environment and effective teaching.

C. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS:

The Master of Business Administration (MBA) Programme, generally known as M.B.A is designed for the large group of aspirants who want to pursue their education in Management. The students passing out from MBA are able to manage an organization during its normal and turbulent times. MBA's are considered to be good decision makers in real times. Management graduates trained in all areas of management such as Marketing Management, Financial Management and Human Resources Management. This Programme looks for not only enhance managerial skills but also intended to make sense of wealth creators through entrepreneurship.

- Qualified graduates from this course can successfully handle assignments in any corporation, institutions including public sector undertakings.
- Students who studied this course can able to enhance personal and professional skills.
- Learners who are not able to get an opportunity to pursue management education in regular mode due to financial crisis or other reasons can acquire knowledge of management education.
- Learners with different educational background will be able to study MBA through this programme..
- Persons who worked in industry and enrich his skills in management can join DDE/ Online MBA course.
- Persons who are not able to pay higher fees in regular mode (Affordable Fee structure). Home makers who want to enhance their career.
- Young entrepreneurs who wish to acquire managerial skills through teaching.
- For the Persons who want to appear for competitive exams this Programme is very useful.
- Online programme degrees are recognised as equal to the regular mode degrees by the UGC.

D. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The Master of Business Administration (MBA) Programme helps to develop individuals in prospective of administration and management. Persons who have no time for attending regular M.B.A, program and those who are not affordable bear the cost of regular programs and working executives who wants to enhance their knowledge in management are the target group for the program. Skills related to independent study of self-management, research, academic writing, professional communication and team work etc are some of the highlights of the programme along with the study of regular curriculum. It also Endeavour to develop in the future practitioners a deep and critical awareness of professional ethics and an ability to critically engage in and reflect on practice.

The Master of Business Administration (MBA) Programme intends to prepare new generation managers with critical decision making abilities and interpersonal skills. There are wide array of opportunities in government, NGO and NPO's for administrators, public policies and behavior for society and it will hone those skills. The programme shall use blended learning modality for design, development and delivery of the courses.

Further, the Programme develops ability to apply acquired knowledge and solve problems in new or unfamiliar surroundings within broader (or multi-disciplinary) contexts related to the area of study. The Programme aims to build among our graduates capabilities for ongoing self motivated professional development. The programme would provide learners a wider and more comprehensive understanding of education as field of knowledge and would accommodate a wide variety of learning needs of learners.

E. INSTRUCTIONAL DESIGN:

(i) Programme Formulation:

Proposal from the concerned PG department to commence the programme was placed before Monitoring Committee of the DDE/Syndicate. Then it will be referred to the BOS concerned for the formulation and approval of the syllabus scheme pattern, time allotment for each paper, marks allotment, scheme of examination etc., then it was placed in the Faculty meeting and then Academic Council (the highest body) of the University for its approval. After approval by both the bodies, the programme was introduced. The academic advisory body of DDE refers the matter to the concerned subject/parent department council for preparation of study material. The concerned subject faculty will coordinate with the DDE and the department council, as he/she is on the member in it. Workshops for preparing study material in SLM mode are regularly conducted (with the help of IGNOU experts).

(ii) **Curriculum design:** The Programme is of 2 years duration with four semesters. The maximum period allowed to complete the programme by a learner is 4 years (double the duration). The Programme structure is as below.

Year	Papers	Marks		
		Term End Exams	Continuous Evaluation/IA	Total
I Semester	Course 1: Principles of Management and Behavioral Process	80	20	100
	Course 2: Accounting for Managers & Managerial Economics	80	20	100
	Course 3: Business Communication	80	20	100
	Course 4: Quantitative Techniques	80	20	100
	Course 5: Production and Operations Management	80	20	100
	Course 6: Computer Applications	80	20	100
	Total marks	480	120	600
II Semester	Course 7: Human Resource Management	80	20	100
	Course 8: Marketing Management	80	20	100
	Course 9: Financial Management	80	20	100
	Course 10: Research Methodology	80	20	100
	Course 11: Management Science	80	20	100
	Course 12: Business Law	80	20	100
	Total marks	480	120	600
III Semester	Course 7: Entrepreneurship Development & Small Business Management	80	20	100

ster	Course 8: Business Ethics & Corporate Governance	80	20	100
	SPECIALIZATION			
	Course 9: MM: Consumer Behavior and Retail Marketing Management			
	Course 9: FM: Financial Decision Analysis	80	20	100
	Course 9: HRM: Counseling and Interpersonal Skills for Managers			
	Course 10: MM: Advertising and Brand Management			
	Course 10:FM: Security Analysis and Portfolio Management	80	20	100
	Course 10:HRM: Industrial Relations and Legal Frame Work			
	Course 11:MM: Sales and Distribution Management			
	Course 11:FM: Management of Financial Institutions	80	20	100
	Course 11:HRM: Management of Training & Development			
	Total marks	400	100	500
IV Semester	Course 12: Strategic Management & Business Policy	80	20	100
	Course 13: International Business	80	20	100
	SPECIALIZATION			
	Course 14: MM : International Marketing			
	Course 14: FM : International Financial Management	80	20	100
	Course 14: HRM: International Human Resource Management			
	Course 15: MM : Industrial and Service Marketing			
	Course 15: FM : Corporate Taxation	80	20	100
	Course 15: HRM: Human Resource Development Strategies and Systems			
	Project Work	100	--	100
	Viva-voce	50	--	50
	Total marks	470	80	550
Grand Total - I, II, III & IV Semesters		1830	420	2250

(iii) Medium of Instruction:

The medium of instruction shall be Kannada.

(iv) Detailed syllabi:

Detailed Syllabi of M.B.A Programme.

I SEMESTER M.B.A PROGRAMME

MBA DP101: PRINCIPLES OF MANAGEMENT AND BEHAVIOURAL PROCESS

OBJECTIVE: The Objective of this paper is to provide foundation for understanding basic management concepts and to familiarize with current management practice.

* COURSE CONTENTS*

MODULE I: - The Basic of Management theory and Practice.

Unit 1: Introduction and Definition of Management, Nature, purpose and functions, level and types of Managers.

Unit2: Managerial roles, Essential managerial skills, key personal characteristics for managerial success.

Unit 3: Evolution and various schools to management thoughts, Japanese management and its unique features in management practice.

MODULE: II: - Management Functions: Planning and Organizing.

Unit 1: Planning: Meaning, Nature, types and Purpose of Planning, steps in planning process, planning premises.

Unit 2: guidelines for effective planning, Failure of plans

Unit 3: Organizing: organizing as managerial function, organization structure, Formal and Informal organization.

Unit 4: Organization Structure- Functional, Divisional and Matrix Structure. Organizing Trends and Practice- Chain of Command, Unity of Command, Department ion, Power, Authority, Centralization V/S Decentralization. Cases

MODULE III: - Managerial Decision Making and Controlling.

Unit 1: Decision Making: Meaning and Nature, Steps in Decision making, Guideline for Effective Decision Making.

Unit 2: Coordination: Principles and Techniques of Coordination

Unit 4: Controlling: Controlling functions in Management, Systems and Process of Control, Problems in Controlling Process.

Unit 5: Control Techniques and Tools, Temporal and Behavioural dimensions of control. Cases.

MODULE: IV: - Organizational Behaviour- The Individual.

Unit 1: Introduction: Definition, Fundamental concepts, Models of OB.

Unit 2: Individual: Individual Differences, Models of Man, Personality, Determinants and Theories of Personality.

Unit 3: Perception- Meaning, Factors influencing perception, Theories of Perception.

Unit 4: Attitudes: Definition, Sources of Attitude, Types of Attitude, Changing Attitude and its Barriers. Cases.

MODULE: V: The Organization and Group.

Unit 1: The Group: Meaning and Nature of Group, States and Types of Group Development.

Unit 2: Motivation- Meaning and Importance of Motivation, Motivational Theories and Techniques.

Unit 3: Leadership- Nature and Characteristics of Leadership, Leadership theories.

Unit 4: Conflict Management- Meaning and Nature of Conflict, Types and Sources of Conflict.

Unit 5: Organization Culture- Meaning and Nature of Culture, Types and Functions of Culture.

Unit 6: Organizational Change and Development.

REFERENCE BOOKS:

1. "Management" by J.A.F.Stoner, R.E.Freemass and D.R.Gilbert. Jr.
2. "Business Legends" by Gita Piramal.
3. "Principles of Management" by George.R.Terry and Franklin. All India Travelers Book sellers, AIBITS Delhi-51.
4. "Principles of Management" by Horold.d.Koontz and Cyril J.C.Donnel, Mc Graw Hill Co., Publication.
5. "Management: Theory and Practice" by Ernest Dale. Mc Graw Hill Co., Publication.
6. The Practice of Management' by Peter.F.Drucker.
7. "Management: Tasks. Responsibilities and Practice" by Peter.F.Drucker.
8. The Effective Executive' by Peter.F.Drucker.
9. "Technology, Management and society" By Peter.F.Drucker 'Management' by Peter.F.Drucker.
10. Robbins, S P. Organizational Behaviour, Prentice Hall of India.
11. Robert A. Baron and Jerald Green Berg, Organizational behaviour, Prentice Hall of India.
12. Luthans, F. Organizational Behaviour, Tata Mc-Graw Hill, New York.
13. Keith Davis and Newstrom, Organizational Behaviour, Tata Mc-Graw Hill, New York.
14. Sharma, R.A. Organizational theory and behaviour, Tata Mc-Graw Hill New York.
15. Gregory Moorhead and Ricky W Griffin, Organizational behaviour, Jaico Publishing
16. House, Mumbai.
17. Davis, Human Behaviour at Work and Organization Behaviour, Tata Mc-Graw Hill New York.

MBA DP102: ACCOUNTING FOR MANAGERS & MANAGERIAL ECONOMICS

OBJECTIVES: The basic purpose of this subject is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

*** COURSE CONTENTS***

MODULE I: Accounting Principles And Process

Unit 1: Meaning, Scope, Principles of Accounting and Journalizing Transactions.

Unit 2: Ledger Posting, Sub-Division of Journal, Trial Balance and Final Accounts.

Unit 3: Depreciation Provisions and Reserves: Concepts & methods of depreciation, Problems on straight line & WDV methods

Unit 4: Inventory concepts & methods, Problems on LIFO, FIFO & weighted average.

Unit 5: Introduction to Tally Package.

MODULE II: Management Accounting

Unit 1: Analysis and Interpretation of Financial Statements: Types of Analysis Objectives - Tools of Analysis - Ratio Analysis: Objectives, Uses and Limitations - Classification of Ratios: Liquidity, Profitability, Financial and Turnover Ratio.

Unit 2: Funds Flow Statements and Cash Flow Statement: Sources and Uses of Funds, Preparation of Funds Flow statement, Uses and Limitations.

Unit 3: Budget and Budgetary Control: Functional Budgets - Flexible Budgets.

MODULE III: Cost Accounting

Unit 1: Basics of Cost Accounting: Relationship with Financial Accounting - Elements of Cost - Preparation of Cost Sheet. Materials Cost - Materials purchasing, receiving, storing, issuing including pricing of issues.

Unit 2: Methods of Costing: Process Costing and Job Costing.

MODULE IV: Basics of Managerial Economics

Unit 1: Meaning and Scope of Managerial Economics.

Unit 2: Theory of Demand and Supply.

Unit 3: Theory of Production.

Unit 4: Revenue and Cost Concept.

Unit 5: Market Structure and Price Determination.

REFERENCE::

1. Made Gowda, J, 1994 “Financial and Managerial Accounting” Davangere, Imp publishers.
2. Jawaharlal- “Accounting for Managers”
3. Khan and Jain.P.K. -“Management Accounting”
4. Mahesh Wari.S.N. -“Financial Accounting”
5. Managerial Economics’ by Mote V.L. Paul Samuel & Gupta G. S. Tata Mc Graw Hill Publication.
6. ‘Managerial Economics’ by Joel Dean, Prentice Hall of India Publication.
7. ‘Managerial Economics – Analysis and Cases’ by Haynes, William Warren Etal Vakils, Peffer & Sons (Pvt.) Ltd., Bombay Publication.
8. ‘Managerial Economics’ by P. L. Mehta Sultan Chand & Sons Publications.

MBA DP103: BUSINESS COMMUNICATAION

OBJECTIVES: The subject is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

* COURSE CONTENTS*

MODULE I: Basics of Communication:

Unit 1: Meaning – Nature – Scope of Communication, is Communication an Art or Science - Types of Communication - Communication is a social process; human

Process; and universal process - Elements of Communication process – Noise in the Communication.

Unit 2: Essentials of good communication (Ten Commandments/ 7 C’s of effective Communication) – Benefits of communication – objectives of communication – Factors responsible for growing importance of communication.

MODULE II: Foundations of Business Communication:

Unit 1: Patterns of communication in organizations – Formal communication Channels, Informal Communication channels, Problems in communication, Developing message, Transmitting message, Receiving message, understanding Message and special problems of business communication.

Unit 2: How companies manage communication, Handling routine messages, Handling crisis communication, Management style.

MODULE III: Oral Communication:

Unit 1: Speaking and listening - Preparing to speak , Defining the purpose –Analyzing Audience, planning your speech or presentation, Formal speeches and Presentations: Introduction –body-ending – question and answer period –visual aids mastering the art of delivery – Preparing for successful speaking – Delivering the speech –Handling questions.

Unit 2: Interviews – Categorizing interviews – planning interviews Meetings – Understanding group dynamics –arranging meetings –running a productive Meeting.

MODULE IV: Written Communication:

Unit 1: Business Messages – i) Preparation of effective business messages – Identify

your Purpose – Analyze your audience – Choose your ideas – Collect your data – organize Your message ii) Design of Business Messages – Business letters- Standard parts of the Letter –optional parts of the letter – letter layout. Memorandum – parts of Memorandum Layout of the memorandum Time saving message media – Electronic mail – Facsimiles (faxes) – Teleconferencing.

Unit 2: Reports and Proposals – i) Features of a good business report – Accuracy – Go Judgment – Responsive format, style and organization ii) Planning and organizing of Short and long reports iii) Proposal – purposes of proposals – kinds of proposals- parts of Proposal – short and long proposal – writing style and appearance.

MODULE V: Special Types of Communication

Unit1: Intercultural Business Communication: i) Basics of Intercultural communication – Understanding culture, Developing Intercultural communication skills ii) Difficulties of Intercultural Business communication skills –Language Barriers Cultural Barriers, Ethnocentric Barriers iii) Tips for communicating with people from other cultures – Learning about a culture, Handling written communication,

Handling oral Communication

Unit 2: Employment Communication: Introduction – writing CVs – Group discussions – interview skills, Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS –teleconferencing – videoconferencing

REFERENCE::

1. “A Text Book of Business Communication” by Chappel R T & Red W L kacdonald Evans Plymouth publication.
2. “Communication” by deverell CS Gee & co., London.
3. “The Art of communication” by layton A.C pitman, London.
4. “Communications” in business” by P littele, Longmans, London.
5. “Communication” by Williams R chatto 7 windus, London.
6. “Effective communications” by E.C.Eyre.
7. “Functional Business communication” by jerasuman daw & willim lord.
8. “Organizational communication” The key stone to Managerial Effectiveness” By Jerry C.Wofford, Edwin A., Geroff & Robert C Cummins.
9. “ Communications in Business & Industry” by Dennies Murphy.
10. “ Effective Business Communication” by M.V. Hodrigues, Concept Publishing Co., New Delhi.
11. Excellence in Business communication by John V.Thill and court land L Bovee – MC Graw Hill cos.

12. Executive Business communication by Herta Murphy, Herbert W. Hildebrandt and Jane P. Thomas.
MC Graw Hill cos.

MBA DP104: QUANTITATIVE TECHNIQUES

OBJECTIVES: The objective of the course is to make the students

Familiar with some basic statistical techniques. The main focus, however, is in their applications in business decision-making.

*** COURSE CONTENTS***

MODULE I- Functions

Unit 1: Application of functions some special functions. AP and GP and their Managerial Applications matrices – their operations, Ad-joint, Determinant, Rank

Unit 2: Inverse of a matrix and their applications.

MODULE II- Calculus

Unit 1: Differentiation rules, standard derivatives, criteria for maxima and minima, Partial differentiation Partial derivatives of two or more variables, Maximum and Minimum values of functions of two or three variables.

Unit 2: Integration, the idea of definite and indefinite integrals their valuation in Simple Cases.

MODULE III-Frequency Distribution And Analysis

Unit 1: Data analysis – Measures of central tendency – Mean, Median, and Mode.

Unit 2: Measures of Dispersion mean deviation and standard deviation.

Unit 3: Co-efficient of variation.

Unit 4: Simple correlation and regression analysis.

Unit 5: Time series analysis, forecasting and Index Numbers.

MODULE IV- Probability Theory

Unit 1: Probability theory and Probability Distribution Binomial, Poisson, normal and Exponential Distribution.

MODULE V-Sampling

Unit 1: Methods of sampling, probability and Non-probability Methods. Judgment, Quota and convenience sampling, simple Random Sampling, stratified Sampling, and Cluster sampling.

Unit 2: Estimating the parameters (Mean, Variance, and SD) standard Error.

Unit 3: Determination of the sample size.

REFERENCE::

1. S.P. Gupta and M.P.Gupta. Business Statistics. New Delhi, sultan chand 1997.
2. Levin Richard I and Rubin David S. Statistics for management New Jersey prentice Hall Inc 1995.
3. N. Raghavachari – Mathematics for management. Tata MC Graw Hill Co., publication.
4. D.N. Elthanco Fundamentals of statistics. Sultan chand & Co. publication.
5. V.K. Kapoor. Problems and solutions in Business Mathematics. Sulatn chand & Sons. Publication.
6. V. Sundareshan and S.D. Jayasheelan. Business Mathematics S. chand and Co. publication.
7. Gorak Prasad. Text Book on Differential calculus. Pothishala private Co- Ltd., Allahabad Publication.
8. Abe Mizrahi and Michael Sullivan. Calculus with application in Business. John Wiley and son's publication.

MBA DP 105: PRODUCTION AND OPERATIONS MANAGEMENT

OBJECTIVES: To acquaint the students with the basic of Production and Operations Management.

*** COURSE CONTENTS***

MODULE I: Nature and Scope of Production Management

Unit 1: Evolution of production functions.

Unit 2: Industrial Location – Location of facilities,

Unit 3: Plant Layout – Meaning, principles and types,

Unit 4: Plant Utilities-Lighting, Ventilation and Industrial sanitation.

MODULE: II: Operations Decisions

Unit 1: Production planning, and control.

Unit 2: Scheduling,

Unit 3: Work-study

MODULE: III: Purchase Management

Unit 1: Purchasing Fundamentals-Importance of Purchasing, Objectives.

Unit 2: Purchasing Polices-Vendor Rating, Value analysis, Make or Buy Decisions

Unit 3: Stores Management.

MODULE: IV: Material Management:

Unit 1: **Inventory Management**

Unit 2: **ABC and other classifications of materials,**

Unit 3: **Material requirement planning, JIT.**

Unit 4: **Material Handling**

MODULE V: Managing For Quality

Unit 1: **Definition and Concept of Quality, Producer's and Consumer's Risk.**

Unit 2: **Statistical Quality Control – Control Charts.**

Unit 3: **ISO 9000-Benefits, ISO-9001-9003, requirement of ISO 9000.**

Unit 4: **Six Sigma-Meaning, Steps for Implementation.**

REFERENCE::

1. Productions and Operations Management - Everett. Adam Jr, Ronald.J. Ebert, Prentice Hall of India.
2. Productions and Operations Management-Howarde J.Weiss, Mark E.Gershon, Allyn and Bacon
3. Productions and Operations Management -Keith Lockyer, Alan Muhlemann, John Oakland ELBS.
4. Productions and Operations Management-S.N. Chary Tata McGraw – Hill Publishing Company Ltd.,
5. Productions and Operations Management-K Aswathappa and Bhat, Himalaya Publishing House.
6. Productions and Operations Management-Kanishka Bedi, Oxford Publications
7. Production and Operations Management- Chunawalla, Himalaya Publishing House.
8. Production and Operations Management-Ray Wild, ELBS

MBA DP 106: COMPUTER APPLICATIONS

OBJECTIVE: To acquaint the students with the fundamentals of Management information system, Computers and 'C' Programming.

*** COURSE CONTENTS***

MODULE I : Introduction and Basics Management Information Systems

Unit: 1 Management Information Systems-MIS concept, Definition, Role of MIS, MIS and Computers.

Unit: 2 Information Concepts – information Concepts, 3 dimensions of quality Information, classification of information, Value of information, MIS and Information concepts

Unit: 3 Systems Concepts- Systems concept, Systems control, Types of systems, MIS and System concept.

Unit: 4 Systems Analysis and Design –Introduction, the need for system analysis, system Development model, system development life cycle, structural system analysis and design (SSAD)

Unit 5 Ethics in an Information System-Basics concepts- Responsibility, accountability and liability, Candidate ethical principles, Professional code of conduct, ethical issues, social issues political Issues, trade secrets, copyrights, patents.

MODULE II: Applications of Management Information Systems

Unit: 1 Introduction to ERP-Evolution of ERP, What is ERP, Reasons for growth, Advantages of ERP

Unit: 2 Benefits of ERP-reduction of lead-time, on time shipment, reduction in cycle time, better customer satisfaction.

Unit: 3 Businesses Modeling for ERP-An overview, Building the business model, ERP and Competitive Advantage

Unit: 4 ERP Implementation Life Cycle

MODULE III: Introduction to Computers

Unit: 1 History of Computers, Types of Computers, Components of Computer, and Generation of Computers.

Unit: 2 Computer Hardware-Input, Output and Storage Devices.

Unit: 3 Computer Memory-RAM, ROM, EPROM.etc., Computer Architecture.

MODULE VI: Computer Software and Internet Concepts.

Unit: 1 Computer Software-System, Applications Software.

Unit: 2 Generation of Programming Languages, compilers and Interpreters

Unit: 3 Modes of Processing-Batch, Time Real Time etc.

Unit: 4 Computers Networks-Meaning Types.

Unit: 5 Understanding the Internet.

Unit: 6 Emails, URL Protocols, and TCP/IP

Unit: 7 Telnet, Usenet, Gopher, Archie, Jughead, Veronica, and WWW

MODULE V: Introduction to ‘C’ Programming

C-Programming Fundamentals-Data types, arithmetic and logical operators, if-else, Multiple if-else, Do-while, while loops, 1- dimension array 2-dimension arrays

REFERENCE::

1. Management Information Systems-Jawadekar, Tata McGraw Hill
2. Management Information-Sadagopan, Prentice Hall of India
3. Management Information Systems -James Obrein,Tata McGraw Hill
4. Management Information Systems-James Laudon and Keneith Laudon, Prentice Hall of India
5. Management Information Systems -Oslo Davis
6. Enterprise Resource planning-Sadagopan, Prentice Hall of India
7. Enterprise Resource Planning-Alexis Leon

8. Enterprise resource planning-Kumar Garg and N.K.Venkatakrishna, Prentice Hall of India
9. Let Us C-Yashwant Kanetkar, BPB Publications
10. Anci C-G.Balaguruswamy Tata Mc Graw Hill
11. Computer Concepts-P.B.Kotur
12. Internet in Nutshell-Alexis Leon and Mathew Leon
13. Computers For Your Future.

II SEMESTER M.B.A PROGRAMME

MBA DP 201: HUMAN RESOURCE MANAGEMENT

OBJECTIVES: The objective of this course is to sensitize students to the various facets of managing people and create an understanding of the various policies and practices of Human Resource Management.

* COURSE CONTENTS*

MODULE I: Introduction to Human Resource Management

Unit 1: Introduction- Definition, Nature, Scope, Objectives.

Unit 2: Evolution and Development of HRM.

Unit 3: Functions of HRM

Unit 4: Personnel Policy, Records and Reports.

MODULE II: Human Resource Planning and Procurement

Unit 1: Human Resource Planning- Meaning and importance of HRP, Need, Process of HRP.

Unit2: Job Analysis- Meaning, Importance, purpose, Job Description and Job Specification.

Unit 3: Recruitment and Selection- Importance, Process of Selection, Methods, Placement and Induction.

MODULE III: Human Resource Appraisal and Development

Unit 1: Human Resource Appraisal- Meaning and importance of HRA, Methods and Evaluation.

Unit 2: Human Resource Training- Meaning, Importance, Need, Methods and Evaluation.

MODULE IV: Human Resource Motivation and Compensation

Unit 1: Human Resource Motivation- Meaning and importance of Motivation, Need, Types, Techniques, Theories of Motivation.

Unit 2: Human Resource Compensation- Meaning, Importance, Objectives, Principals, Factors influencing Wage Fixation, Methods of Compensation, Compensation Policy, Incentive Schemes, Benefits and Services.

Unit3: Human Resource Mobility- Importance and purpose, Promotion, Demotion, Transfer, Separation, Absenteeism, Labour Turnover.

MODULE V: Industrial Relations and Administrations

Unit 1: Administration of Discipline – Meaning and importance, Objectives, Guidelines and Procedure.

Unit 2: Management of Grievances- Meaning, Causes, Handling and Redressal Procedure.

Unit3: Labour Management Relations- Industrial Disputes, Types, Causes, Procedure for settlement, Government and Industrial relations programmes.

Unit 4: Trade Unions- Features, Objectives, Principals, Functions of Trade Union.

REFERENCE::

1. C.B.Memoria, Personnel Management,
2. K.Aswathappa, Human Resource Management, Tata Mc-Graw Hill New York.
3. C.S.Venkata Ratnam, Personnel Management, Tata Mc-Graw Hill New York.
4. C.B.Gupta, Human Resource Management, Sultan chand & Sons, New Delhi.
5. Tripathi, Personnel Management & Industrial Relations, Sultan chand & Sons, New Delhi.
6. P.Subba Rao, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
7. V.P.Michael, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
8. A.M.Sharma, Personnel Management and Human Resource Management, Himalaya Publishing House, Mumbai.

MBA DP 202: MARKETING MANAGEMENT

OBJECTIVE:- The Purpose of this course is to develop and understanding of the underlying concepts, Strategies and issues involved in the Marketing of products and services.

*** COURSE CONTENTS***

MODULE I: Understanding Marketing Management

Unit 1 : Marketing Management: Meaning – Definition – Core concepts –Scope of Marketing – Company Orientation towards the market place – How Business and Marketing are changing.

Unit 2: How Business and Marketing practices are changing – Business practices: Internet Domains - B2B, B2C, C2C, and C2B Marketing Practices– Setting up web site – CRM.

Unit 3: Building Customer Satisfaction, Value, and Retention – Defining and Delivering customer value and satisfaction – Attracting and retaining Customers Nature of High performance Business – Customer Profitability, Company Profitability and Total Quality Management.

Unit 4: Strategic Planning – Corporate and Division Strategic Planning –Business Unit Strategic Planning – The Marketing process -Product planning.

MODULE II: Analyzing Marketing Opportunities

Unit 1: Scanning the Marketing Environment – Identifying and Responding to the Major Macro Economic Forces – Demographic – Economic – Natural – Technological – Political-Legal and Socio-Cultural Environments

Unit 2: Market Segmentation and Target Markets –Levels and patterns of Market Segmentation – segmenting consumer and Business Markets – Market Targeting

Unit 3: Analyzing Consumer Markets and Buyer Behaviour – factors influencing Buyer behaviour – Buying Decision process –stages of the buying decision Process.

Unit 4: The Components of a Modern Marketing Information System –Internal Records – Marketing Intelligence System –Marketing Research System, Marketing Decision Support System- Forecasting and Demand Measurement.

MODULE III: Market Offering and Marketing Strategies

Unit 1: Setting the product and branding strategy – Product and product mix –product line decisions - Brand decisions –Packaging and Labeling.

Unit 2: Developing new product offerings – Challenges in new product Development – Organizational Arrangements – Managing the Development process –The Consumer Adoption process.

Unit 3: Product Life Cycle Marketing Strategies

Unit 4: Developing price strategies and programs: Setting the price –Adapting the price – Initiating and responding to price changes.

MODULE IV: Shaping the Market Offering

Unit 1: A. Designing and Managing Value Networks and Marketing channel, What work is performed by marketing channels? – Channel-Design Decisions Channel Management Decisions – Channel Dynamics.

B. Managing Retailing, Wholesaling, and Market Logistics.

Unit 2: Managing Integrated Marketing Communications – Communication, Process Developing Effective Communications – Deciding on the Marketing Communications Mix – Managing the integrated Marketing.

Unit 3: Managing Advertising, Sales Promotion, Public Relations, and Direct Marketing – Developing and Managing an Advertising Program -Deciding on Media and Measuring Effectiveness - Sales Promotion – Public Relations Direct Marketing

Unit 4: Managing the Total Marketing Effort: Trends in Company organization – Marketing organization –Marketing Implementation – Evaluation and Control.

REFERENCE::

1. “Marketing Management- analysis planning & Control”-By Philip Khotlar.
2. “Fundamentals of Marketing”-By William. J. Stanton. Mc Graw Hill publication.
3. “Marketing” by Michael banker.
4. “Marketing Management” by Donald S. Tull & kahle.
5. “Marketing Environment: concept & cases” by Subhas, C. Mehta.

MBA DP 203: FINANCIAL MANAGEMENT

OBJECTIVES:- The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

MODULE I: Introduction

Unit 1: Scope of Financial Management& Evolution of financial Management

Unit 2: Goals of financial management.

Unit 3: Financial Planning.

Unit 4: Financial decision areas.

Unit 5: Organization for Financial Management.

MODULE II: Capital Structure decisions

Unit1: Measure of Leverage and effects of Leverage,

Unit 2: Leverage and Valuation.

Unit 3: Theories of Capital Structure: N.I. theory, NOI theory, Traditional Approaches, M.M .Theory

Unit 4: Leverage and Value of the Firm E.B.I.T.-E.P.S. analysis,

Unit 5: Risk-return-trade off

Unit 6: Factors affecting capital structure.

Unit 7: Sources of finance-ownership securities, creditor ship securities, convertible and Tradable warrants.

MODULE III: Investment Decision

Unit 1: Capital Budgeting-Methods

Unit 2: Non-discounted and time-adjusted methods

Unit 3: Risk and Uncertainly time-adjusted methods

Unit 4: Risk and uncertainty in capital Budgeting.

MODULE IV: Dividend Decision

Unit 1: Factors Affecting Dividend Policy

Unit 2: Types of dividend.

Unit 3: Theories of dividend: Walter's, Gordon Model, and M.M. Theory.

Unit 4: Types of dividend policies & Bonus shares

Unit 5: Corporate dividend policy in Practice.

MODULE V: Working Capital Management.

Unit 1: Receivables, Inventories, & Cash Management.

Unit 2: Analysis of Working capital components.

Unit 3: Working capital leverage.

Unit 4: Financing Current Assets.

MODULE VI: Market for Capital Securities

Unit 1: Stock exchange

Unit 2: Trading Procedure in stock exchanges.

Unit 3: Financial Services, Leasing, Mutual Funds,

Unit 4: SEBI and stock market regulation.

REFERENCE::

1. "Techniques of Financial Management"-By V.S. Murthy, Sindhu Publications, Bombay.
2. "Financial Management & Policy"-By James.C. Van Home. Prentice Hall of India Publication.
3. "Working Capital Management"-By V.E. Ramamorthy, Institute of Financial Management.
4. "Financial Decision-Making"-By J. Hampton, Prentice Hall of India Publication.
5. "Managerial Finance" – By Weston J.F. & P. Birmingham. Holt, Rinehart and Winston Publication.
6. "Financial Management & Control"- By S.K. Chakravorty, K.K. Bhattacharya, N.K. Rao and P.K. Sen. Mac Millan India Ltd., Publication.
7. "Essentials of financial Management" – By Walker – Prentice Hall of India publication.
8. "Financial Management" – By R.M. Srinivastava, Pragati Prakashan, Meerut publication.
9. "Financial Management" – By Praanna Chandra.

MBA DP 204: RESEARCH METHODOLOGY

OBJECTIVE :- To equip the students with the understanding of the Research Methodology and to provide an insight into the application of Modern analytical tools and techniques for the purpose of management decision-making.

*** COURSE CONTENTS***

MODULE I: Research Methodology: An Introduction

Unit 1: Nature and scope of Research Methodology

Unit 2: Types of research

Unit 3: Research Process

Unit 4: Defining the research Problem.

Unit 5: Research Design.

Unit 6: Hypothesis Testing Parametric and Non Parametric tests.

MODULE II: Methods Of Data Collection And Sampling

Unit 1: Primary and secondary Methods of Data collection

Unit 2: Sample Design: types of sample Design.

Unit 3: Sampling error.

Unit 4: Sampling singe and its Determination: Bayerian statistics.

Unit 5: Selection of appropriate statistical technique.

MODULE III: Processing And Analysis Of Data

Unit 1: Processing and analysis of Data.

Unit 2: Measurement and scaling technique

Unit 3: SPSS and other statistical software Packages.

Unit 4: Advanced techniques for data analysis-ANOVA, discriminate analysis, Conjoint Analysis, Multidimensional scaling.

MODULE IV: Interpretation and Reporting

Unit 1: Interpretation of Data

Unit 2: Report writing

REFERENCE BOOKS: -

1. Marketing Research-D.D.Sharma.
2. Research Methodology-Cooper Scheduler
3. Research Methodology-Kotari.C.R.
4. Statistical Methods-Gupta.S.P.
5. Research Methodology-Gupta.S.P.

MBA DP 205: MANAGEMENT SCIENCE

OBJECTIVE:- The objective of this course is to develop understanding of Basic management science techniques and their role in Managerial decision-making.

*** COURSE CONTENTS***

MODULE I: Introduction to Management Science

Unit 1: Basics of Management Science- Introduction, Definition, Development
Management Science, Characteristics, Scope of Management Science.

Unit 2: Phases and Models of Management Science- Main Phases of Management
Science, Modeling, Different types of Models.

MODULE II: Linear Programming

Unit 1: Formulation Technique of LP Problems- Introduction, Formulating the Problems.

Unit 2: Graphical Solution of Two-Variable LP Problems- Graphical Procedure, Graphical Solution.

Unit 3: Simplex Method- Introduction, Basic Terminologies, Simplex Procedure and Solution to the
Problems, Artificial Variable Technique (Big-M Method), Degeneracy.

MODULE III: Assignment and Transportation Models

Unit 1: Assignment Models- Introduction, Mathematical Formulation, Method for Solving Assignment
Problems, Unbalanced Problems, Travelling Salesman Problems.

Unit 2: Transportation Models- Introduction, Mathematical Formulation, Methods for finding Initial Basic
Feasible Solution, Optimality Test, Degeneracy, Unbalanced Problems.

MODULE IV: Theory of Games, Replacement and Inventory Models

Unit 1: Games Theory- Introduction, Basic Definitions, Characteristics, Saddle Point, Optimal Strategy,
Value of the Game, Minima / Maxima Criteria, Rectangular Game Without Saddle Point, Two-by-
Two Games without Saddle Point (Algebraic, Arithmetic Method), Concept of Dominance,
Graphical Solution, Method of Sub Games.

Unit 2: Replacement Models- Introduction, Types of Replacement Problems, Money Value and Present
worth Factor, Individual Replacement Policy, Group Replacement Policy, Other Problems.

Unit 3: Inventory Management- Introduction, Functional Classification of Inventories, Benefits,
Characteristics, Objectives, Economic Order Quantity (EOQ), Deterministic Inventory Models
with No Shortages and Shortages.

MODULE V: Project Management by Pert – CPM

Unit 1: Introduction- Importance, Basic Concepts, Historical Evolution, Applications, Network Terminologies, Network Representation,

Unit 2: Critical Path Method- Introduction, Critical Path, Early Start, Late Finish, Total and Free Slack of the Project.

Unit 3: PERT Model - Meaning, Expected Time, Probability of activities and Project Completion, Standard Deviation, Variance.

Unit 4: CPM Model- Introduction, Cost of the Project, Cost of Crashing, Minimum and optimum Project Duration through Crashing.

REFERENCES BOOKS:

1. S.D.Sharma, "Operation Research" Kedarnath Ram Nath & Co. Meerut.
2. Prem Kumar Gupta, "Operation Research", S. Chand & Co. td. New Delhi.
3. V.K.Kapoor, "Operation Research", Sultan Chand & Sons, New Delhi.
4. K.K.Chawla, "Practical Problems in Operation Research", Kalyani Publishers, Ludiyana.

MBA DP 206: BUSINESS LAW

OBJECTIVES: - The Course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

*** COURSE CONTENTS***

MODULE: I: - Contract

Unit 1:

- A) Definition of Contract and Agreement; Offer and Acceptance; Kinds of Contract.
- B) Essential requirements of: Contract; offer and Acceptance.
- C) Definition of Consideration; essentials of consideration, exceptions to the rule "No consideration no Contract".
- D) Capacity to contract; Minors Agreement, Unsound Mind Person and person disqualified under law.
- E) Consent Definition, free consent: Fraud, Coercion, Undue influence, Mis-Representation and mistake.

F) Unlawful Agreement:-Forbidden by Law, Defeat any Law, Fraudulent, Injuries to person or property, Immoral, Public policy

Void Agreement: -Agreements unlawful in part, Agreements without consideration, Restraint of marriage, Restraint of Trade, Exceptions to above, Wagering Agreements.

G) Discharge of a contract: - Modes of Discharge: By performance, By impossibility of performance, By agreement, By breach.

H) Remedies for Breach of contract.

Unit 2:

A) Indemnity: Definition, Rights of the indemnity holder.

B) Guarantee: Definition, essential features: Extent of surety's liability; Discharge of surety from liability; rights of the surety.

C) Bailment: Definition; Essential features of bailment, Duty and rights of Bailor; Duty and rights of Bailee.

D) Pledge: Definition; essentials of pledge , rights and duties of Pawnee; rights and duties of the Pawnor.

Unit 3: Agency:- Definition; essentials of agency; creation of the agency; Duties and rights of the Agent.

Unit 4: Sale of Goods:

- A) Definition of sale and Agreement to sell; Essentials of Sale.
- B) Conditions and Warranties: Implied condition, Implied Warranties
- C) Passing of Property.
- D) Transfer of Title
- E) Rights of Unpaid seller against goods
- F) Remedies for Breach of contract.

Unit 5: Consumer Protection Act-1986: Definition, Different Authorities and Bodies established under the Act, Consumer awareness, Consumer redressal forums, their power, functions and jurisdiction, Offences and Penalties.

MODULE: II: Negotiable Instruments Act-1881

Unit 1: A) Definition of Negotiable Instruments.

B) Kinds of Negotiable Instruments: Promissory note, Cheque, Bill of Exchange

C) Holder and Holder-in-Due course. Rights and privileges of holder in due Course.

Unit 2: Assignment and Negotiation.

Unit 3: A) Indorsment: - Kinds of Indorsment, Discharge from liability, Crossed cheques: Kinds of Crossing.

MODULE: III: Companies Act –1956

Unit:1 A) Nature and Incorporation of Company, Corporate personality and Advantages, Disadvantages of company, Registration and Incorporation; Pre-incorporation contracts. Kinds of Company: Unlimited company, Guarantee companies, Private companies, Foreign companies, Government companies Holding companies and subsidiary company

B) Memorandum of Association: Contents, Alteration, Doctrine of Ultra Vires.

C) Articles of Association: Its relation to memorandum, Binding force of Memorandum of Association and Articles of Association, Doctrine of constructive notice; Indoor management.

D) Prospectus and Promoters: Definition; Issue of Prospectus; Remedies for misrepresentation and criminal liability. Promoters; duties and liability.

Unit 2: Shares, Membership and Share capital:

A) Shares: Definition; Allotment, certificate of shares, Transfer of Shares, Transmission of Shares.

B) Share Holders or Members: Member, Call on Shares, Register of Members, Rectification of Register, Lieu on Shares.

C) Share capital: Kinds of Share capital, Alteration and Reduction of capital, Share Warrants.

Unit3: A) Directors: Position of Directors, Appointment, Qualification , Removal, Powers of Directors, Duties of Directors and Liability.

B) Meetings: Statutory meeting, Annual General Body Meeting, Extraordinary general meeting, kinds of resolution, Minutes.

C) Dividends: Dividend fund, Statutory provisions

D) Minority Protection: Rule in Foss v/s Harbottle, Prevention of opposition and mismanagement, Company Law Board: Constitution and Powers.

Unit 4: Reconstruction and Amalgamation. Winding up of Company: Kinds of winding up, By court, Voluntary winding up.

MODULE: V:

Unit 1: Patent Provisions: Definition , Patentable and Non-Patentable Inventions, Filing of patent application, revocation, cancellation, Infringement of patent right, remedies for infringement, Powers and Functions of controller of patent and central government.

Unit 2: Copyright Provisions: Definition, Works in which copyright subsist, Nature of copyright, Copyright board, powers and functions, Infringement of copyright, remedies for infringement.

Unit 3: Trade Marks Provisions: Definition, What marks are good Trade Marks, Deceptive similarity, Trade Label, Offences and Penalties.

Unit 4: Cyber Law: Meaning, Electronic media, Information Technology, Cyber Space, Internet, Website, E-Commerce, Digital signature, Cyber crime., Remedies for Cyber offences.

Unit 5: Environmental Protection: Definition, Kinds of Pollution , Measures to protect environment, Authorities established under the Act, Offences and Penalties.

REFERENCE::

1. Dr. Niraj Kumar- Buisness Legislations, Himalaya Publishing House.
2. N.D. Kapoor- Mercantile Law, Sultan Chan & Sons.
3. Ashok K Bagrial- Company Law, Vikas Publishing House.

III SEMESTER M.B.A. PROGRAMME

MBA DP 301: Entrepreneurship Development & Small Business Management

*** COURSE CONTENTS***

MODULE I: Concept of Entrepreneur and Managers.

Unit: 1.Types and Functions of Entrepreneurs

Unit: 2.A Conceptual Model of Entrepreneur

Unit: 3.Theories of Entrepreneurship Schumpeter, Walker and Drunker

Unit: 4.Entrepreneurs an emerging class.

MODULE: II: .Role of Entrepreneur in Indian Economy with reference to Self Empowerment.

Unit: 1: Creating Entrepreneurial Ventures: Business Planning process-Environmental analysis-identifying problems & opportunities-defining business ideas-basic government procedures to be compiled with.

Unit: 2: Project Management-technical, financial, marketing, personnel & management feasibility-preparation of project report-tools of appraisal.

MODULE III: .Development of Women entrepreneurs

Unit: 1.Functions and role of women entrepreneurs.

Unit: 2.Rural Women Entrepreneurs

Unit: 3.Problems of Women entrepreneurs

Unit: 4.Rural Entrepreneurship-entrepreneurship in agriculture-TRYSEM.

Unit: 5.Risk taking among rural Entrepreneurs-development strategy.

Unit: 6.Entrepreneurial development in backward areas.

MODULE IV: Significance of small Industries

Unit: 1.Steps to start small units.

Unit: 2.Organisation of small scale units.

Unit: 3.Government policy regarding small scale units Reservations and Concessions

Unit: 4.Role of central and state Government agencies in the promotions of SSI's.

MODULE V: Financial Management in Small Scale Industries

Unit: 1. Production Management-Marketing Management –Financial Management Personal Management in SSI's

Unit: 2. Sickness in small-scale industries.

Unit: 3. Role of BFIR.

REFERENCE:-

1. "Entrepreneur Development" by C.B.Gupta and N.P. Srinivasan (Sultan Chand & Sons Publication)
2. Entrepreneurship and Ventura Management" by C.M.Bammback and J.R.Manscusu (Prentice Hall Publication)
3. "Entrepreneurship Reflections and Investigations" By N.S.Bisht (Caugh Publication Allahadad)
4. "Entrepreneurship Management " by C.A.Dailey (Mex Graw Hill Publication)
5. "Entrepreneurship Management " by A.N.Desai (Ashish Publishing Houses, New Dehli)
6. Entrepreneurship Development in India" by Murthy Bevlon (Nittal Publications, New Dehli)
7. "Small Business Management"by Hall B.L., Pickle and Yance. Brahamson (John Wiley & sons, USA)
8. " Entrepreneurship & Small business Management" by Kenneth.R.Van Vloorthis (Boston, Allyn and Bacon USA)
9. Entrepreneurship and Small Business Management"
10. "The Role of Small Enterprises in Indian Economic Development" by P.N.Dhar and Lyadall.H.R. (Asia Publishing House, Delhi)
11. "Management of small scale Industry" by Vasanta Desai (Himalayn Publishing House, Bombay)

MBA DP 302: BUSINESS ETHICS AND CORPORATE GOVERNANCE

OBJECTIVE: The purpose of this paper is to provide an insight on ethical Concepts and Corporate Governance in Business.

*** COURSE CONTENTS***

MODULE I: Ethical Decision Making :

Unit1: Overview of Ethics- Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory, Aristotle's Virtue based ethics and Narrative based ethics – Values impact in Business: Indian Value System and Values, Teaching from scriptures and tradition. (Geeta,Ramayana,Mahabharata,Upanishads,Vedas,Bible and Quran)

MODULE II: Ethics impact in Business:

Unit 1: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology. Ethical theories and approaches, Intellectual property rights like designs, patents, trademarks, copy rights,

MODULE III : Corporate Governance:

Unit 1: Issues, need of corporate governance code, Code of Corporate Practices, social responsibility of corporate, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

REFERENCE::

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 3) S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 4) Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
- 5) Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
- 6) Mathur UC – Corporate Governance & Business Ethics (Mc Mill

MBA DP 303: MM-CONSUMER BEHAVIOR AND RETAIL MARKETING MANAGEMENT

OBJECTIVE:- The basic objectives of this course is to develop an understanding about the consumer decision making process and to acquaint the decisional issues in Retail marketing Management.

*** COURSE CONTENTS***

MODULE I: Introduction to Consumer Behaviour

Unit 1: Consumer value, satisfaction and retention. Factors influencing consumer behaviour, Nature of consumer behavior, Interdisciplinary dimension of consumer behaviour.

Unit 2: Models of consumer behaviour, Economic Model, Sociological Model, Psychoanalytical model, Howard Sheth model, Nicosia model.

MODULE II: Consumer Involvement and Decision Making

Unit 1: Consumer decision making process and levels of consumer decision making.

Information search process, nature of information search, types of information sought, sources of information, cost versus benefits of external search.

Evaluative criteria and decision rules; nature of evaluative criteria, individual judgment and evaluative criteria, types of decision rules.

MODULE III: Motivational influences on the consumer

Unit 1: Information processing and consumer perception; Elements of perception, dynamics of perception, consumer imagery – perceived price, perceived quality, price/quality relationship, information processing for consumer decision making.

Unit 2: Personality and consumer behaviour- nature of personality, consumer innovativeness and related personality traits, self and self image.

Unit 3: Consumer attitude formation and change, attitude functions, sources of influence on attitude formation, models of attitude - component attitude model, multi-attribute attitude model - attitude towards object model, attitude towards behaviour model, theory of reasoned action model, strategies of attitude change

Unit 4: Consumer learning; nature of learning, learning under conditions of high and Low involvement.

MODULE IV: Reference Group influence and diffusion of innovations.

Unit 1: Reference group influences; factors affecting reference group influence, selected consumer related reference groups, celebrity and other reference group appeals.

Unit 2: Family decision making process; Socialization of family members, household decision making process, family life cycle.

Unit 3: Opinion Leadership – concept of opinion leadership, surrogate buyers versus opinion leaders – interpersonal flow of communication - two-step flow and multi step flow of communication theory.

Unit 4: Diffusion of innovations – diffusion process and adoption process.

MODULE V: The World of Retailing

Unit 1: Introduction to retailing- what is retailing? Retail industry and economy, Functions of retailing, Trends in retail formats, Retail strategy, Changing face of retailing

Unit 2: Types of retailers-retailers characteristics, food retailers, general merchandise retailers, service retailing, type of ownership.

Unit 3: Retail customers-Consumer behaviour, Factors affecting consumer decision making, Stages of consumer decision process, Types of consumer decision –making, Consumer decision rules, Influence of situational variables on shopping behavior.

MODULE VI: Retailing Strategy

Unit 1: What is retail strategy, Building sustainable competitive advantage, Growth strategies.

Unit 2: Retail location strategy- Importance of location decision, Levels of location decision and it's determining factors, Type of retail location, Types of consumer goods and location, Retail location theories.

Unit 3: Retail Pricing

Unit 4: Retail Franchising

MODULE VII: Merchandise Management and Stores Layout Design

Unit 1: Planning merchandise assortment –Product management, Brand management and retailing, Merchandise management, assortment planning process, Types of suppliers, Category management, Merchandise management planning in various retail segments.

Unit 2: Buying systems-staple merchandise buying system.

Unit 3: Atmospheric and Retail space planning - Objectives of a good store design, Store layout, Space planning, Atmospheric.

REFERENCE::

1. Hawkins, Best & Coney; Consumer Behaviour, Tata McGraw Hill Publishers, 2004.
2. Leon.G.Schiffman and Leslie Lazar Kanuk; Consumer Behaviour, Pearson Education. 2004.
3. Assael Henry, Consumer Behaviour and Marketing Action.
4. Retail Management, Chetan Bajaj, Rajnish Tuli, Nidhiv Srivastava, Oxford Press
5. Retailing Management-Levy Weitz ,Tata McGraw Hill
6. Retail Management, Gibson G. Vedamani, Jaico Books.

MBA DP 304: MM-ADVERTISING AND BRAND MANAGEMENT

OBJECTIVES: The objective of this course is to acquaint the students with concepts, techniques and give experience in the application of concept for developing an effective advertising and Branding programme.

*** COURSE CONTENTS***

MODULE I: Fundamentals of Advertising Management

Unit 1: Introduction to Advertising - Definition, Importance, History of advertising participants in advertising, classification of advertising, advertising functions, Role of advertising in Modern business world.

Unit 2: Advertisement and Society – Advertising benefits, Types of advertising, controversies regarding advertising, The impact of ads on children, Women and advertising, Ethics and Codes of ethics in advertising.

MODULE II: Advertising Business

Unit 1: Advertising Department- Importance, Organization Structure, Functions.

Unit 2: Advertising Agency- Functions, Agency selection and Compensation.

Unit 3: Advertising Budget- Importance, Methods.

Unit 4: Advertising Media- Types of Media, Media planning and selection.

MODULE III: Managerial / Technical Aspects of Advertising

Unit 1: Advertising Appeals- Meaning and Importance, Buying Motives, Types of Appeals.

Unit 2: Advertising Messages- Importance, Message Design and Development, Process.

Unit 3: Advertising Layout- Meaning and Importance, Components of Layout.

Unit 4: Advertising Aids- Trade Mark, Slogans, Headline, Copy, Logo etc.

Unit 5: Creativity in Advertising-Meaning and importance, elements of creative advertising, creative process.

Unit 6: Advertising Research and Effectiveness-Purpose of advertising Research components of advertising research, advertising evaluation and its types.

MODULE IV: Brand Management

Unit 1: Brands and Brand Management - What is brand? Why do brands matter? Can anything be branded? Branding challenges and opportunities, Brand equity, Strategic brand management process.

Unit 2: Customer Based Brand Equity- Customer based brand equity, Brand knowledge, Sources of brand equity, Building a strong brand, Brand building implications

Unit 3: Brand Identity

MODULE V: Growing and Sustaining Brand Equity

Unit 1: Designing and implementing branding strategies

Unit 2: Brand Extensions

Unit 3: Brand Positioning and value

REFERENCE::

1. Advertising: Principles and Management cases “by Dirkson C.J., Kroeger (Richard.D.Irwin Inc. USA).
2. “Adverting theory and practice” by Simson (Prentice Hall, USA)
3. “Management of advertising” by Sandage.C.H. Pryburer.V. and Rotaxoll.K.B.(Richard.D.Irwin Inc.USA).
4. “The Marketing Communication Process” by Deloxzier (MC Graw Hill Book Co., USA).
5. “Public relations: Principles, cases and Problems” by Moore.H.F. (Richard Irwin Inc., USA).
6. “Adversting Management” by B.S.Rathor (Himalaya Publishing Co., Bombay).

7. "Foundation of Advertising" By Chunawala and Patel (Himalaya Publishing Publishing Co., Bombay).
8. "Managing Brand Equity" By Aaker, David A (New York, Free Press)
9. "Strategic Brand Management" By Jean- Noel Kapferer (Kogan page India Pvt. Ltd)
10. "Strategic Brand Management" By Kevin Lane Keller (Pearsons Education)
11. Building, measuring, and Managing brand equity , Kevin Lane Keller, Prentice –Hall
12. Strategic Brand Management, Jean –Noel Kapferer
13. Brand Management, S.L Gupta, HPH

MBA DP 306: MM-SALES AND DISTRIBUTION MANAGEMENT

OBJECTIVE: The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

*** COURSE CONTENTS***

MODULE I: Nature and Scope of Sales Management

Unit 1: Introduction to sales management, setting and formulating personal selling objectives, Recruiting and selecting sales personnel, Developing and conducting sales training programs.

Unit 2: Designing and Administrating Compensation Plan

Supervision of salesman, Motivating sales personnel, Sales meeting and Sales contests.

Unit 3: Designing Territories And Allocating Sales Effort

Objectives and quotas for sales personnel, Developing and managing sales evaluation programs, Sales cost and Cost analysis.

MODULE II: Overview of Marketing Channels

Unit 1: Distribution channel management- An Introduction, Designing customer oriented marketing channels, Wholesaling, Retailing, and Customer oriented Logistics management

Unit 2: Organizational Patterns in Marketing Channels

Marketing channel policies and legal issues, Information system and channel management, assessing performance of marketing channels, International marketing channel management.

REFERENCE::

1. Sales Management ,Richard Still and E.W. Cundiff , Prentice –Hall Publications
2. Sales and Distribution Management Tapan Panda and Sunil Sahadev, Oxford

3. Marketing Channels, Coughlan, Anderson, El-Ansary , Pearson Education
4. Selling and Sales Management David Jobber and Geoff Lancaster, Pearson Education
5. Sales Management, Charles m. Futrell, Thomson

MBA DP 303: FM: FINANCIAL DECISION ANALYSIS

OBJECTIVE: The basic objective of this is to impart an intensive knowledge about the use of quantitative techniques in specifies financial decision-making areas.

*** COURSE CONTENTS***

MODULE I:

Unit 1: Valuation of Share, Bonds, Debentures and Good Will.

Unit 2: Leasing V/s Borrowing Decision.

Unit 3: Business Valuation Models.

Unit 4: Business Failure and Re-organization.

Unit 5: Simulation.

Unit 6: Multiple Discriminate Analyses.

MODULE II:

Unit 1: Estimating Working Capital Requirement.

Unit 2: Integration of Working Capital and Capital investment Process.

Unit 3: Determining Optimum Cash Balance: Baumol Model (Inventory Model).

Miller Orr Model (Statistical Model).

Unit 4: Determining and monitoring the appropriate Receivable Policy.

Unit 5: Inventory Control Models and Inventory Valuation.

REFRENCES::

1. Bhalla.V.K. "Financial Management & Policy
2. I.M.Panday "Financial Management
3. Van Horne, James .C."Financial management & Policy"
4. S.P.Gupta "Statically Methods."
5. Damodaran "Valuation"
6. Hampton, "Financial Decision Making" PHI

MBA DP 304: FM: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

OBJECTIVE: The objective of this study is to give the students an in depth knowledge of the theory and practice of security analysis and portfolio management.

*** COURSE CONTENTS***

MODULE I- Investment And Cost Of Investing In Securities

Unit 1: Investment objectives Risk and Return

Unit 2: Operations of Indian stock market and new issue market

Unit 3: Listing of securities

Unit 4: Mechanics of investing and investment companies

Unit 5: Stock market indices

Unit 6: Security credit rating

MODULE II- Objectives Of Security Analysis And Stock Market Analysis

Unit 1: Investment alternatives

Unit 2: Government securities

Unit 3: Non-security forms of investment

Unit 4: Real estate investment

Unit 5: Stock market analysis: fundamental analysis, technical analysis, and efficient Market theory.

MODULE III- Introduction To Portfolio Management

Unit 1: An optimum portfolio selection problem

Unit 2: portfolio choice: utility theory and indifference curve

Unit 3: Markowitz portfolio selection model

Unit 4: Mean variance criteria

Unit 5: construction of efficient frontier

MODULE IV- Investment In Liquid Assets And Application Of Market Model In Portfolio Construction

Unit 1: Portfolio of two and three risky securities

Unit 2: Relation between leveraged and unleveraged portfolio

Unit 3: Sharpe: the single index model

Unit 4: Market models: CAPM. Factor models and arbitrage pricing theory

Unit 5: Construction of optimum portfolio

MODULE V- Portfolio Investment Process And Corporate Portfolio Management

Unit 1: Portfolio investment process

Unit 2: Bond portfolio management strategies

Unit 3: Investment timing and portfolio performance evaluation: Sharpe, Treynor, and Jensen Models

Unit 4: corporate portfolio management in India.

REFERENCE::

1. Security analysis and portfolio management, Punithavathy Pandian, Vikas publishing house
2. Investment management, V. K. Bhalla, S Chand and co,
3. Security analysis and portfolio management, Fischer and Jordan, Pearson's education
4. Sharpe, Alexander, Bailey, Investments, Prentice hall India
5. Prasanna Chandra, Investment Management, Tata McGraw hill

MBA DP 305: FM: MANAGEMENT OF FINANCIAL INSTITUTIONS

OBJECTIVES: The objective of the course is to impart and acquaint the students with the specific financial management problems of financial institutions and to know the operational policy of the leading financial institutions in India.

*** COURSE CONTENTS***

MODULE I: Role and Importance of Financial Institutions

Unit 1: Financial Management models and their applications in Financial Institutions.

Unit 2: Application of the Wealth Maximization model to Financial Decision

Unit 3: Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions, Asset Liability Management in commercial banks

Unit 4: Interest Rate Analysis and Interest Rate in Financial System.

MODULE II: Financial Management of Commercial Banks and Insurance Companies

Unit 2: Banking Law and Regulation

Unit 3: Provision of RBI's Functions -Narasimham committee

Unit 4: Credit and Monetary Planning

Unit 5: Insurance Company and Thrift Companies.

Unit 6: Non- performing assets norms and capital adequacy ratio

MODULE III: Development Banks

Unit 1: Role of Development Banking in Industrial Financing in India

Unit 2: Capital adequacy and Capital Planning

Unit 3: Strategy of Growth

MODULE IV: Organization and Working of development Financial Institutions in India

Unit 1: Organization and Working of: IFCI, IDBI, UTI and LIC

Unit 2: International Aspects of Financial Institutions.

REFERENCE BOOKS:

1. Management of Financial Institutions, Srivastava
2. Financial Institutions, Market and Money, David Richard and David Blackwell.
3. Indian Financial System, V.K.Bhalla.
4. Management of Financial Institution in India, Vij Madhu
5. Indian financial system, Machiraju
6. Indian financial system, L. M. Bhole

MBA DP 303: HR-COUNSELING AND INTERPERSONAL SKILLS FOR MANAGERS

OBJECTIVE: The purpose of this paper is to provide an in-depth understanding of the role of training in HRD and to enable the course participants to manage the training systems and processes.

*** COURSE CONTENTS***

MODULE I: Group and Group Influence

Unit 1: Groups: What is a group? Definition, Types of Group, Dynamics of Group Formation, structure and dynamics of work groups, Group Cohesiveness And effectiveness.

Unit 2: Interpersonal Communication-Interpersonal Communication process. Communication effectiveness Johari window, interpersonal awareness, Social facilitation, social loafing Interpersonal Trust, - Inter personal Conflicts, Group Decision Making, Group Synergy.

MODULE II: Decision Making

Unit 1: Interpersonal Trust: Building trust, validating and measuring Interpersonal trust, managing interpersonal trust, managing interpersonal trust and Distrust.

Unit 2: Group decision making: Approaches to decision making, individual v/s Group decision makes, and group decision making techniques.

Unit 3: Team Building: Concept of Teams, Distinguishing team from Groups, Types of Teams – Dysfunctions of groups and teams, Dynamic of Informal Groups, Creating Teams, Making Team successful obstacles to success, Training in team Skills developing successful team.

MODULE III: COUNSELLING SKILLS FOR MANAGERS

Unit 1: Counseling: Emergence and Growth of Counseling Services; Approaches to Counseling;

Unit 2: Counseling process - Beginning, Developing and terminating counseling Relationship and follow up. Counselor's attitude and skills of Counseling; Assessing Clients problems. Selecting Counseling Strategies and Interventions – Changing Behavior through Counseling

Unit 3: Special problems in counseling; Application of Counseling to Organizational situations with a focus on Performance counseling.

REFERENCE::

1. J.Vincent Peterson, Bernard Nisenholz; Orientation to counseling
2. Stephen P. Robbins; Organizational Behaviour Pearson's Education. 2005.
3. V.S.P Rao & Gangadhar Rao, Organizational Behaviour

MBA DP 304: HR- INDUSTRIAL RELATIONS AND LEGAL FRAME WORK

OBJECTIVE: Organizational efficiency and performance are intricately interlinked with industrial relations. Understanding the legal framework is important for the decision-making relating man management and industrial relations.

*** COURSE CONTENTS***

MODULE I: Industrial Relations Perspectives

Unit 1: Evolution of industrial relations; impact of industrial revolution, scope of industrial relations, components of industrial relations system, factors affecting industrial relations, approaches to industrial relations.

Unit 2: Trade Unionism: Trade union movement in India; objectives and functions of trade union, Trade Union Act 1926 – functions of the Acts, definitions under the Act, registration of trade union, rights and privileges of registered trade union.

MODULE II: Industrial Conflicts and Settlement Machinery

Unit 1: Grievance procedure and management of industrial discipline; objectives Of standing orders, - concept and causes of grievance, grievance procedures, indiscipline/misconduct, causes and forms of misconduct, domestic enquiry, disciplinary procedures and approaches to manage discipline.

Unit 2: Industrial conflict: Nature of conflicts and its manifestation, types and prevention of industrial conflicts, settlement of industrial conflicts.

MODULE III: Participative Management

Unit 1: Workers participation in management: concepts, objectives of workers’ participation in management, workers participation in management in India.

Unit 2: Collective Bargaining: Importance of collective bargaining, collective bargaining process, prerequisites and trends in collective bargaining.

MODULE IV: Overview of the following Labour enactments covering the definition, applicability, provisions, penalties for non-implementation, other major provisions and the latest amendments

1. Factories Act 1948.
2. Industrial Disputes Act 1947.
3. Employee State Insurance Act – 1948.
4. Industrial Employment Standing Orders Act 1946.
5. Payment of Wages Act 1936
6. Workmen’s compensation Act
7. Minimum wages Act –

MODULE V:

Unit 1: Reward Management, Evaluation & development of reward process and Team Rewards

Unit 2: Job & role analysis

Unit 3: Equal pay for work of equal value.

Unit 4: Grade pay & structure – Types of grade & pay structure, and its design. Implementing new grade & pay structures, Performance Management.

Unit 5: Contingent Pay - Introduction, definition, types of contingent pay, significance, rational for contingent pay. The criteria for pay related to performance, competence or skill, types of contingent pay for individuals, Competency pay, Employee benefits and profit sharing.

REFERENCE::

1. Mamoria, Mamoria, Gankar – Dynamics of Industrial Relations, Himalaya Publishing House. 2006.
2. P.C.Tripathi – Personnel Management & Industrial Relations, Sultan Chand & Sons. 2004.
3. Arun Monappa – Industrial Relations, Tata McGraw Hill 2006
4. Michael Armstrong & Heln Murlis – Reward Management.
5. Bergen & Lenard. R. “ Wage & Salary Administration”

MBA DP 306: HR- MANAGEMENT OF TRAINING AND DEVELOPMENT

OBJECTIVE: The purpose of this paper is to provide an in-depth understanding of the role of training in HRD and to enable the course participants to manage the training systems and processes.

*** COURSE CONTENTS***

MODULE I: Introduction to the concepts of training.

Unit 1: Fundamentals concepts related to training: Scope, objectives and benefits Of training, role of training in organization, difference between training, development and education.

Unit 2: Training principles and learning principles.

Unit 3: Challenges to training managers

Unit 4: Training Process

MODULE II: Identifying training needs and designing the training programme.

Unit 1: Training Need Analysis: Purpose of training need analysis, Process and Techniques, framework for conducting a training need analysis: organization analysis, requirement analysis, Task and KSA analysis, person analysis.

Unit 2: Training Design: Structure of objectives, dealing with behavioral objectives, value of training objectives, factors that influence the design of training.

MODULE III: Learning environment

Unit 1: Motivational theories: Social learning theories, goal setting, expectancy theory, reinforcement theories, equity theories.

Unit 2: Incorporating learning principles: conditions for effective learning, learning strategies, learning curves and plateau.

Unit 3: Learning organization: Concept, fundamental characteristics of a learning organization. Challenges to become a learning organization, Stages in learning, learning styles and Kolbs learning cycle.

Unit 4: Transfer of Training: Concept, theories- identical elements theory, and transfer through principles theory.

MODULE IV: Training delivery

Unit 1: Trainers skills and styles: role of a trainer, characteristics of a good trainers, trainer skills, changing role of the trainer.

Unit 2: Training methods and techniques: Traditional instructional approaches; classroom instructions- lectures, discussions, case studies and role playing, self directed learning programs, simulated working settings. Emerging training technologies; CD-ROM and interactive multimedia, web-based instruction, intelligent tutorial systems, virtual reality training.

MODULE V: Training Evaluation and Management Development

Unit 1: Introduction to the evaluation process: need, barriers to training evaluation, Methods of Training evaluation, Evaluation of criteria – criterion relevancy, criterion deficiency, criterion contamination, criterion reliability, Kirkpatrick levels of criteria.

Unit 2: Experimental Designs: Pretesting and post testing, experimental and control groups, types of experimental designs.

Unit 3: Management development: Over view of the managerial job, need for executive development, objectives of management development programmes, steps in organization of a management development programme.

REFERENCE::

1. Buckley R & Cable Jim, The Theory and Practice of Training, Kogan & Page.
2. Lynton.R Pareek U, Training in Organizational Transformation Part I & II, Sage Publications
3. Irwin L. Goldstein, J. Kevin Ford, Traininig in organizations Wadsworth, Thomson Learning.
4. V.S.P.Rao, Human Resource Management, Excel Books- 2004.

IV SEMESTER M.B.A PROGRAMME

MBA DP 401: STRATEGIC MANAGEMENT AND BUSINESS POLICY

OBJECTIVES: - The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

* COURSE CONTENTS*

MODUEL I

Unit 1: Meaning and Nature of Strategic Management, Its importance and relevance, Characteristics of Strategic Management, The Strategic Management Process – Relationship between a Company's Strategy and its Business Model, Significance of crafting and execution of Strategy.

Unit 2: Strategy formulation – Developing Strategic Vision and Mission for a company – Setting objectives – Strategic Objectives and Financial Objectives- Balanced score card, Company Goals and Company Philosophy. The hierarchy of strategic Intent –Merging the strategic vision, Objectives and strategy in to a strategic plan.

Unit 3: Analyzing a company's External Environment – The Strategically relevant components of a Company's external environment- Industry Analysis – Industry's dominant economic futures – Competitive Environment Analysis – Porter's five force model – Industry driving force – key success factors – concept and implementation **Unit 4:** Analyzing a company's resources and competitive position- Analysis of the company's present strategies – SWOT Analysis- Valuechain Analysis – Bench marking and ethical conduct.

MODULE II

Unit 1: Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy- Strategic alliances and Collaborative partnerships- Mergers and acquisition Strategies – Outsourcing Strategies – First Mover advantages and disadvantages - Strategies for using Internet in the Global scenario. International Business level Strategies - Strategic alliances and joint ventures with foreign partners.

Unit 2: Formulating long term and Grand Strategies – Competing in the foreign markets – Entry Strategies – Quest for competitive advantage in foreign markets- Strategic alliances, Joint Ventures and its relevance – Tailoring Strategy to fit specific Industry and company situation – setting and Qualification and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround for a better tomorrow – GE nine cell planning grid and grand Strategy selection at business level – Contingency approach to Strategy choice by looking back to the past Strategies

Unit 3: Strategy Implementation – Operationalizing Strategy, Annual objectives, Developing Functional Strategies, Developing and communicating concise policies.

Institutionalizing the Strategy, Structure, Leadership and Culture.

Structural Considerations, Organizational Leadership.

Unit 4: Strategic control guiding and evaluating Strategies, Establishing Strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of Strategy Implementation.

REFERANCE BOOKS:

1. Strategic Management Concept & Cases by Fred R. David – person Education/PHI.
2. Strategic Management Building and Sustaining Competitive Advantage by Robert A. Pitts, David Lei. – Thomson South- Western, 3/e, 2002
3. exploring Corporate Strategy Text and case by Garry Johnson, Keven Scholes- Prentice Hall India, 6/e
4. Business Policy and Strategic Management Lawrence R Januch & William I Glueck
5. Compertitive Advantage by Michale E Porter, Free press, NY
6. Strategic Management by David Hugar
7. business Policy and Strategic Management by Sukul Lomash P K Mishra
8. Strategic Management by Garth Saloner, Andrea Shepard, Joel Podonly Wiley
9. Strategic Management – L P Rajan - Jaico

MBA DP 402: INTERNATIONAL BUSINESS

*** COURSE CONTENTS***

MODULE: I

Unit 1: Foundation of International Business Filed of International Business-definition of multinational enterprises-the worlds largest MNES- abroad sweep of theories of international trade-gains from trade-intra industry trade-barriers to trade-realistic model of trade.

Unit 2: The Firm in The International Environment:

International business by non-multinationals-how to go multinational external export documents-other forms of international business activity-building a theory of MNE- a Single model of MNE-reasons for internationalization-determinants and alternative theories of foreign direct investment-the choice of exporting –FDI or licensing.

MODULE II:

Unit 1: A broad sweep of financial environment of international business-International financial markets and exchange rate of determination.

Unit 2: Regulation of international business: The institutional environment of international business-sources of conflict between multinational and Government –Government regulation of MNEs-International; business response to government regulations.

Unit 3: Strategy And Management Of International Business: Diagnosis of global competitive strategy-Global marketing strategy-Strategic production management –Organization of human resources in MNEs-International finance management-Prognosis of global competitive strategy.

REFERENCE::

1. International Business-Firms and Environment’ –By Alan M.Ragman and others (Mc Graw Hill Publication)
- 2.International business ‘ –By Ball, Donald. A.And Wendell.H. MC Culloch Jr (Business Publication).
- 3.International Firm –By Broke, Micheel Z and Lee. H.Rammers (Pitman Publication)
- 4.The strategy of Multinational Enterprise ‘-By Buckley peter J and Mark Casson (Mc Millan Publication)
- 5.’The Future of Multinational enterprise-‘By Bukely, Peter J and Mark casson (Mc Million Publication)
- 6.”Alternatives to the multinational Enterprise –by Mark casson (Mac Millan Publication)
- 7.” The Growth of International Business –by Mark casson (George Allen and Unwin Publication)
8. “Reading in International Business ”-By Caves, Richard H and Harry.G.John son (George Allen and Unwin Publication).
- 9.“International Business Environments and Operations”-By denials John.D.Ernest, W.Ogram and Lee.H. Redebough (Addision-Wesley Publication.
- 10.“Gobal Strategic Management”-By Davidson, William H. (Wiuley Publication)
- 11.“Handbook of International business”-By Ingo waltger and Tracy Murray (Wiley Publication)

MBA DP 403: MM: INTERNATIONAL MARKETING

*** COURSE CONTENTS***

MODULE I:

Unit1: International marketing environment: Basic concepts and Decision framework Economic, Cultural, Political, Legal Social, Technological Environments- regional integration and global trade protection-understanding the international marketing system.

Unit 2: International marketing intelligence: International marketing research- International Marketing information system- International marketing strategy and entry methods- organization, planning and control of International marketing.

MODULE II:

Unit 1: International retailing-International expansion of retailers – international retailing defined – retail-format – variations in different markets – general merchandise: retailing–issues in international retailing

Unit 2: International marketing programme: International marketing mix elements- product, promotion, pricing distribution etc., and their effective blending.

Unit 3: Recent trends in India's foreign trade; Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

REFERENCE:

1. 'International Marketing' by V.K Kirpalani(Prentice Hall of India, New Delhi).
2. 'International Marketing' by Vern Terpstra(Holt Rinehart & Winson, USA).
3. 'International Marketing' by John Fayer Weather(Prentice Hall of India,New Delhi).
4. 'International Marketing' by R.L Kramor(South Western, USA).
5. 'International Marketing: A strategic A approach to world Markets by Simson Majare(George Allen & Unwin).
6. 'International Marketing': Policies and Practices by MI Lalit Hohri (University of Delhi).
7. 'International Marketing Strategy' by H.S Thorelli (Penguin Books).
8. 'International Marketing: Concepts Techniques and cases' by Saxena, Rajan and M.C Kapoor(Mc Graw Hill).
9. 'Cases in International Marketing Indian Experience' by Indian Institute of Foreign Trade, New Delhi.
10. 'Multinational Marketing Management' by Warren, J,Keegan(Prentice Hall).
11. 'Commodity Market Surveys' published IFT, New Delhi & International Trade Centre, Geneva.
12. 'Handbook of International Marketing Management' by Maes M Linvingstons(Mc Millan publication).

MBA DP 404: MM- INDUSTRIAL AND SERVICES MARKETING

OBJECTIVES: The objective of the course is to acquaint the participant with the diversified issues of industrial and services marketing and to lay foundation for an understanding of the complex dimensions and to develop insights into emerging trends of the industrial and services marketing.

*** COURSE CONTENTS***

MODULE I:

Unit 1: Introduction to services: What are services? Why service marketing? Service & Technology Differences between goods v/s service,

Unit 2: The services marketing mix, The gap model of services quality

MODULE II :

Unit 1: Consumer behaviour in service: Search, Experience & credence properties. Categories in Decision Making Process, Role of culture and service, Meaning and types of services expectations,

Factors that influence customer expectation, Model of customer service expectation Current issues involving customer service expectations, Customer perception, customer satisfaction, service quality, service encounters, strategies for influencing customer perceptions

Unit 2: Understanding customer expectation through marketing research - Using marketing research to understand customer expectations, Elements in effective Market Research, Types of service research, analyzing and interpreting Market Research, Relationship Marketing, Customer profitability segment, levels of relationship strategies

Unit 3: Customer defined service standers – Factors necessary for appropriate service standers, customer defined service standers, Process of developing customer defined service standers, Physical evidence, types of service scapes, role of service scapes, guidance for physical evidence strategy.

MODUEL III

Unit 1: Employee's role in service delivery - The critical importance of service employees, Boundary - Spanning roles, Strategies for closing GAP 3, roles, Self service technology, Strategies for enhancing customer participation. Service intermediaries, strategies for effective service delivery through intermediaries.

Unit 2: Managing Demand & Capacity – Lack of Inventory Capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

Unit 3: The need for co-ordination in marketing communication – Four categories of strategies to match service promises with delivery. Exceeding customer expectations. **Unit 4: Pricing of Services** – Approaches to pricing services, pricing strategies, closing the customer's gap

MODULE IV: An Overview of Industrial Marketing

Unit 1: Introduction-Nature of Industrial Marketing, difference between industrial and consumer marketing, types of industrial markets, types of industrial products.

Unit 2: Industrial Marketing Environment.- Government's influence on the industrial marketing environment, strategies for managing industrial marketing environment.

Unit 3: Nature of Industrial Buying- Organizational buying activity, buying situations and phases, role of buying centre, inter personal dynamics of industrial buying behavior.

Unit 4: Industrial Market Segmentation- Importance, basis for segmentation, target marketing, positions.

MODULE V: Industrial Product Planning and Distribution

Unit 1: Formulating Product Planning-Developing product strategy, analyzing industrial product life cycle, new product development.

Unit 2: Formulating Channel Strategy-Channel Participants and management, channel logistics physical distribution and customer service.

MODULE VI: Industrial Product Pricing and Promotion

Unit 1: Formulating Pricing Policies-Pricing strategies, factors influencing pricing, price determinants, price across PLC, pricing policies, leasing, competitive bidding etc.

Unit 2: Formulating Promotional Strategies- Advertising in industrial market, industrial advertising media, direct marketing. Tele marketing, Sales promotion, use of trade shows and exhibitions, personal selling.

Unit 3: Planning, Organizing and Control of Sale Function: Developing the industrial sales force, Managing and organizing industrial sales force, evaluating sales force, reports and sales communications.

REFERENCE BOOKS:

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner – TMH, 3/e, 2004.
2. Services Marketing Christopher Lovelock, Jochen Wirtz – Pearson, 5/e, 2004.
3. Services Marketing, Rajendra Nargundkar – TMH, 1/e, 2004.
4. Services Marketing, R Srinivasan – PHI, 2003
5. Steve Bonon & Kim Harris, Services Marketing – Palgrave, 2004
6. Ravishankar, Service Marketing, Excel Books.ss
7. Corey, E.Raymond. “Industrial Marketing: Cases and concepts”. 3rd Edition,
8. Englewood Cliffs, New Jersey, Prentice Hall inc., 1983.
9. Hill, Richard etc. “Industrial Marketing” Homewood Illions, Richard.D.Irwin, 1975.
10. Reeder, Robert.R.Etc. “Industrial Marketing: Analysis, Planning and
11. Control” Englewood Cliffs, New Jersey, Prentice hall Inc., 1991.
12. Webster, F.E. “Industrial Marketing”. 2nd Ed. New York, John Wiley, 1979.
13. Alexander, Cross-and Hill, “Industrial Marketing”, D.B.Rscaporevala Publishing co., Bombay.

MBA DP 403: FM-INTERNATION FINANCIAL MANAGEMENT

OBJECTIVE: The objective of this paper is to give students an overall view of the international financial system, how multinational corporations operate and to give the in depth knowledge of derivatives.

*** COURSE CONTENTS ***

MODULE I- International Financial Management

Unit 1: IFM: an overview

Unit 2: International Flow of Funds

Unit 3: International Financial Markets

MODULE II-International monetary and financial System

Unit 1: Federation of foreign exchange dealer's association in India

Unit 2: convertibility of currency

Unit 3: Foreign exchange management act

MODULE III- Exchange rate behaviour and Risk Management

Unit 1: Exchange rate determination

Unit 2: International arbitrage and interest rate parity theory

Unit 3: Government influence on exchange rate

Unit 4: Forecasting exchange rate: Purchasing power parity theory

Unit 5: Measuring and managing exposure to exchange rate fluctuations: transaction, Translation and economic exposure

MODULE IV- Long term Asset and Liability Management

Unit 1: Direct foreign investment

Unit 2: Multinational capital budgeting and Multinational restructuring

Unit 3: Country risk analysis

Unit 4: Multinational cost of capital and capital structure

MODULE V- Currency Derivatives

Unit 1: Introduction: derivatives defined, history of derivatives market, types, Development of exchange traded derivatives

Unit 2: Currency Forwards and Futures market

Unit 3: Currency options and Swaps

Unit 4: Derivatives Market in India.

REFERENCE:

1. Jeff Madura, international financial management, 6th edition, Asian books Pvt ltd
2. v. Sharan, international financial management, 3rd edition, prentice hall of India publication
3. P.G. Apte, international financial management, 3rd edition, Tata MC Graw hill, new Delhi
4. Alan c Shapiro, multinational financial management, 4th edition, prentice hall of India publication
5. Hull, john c, "option, futures and other derivatives securities"
6. Jarrow and Turn Bull, derivative securities, south-western Thomson learning

MBA DP 404: FM-CORPORATE TAXATION

OBJECTIVES: The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

*** COURSE CONTENTS***

MODULE I: Basic Concepts of Income Tax

Unit 1: Basic concepts that one must know.

Unit 2: Residential Status and its effect on Tax Incidence of Firm.

Unit 3: Residential status and its effect on tax incidence.

Unit 4: Firms Income that is Exempt from Tax.

MODULE II: Permissible Deductions from Gross Total Income and Tax Liability

Unit 1: Basic Rules Governing Deductions Under Sections 80C to 80U.

Unit 2: Deduction in Respect of Section-80G, 80GGA, 80GGB, 80HHB, 80HHBA, 80HHC, 80HHD, 80HHE, 80HHF, 80GGC, 80IA, 80IAB, 80IB or 80JJ, 80IE, 80LA, 80P.

Unit 3: Companies Profit Surtax Act and Additional Tax on Undistributed Profits.

Unit 4: Computation of Income under Different Heads, and Tax Liability.

MODULE III: Set Off and Carry Forward Losses

Unit 1: Mode of Set off and carry forward of losses.

Unit 2: Inter-source and Inter-head adjustment – How made.

Unit 3: Carry forward of loss – How to set off.

Unit 4: Carry forward and set off of loss and depreciation – When permissible in the hands of amalgamated and demerged company or co-operative bank.

MODULE IV: Tax Planning and Managerial Decisions

Unit 1: Tax Planning relating to Capital Structure Decision.

Unit 2: Tax Planning relating Replacement and Capital Budgeting Decision.

Unit 3: Tax Planning in respect of Own or Lease, Make or Buy, Close or Continue, Sale in Domestic Market or Export.

Unit 4: Tax Planning regarding Dividend Policy.

MODULE V: Service Tax

Unit 1: Meaning and Scope of Service Tax.

Unit 2: Service Tax Procedure.

REFERENCE::

1. Corporate Tax planning and management –Dr.H.C.Mehrotra and Dr.S.P.Goyal, Satitya Bhawan Publications.
2. Direct Taxes Law & Practice-Dr.Vinod K.Singhanua, Dr.Kapil Singhanua, Tax mans Publishing house.
3. Systematic approach to Income Tax, aheya.G.K.Gupta and Ravi, Bharat Law House.
4. Direct Taxes, Sukumar Bhattacharya.
5. Direct Taxes, Bhagavathi Prasad

MBA DP 403: HM-INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE: The objective of the course is to understand the trends in International Human Resource Management and its implications to managing human resource in the globalised economy.

*** COURSE CONTENTS***

MODULE I: International Human Resource Management: An introduction

Unit 1: Fundamentals of IHRM Approaches to IHRM Difference between Domestic HRM and IHRM, Managing International HR activates- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Repatriation & employee relations. Socio-Political Economic System – U.S, U.K, Japan and India – a comparative analysis.

Unit2: Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

MODULE II: Human Resource functions in the International context.

Unit1: Different approaches to multinational staffing decisions. Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNE requirements

Unit2: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, Career Development, repatriate training, developing international staff and multinational teams,

knowledge transfer in multinational companies. HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

MODULE III: Industrial Relation and International HRM Practices.

Unit1: International Labour Relation Key issues-response of labour to MNCs –social dumping

Unit2: HRM International Joint Venture HRM Practices in different Countries-Japan, USA, Middle East, India and China-International HRM strategies-Differentiation or Integration.

REFERENCE::

1. International Human Resource Management – Peter J Dowling, Denise E Welch, Randall S Schuler – Thompson South Western Excel Books- third edition -2005
2. International Human Resource Management – Monir H Tayeb – Oxford University Press -2005
3. International Human Resource Management – Hugh Scullion, Margarel Linehan – Palgrave McMillan -2005
4. The Global Challenge: Frame works for International HRM –Evans – McGraw Hill -2005
5. Hillary Harris, Christ, Brewster & Paul Spamon, - International HRM, VMP Publishers.
6. Terence Jackson, International HRM, Sage Publication.
7. Anne Wil Harzing & Joris Van, Ruysee Veldt, International HRM, Sage Publication.

MBA DP 404: HM-HUMAN RESOURCE DEVELOPMENT- STRATEGIES AND SYSTEMS

OBJECTIVE: The purpose of this course is to facilitate an understanding of concepts, methods and strategies for HRD.

*** COURSE CONTENTS***

MODULE I- Understanding the Human Resource Development function

Unit 1: Fundamental concepts relating to HRD Role of HRD in human resource management, need for HRD, Overview on HRD processes and HRD mechanisms, HRD climate and practices in Indian industries at a glance.

Unit 2: Planning and organizing the HRD system HRD philosophy, HRD objectives, HRD policies, organizing the HRD system.

Unit 3: Globalization and its implications for corporate HRD Globalization: Challenges for organizations, critical implications for theory and practice of HRD, reorientation of HRD systems.

MODULE II- Human Resource Development: A strategic perspective

Unit1: Emerging HRD challenges in competitive business environment, HRD challenges in Public sector enterprises, HRD approaches for coping with organisational changes, failure in implementing HRD concepts in practice, bridging gaps between HRD policies and practices, drafting HRD policies.

Unit 2: Strategic Human Resource Development

Human resources for competitive advantage, business strategy and HRD, linking HRD with strategic business planning.

Unit 3: Role of HRD in Knowledge Management

Knowledge Management challenges, HRD for Knowledge Management, Role of HRD in implementing Knowledge Management initiatives.

Unit 4: HRD in market driven organizations

HRD functions and processes in market driven organizations, HRD professionals in market driven organizations.

REFERENCE::

1. Matthews Joy Jennifer et al, "Human Resource Development" Kogan Page India Private Limited, 3rd Edition 2004.
2. Kandula Srinivas, "HRD in competitive business environment, realities, challenges and practices", ICFAI University press, 2005.
3. Kandula R. Srinivas, "Strategic Human Resource Development" Prentice Hall of India, 3rd Edition, 2004.

(v) Faculty and Supporting Staff Requirement

Full time faculty in regular department and DDE will be involved in Online programmes. Coordinator of the programme, who is a regular faculty member and the Research and Teaching Assistant (RTA) will be in-charge of the Programme, who will address the day to day academic and learner/student support aspects of the Programme.

Regarding supporting staff, DDE has a separate and well equipped wing/office to take care of all the administration and delivery aspects of Online Programmes.

There is a separate DDE and OL wing in the Office of the Registrar (Evaluation) for all the evaluation and certification aspects headed by a Deputy/Assistant Registrar.

The DDE and Evaluation wings are fully computerized and technical staff assist in all the activities.

(vi) Instructional Delivery Mechanism

Instructional delivery mechanism is through e-learning / online materials prepared by the experts in the subjects concerned. E-materials (SLM) are prepared in-house by the faculty of the department and the faculty from sister universities.

The e-material provided is the general guide and covers the course content in order to make the learner to understand core content of the course concerned. Learner are advised to make use of the reference books in the list of books provided along with the syllabus.

E-tutorials and discussion forums: There will be e-tutorials for a required / minimum no. of days normally. A minimum of 15 days for instruction by experienced and scholarly faculty will be arranged for each paper. There shall be interaction built around lectures, discussions, individual and group activities. A test will be conducted for the candidates in each paper at the end of e-tutorials programme.

Student support service: Students can interact with the Office/Faculty through e-mails and personal visits. SMS alert facility for the students regarding dissemination of information relating to conduct of e-tutorials and Project submission deadlines etc. Student Support Service is provided through online mode and grievance handling mechanism is adopted with the help of supporting technical staff. All necessary and relevant information are uploaded in the dedicated website: www.kuvempu.ac.in (Distance and Online section). Internal Assignments with Guidelines, previous years question papers, notifications timetables and results are available from the website.

F. PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION:

As outlined in Section-B, Kuvempu University has a policy to provide opportunity to maximum number of eligible and desirous candidate from all sections of the Society including a class having of low-level of disposable income, rural dwellers, women unskilled men minorities etc.

(i) Eligibility for the Programme

Need to have completed any Undergraduate degree. It can be of Engineering/Science/Arts/Commerce/Education-Teaching streams etc, from a recognized Indian or foreign Universities.

Any student with a minimum aggregate score of 50% in his/her graduation or degree exam from a recognized university is eligible for an MBA degree.

There shall be an Entrance Test for 100 marks, candidates scoring 45% marks in entrance test shall be admitted to MBA course.

All the candidates who fulfill eligibility criteria are admitted to the programme. If university decides for maximum number of candidates for the Programme, admissions are made first come first basis.

(i) Admission Process

- Notification issued by the Directorate of Distance Education and Online Programmes in Regional and National News papers and in the official website.
- Uploading of the Application by the candidate through Online only.
- Payment of fee through digital or e-payments (various options like net banking etc.).
- Submission of the printout of the application by the candidate to DDE alongwith original documents for eligibility, date of birth etc., and alongwith fee paid document.
- Verification of applications- for fulfillment of eligibility criteria (marks cards) documents, fee paid details.
- University level entrance examination to qualify the candidates to enroll.
- Approval of the admission and issue of e-learning/ study material to the students.

(ii) Fee Structure

Detailed fee structure (semester wise) shall be notified separately by the Directorate of Distance Education. Fee structure in subject to upward revision annually, with the approval of the authority of the university.

Financial Assistance:

- SC/ST and OBC Students can avail scholarship/fee reimbursement from the concerned State Departments/Agencies
- Fee Concession to Physically Handicap Candidates.
- Fee concession to Employees of the University and their dependents.
- Fee concession to Ex- servicemen.
- Scholarships and education supports extended by various Governmental and Non-Governmental agencies.

(iii) Academic Calendar / Activity Planner (General)

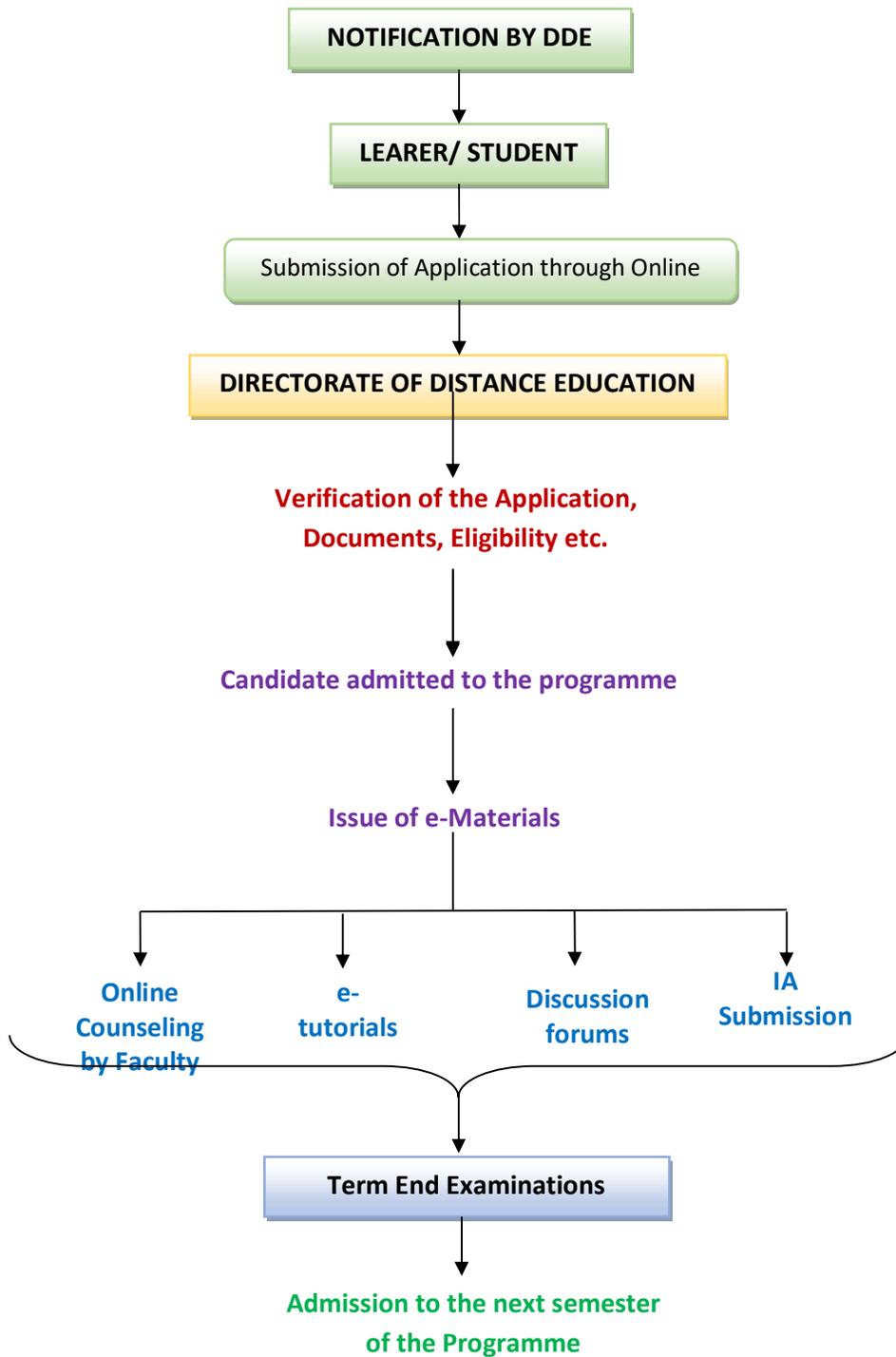
Session:1 – July Cycle

SN	Name of the Activity	From (Month)	To (Month)
1	Admissions	July I week	September end
2	Distribution of Learning Material	July	September
3	Counseling/ e-tutorials / discussion forums	September	November
4	Assignment Submissions	November	November
5	Evaluation of assessments	November	November
6	Examination	December	December
7	Declaration of Results	January end	February
		(of next calendar year)	
8	Registration to next semester	January I week	February end

Session:2 – January Cycle

SN	Name of the Activity	From (Month)	To (Month)
1	Admissions	January I week	February end
2	Distribution of Learning Material	January	February
3	Counseling/ e-tutorials / discussion forums	March	April
4	Assignment Submissions	March	April
5	Evaluation of assessments	May	May
6	Examination	June	June
7	Declaration of Results	July	August
8	Registration to next semester	July I week	August end

Generalised Academic Flow Chart for the Distance Mode Learners



Internal Assessments:

- As a part of continuous assessment the Learner will be provided with online/offline assignments in the booklets provided by DDE and learners to submit them to the Directorate of Distance Education within the specified date. The Topics & Instructions for I.A. will be notified in the Students Corner section of the website and also issued to the learners through online.
- It is mandatory to submit the I.A. in the same year of registration. However, if the candidate failed to take up the term end examination, for any reason, such candidate can submit the I.A. in the next year with prior permission from the DDE.
- All students are expected to complete the above assessments before taking the Term end Examination.
- There is no provision for resubmission of I.A.

Provision for class tests and workout exercises: during e-tutorials and discussion forums.

(v) Term End (written) Examination:

Duration:Duration: 3 hours, **Maximum marks:** 80

Questions pattern: There shall be multi-choice descriptive or objective type questions in each of the courses. The marks for each questions may vary based on objective type/ short answer / long answer questions.

Declaration of class:At the completion of Programme/ evaluation the class will be awarded on the basis of the aggregate of marks at both previous and final examinations taken together.

Pass Class	:	40% of marks or above but below 50% of marks.
Second class	:	50% of marks or above but below 60% of marks.
First Class	:	60% of marks or above.

Separate Ranks and Medals are awarded to OnlineLearners. Policy for awarding ranks and medals are same as the one followed for the Regular mode Programme.

Reappearing for Exams: Unsuccessful candidates at the Term end Examinations of a particular year are required to reappear for those courses/examinations only as per the syllabus of that year. The repeaters are therefore advised to preserve the syllabus and e-material until they pass the final year of the course. Learners can upload their repeater application directly through Online after the notification issued for the same.

Learners will have to complete all the exams within double the duration of the programme (and not the number of attempts). The double the duration is reckoned from the year and the session of registration.

A candidate is permitted to register for the final year examination irrespective of the number of courses failed at the previous theory exams.

(vi) Other Policy/Provisions

Renewal of Registration: Students who have not registered for the subsequent semesters immediately after the completion of first / previous semester due to any personal/unforeseen reason, they can reregister in the subsequent years/ sessions. They have to pay a Programme fee plus nominal re-registration fee based on number of sessions lapsed. However they should complete the Programme within the maximum permissible period, i.e., 4 years.

Bonafide student certificate: Those candidates who require Bonafide Certificate/ Study Certificate can obtain by submitting a written request or a filled in prescribed application form (available from the University website) along with specified fee paid either through digital / e-payment provisions.

Change of Address: Any change in the address of the students should be intimated to the Directorate immediately along with the specified fee payment. No change of address will be entertained once the students receive their examination hall ticket. The Directorate of Distance Education is not responsible for missing correspondence due to change of address without getting address changed at DDE.

Name Correction: Change of Name, if only wrongly entered by the learner in the online, he/she has to make a written request along with relevant documents as proof of change of name, and by paying specified fee.

Duplicate Registration Card: For issue of duplicate Admission/Registration/ Enrollment cards specified fee will be charged.

Transfer Certificate: A Transfer Certificate is not required for admission to any of the KUDDE courses. The Directorate will also not issue Transfer Certificate at the time of completion of the course. However, for Lateral Entry admissions a migration and transfer certificate will be required from such students.

Change of Examination Centre: DDE will not entertain any change of proctored examination centre unless there is a proof of change of address and it is permissible.

Discrepancies in Marks cards and certificates: In case of any discrepancies observed in the marks card/ certificates etc., candidates have to bring it to the notice of the Registrar (Evaluation), through online within a period of 3 months from the date of issue of the document. Certification issues / requests are addressed through **Pariksha Mitra** banner in the University website.

Miscellaneous: All the original certificates submitted by the candidates in connection with their admission, registration will be returned to them from the Office of the DDE along with the registration certificate. In case any of their certificates are not received back, they must bring the same to the notice of The Director, DDE, Kuvempu University, immediately.

Preservation of Answer Scripts / IA Scripts: The pen-paper mode examination/ assignments answer scripts of term-end Exams will be preserved for a maximum duration of 6 months from the date of announcement of results/ revaluation / challenge valuation results. Any query or request for verifications may be submitted through online within the notified period only.

Any discrepancy observed regarding IA marks a written / online request may be submitted to DDE within three months from the date of issue of results. Later request may not be accepted.

Students are advised to refer the website for notifications regarding preservation of various documents, issued from time to time.

Notwithstanding any conditions mentioned above the University reserves the right to change, alter, and amend any of the above clauses/conditions. In matters of fees for unforeseen issues / certificates/ endorsements the University may fix the amount subject to the existing fee structure or change it from time to time.

Post-Examination Related Issues: Submission of applications for - Convocation (Degree) Certificates, Duplicate Marks Cards, Provisional Pass Certificate (PPC), Name Correction, Consolidated Marks Cards, removal of NCL, Academic Transcript, verification of genuineness of Marks Cards and Certificates, and Processing Certificates can be done through online. Learners can directly apply online for the same. For all enquiries and clarifications regarding said issues Learners can contact the DDE Section in the Office of the Registrar (Evaluation). Contact details, telephone and e-mail ID, of the Helpdesk at the O/o the Registrar (Evaluation) are given in the website.

G. LIBRARY RESOURCES

A well established library facility shall be made available with the support of the university library. In the campus we have modern and well equipped library in Kuvempu University with excellent infrastructure facilities for reading, browsing and reference to the students, teachers and research scholars. The library has kept pace with modernisation by introducing CD ROM data base, internet and e-mail facilities. It is also a nodal centre for INFLIBNET, access is available to 10,000 + e-journals online under the UGC- infonet Consortia. There is a well developed digital library and campus network interconnecting all the Post-Graduate departments and offices in the campus.

Further, Learners can access the Open and Online learning platforms such as Swayam, MOOCs and such other UGC approved provisions. DDE shall arrange to send the e-materials to the learners directly.

H. COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS

Cost Estimated of the Programme is based on following components
– calculated for an admission of 100 Students:

SN	Component	App.Estimate (in Lakh Rupees)
1	e-content/ SLM Development – Course Writer honorarium, Review setting, editing, SLM conversion etc.	4.32
2	Publicity, Awareness Information Decimation Programmes*	0.15
3	Conduction of Counselling, e-tutorials, etc.	2.22
4	Student Support Services*	0.30
5	TA/DA Meeting Expenses*	0.17
6	Continuous Evaluation / IA	0.18
7	Examination and Certification	2.33
8	Office Automation/ICT/ Communication Related Infrastructure*	0.34
9	Library / Digital resources*	0.22
10	Staff Salaries/ Remunerations/ Other Honorariums – Teaching, Non-Teaching/Technical/Supporting*	2.00
11	Office Infrastructure*	0.24
12	Proctored Examination Centre Expenses*	0.26
13	Others – Office Contingence, Post/Courier, Vehicle Maintenance, Fee reimbursement and such others.*	0.58

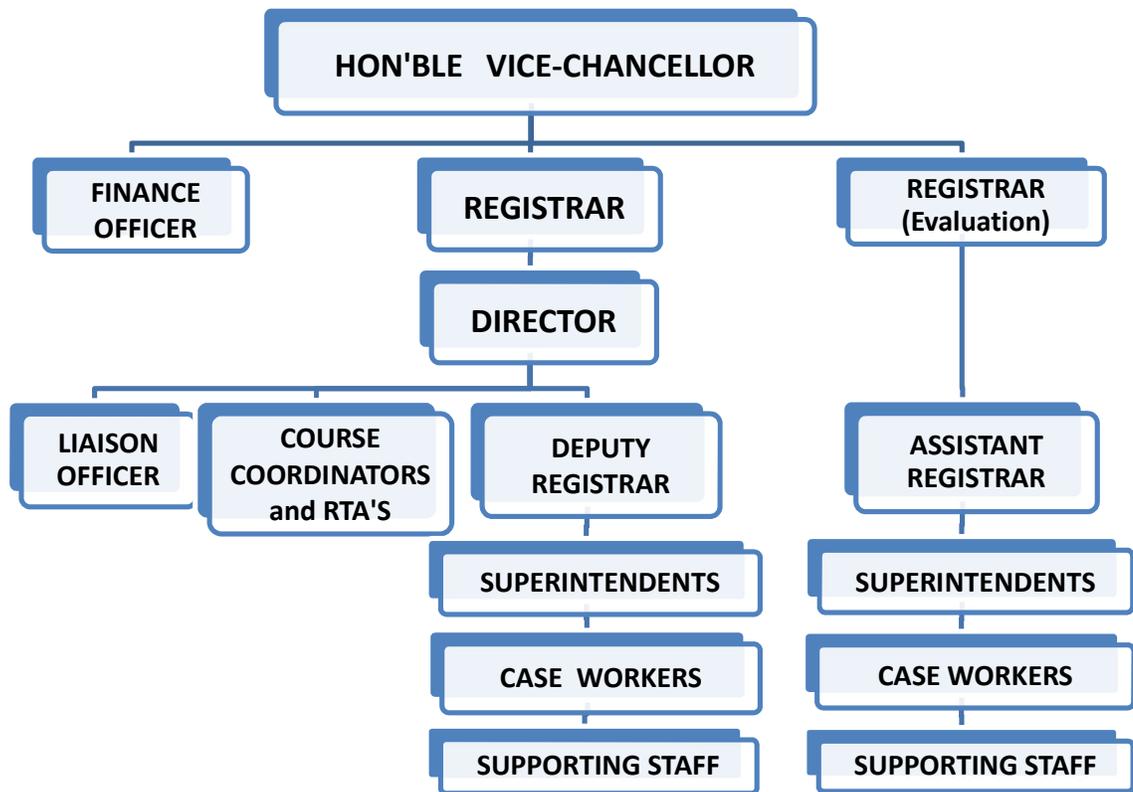
Note: * costs that will be incurred collectively for all the Programmes, but given here are the fractions of the total, considering 100 students admission to the Programme.

I. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

(a) Organizational Structure, Management and Monitoring Mechanism

The Organizational Structure of the Kuvempu University Directorate of Distance Education (KUDDE) is given below in the form of flowchart.

For the administrative and policy decisions, and reviewing and monitoring of the ODL and OL activities, Kuvempu University has a Monitoring Committee (MC) Chaired by the Honorable Vice-Chancellor. The Registrar, Registrar (Evaluation), Finance Officer, Deans of all the Faculties, Chief Librarian, One Syndicate Member, One Academic Council Member and the Regional Director of the IGNOU, are its members. The Director, DDE is the Organising Member. The operational plans, goals and policies are decided by the MC, and all the decisions and policy matters are placed before the Monitoring Committee before implementation. The Committee normally meets twice a year to review the ODL Programmes and activities.



Academic Advisory Committee (AAC) of the DDE will review the academic programme performance, content delivery mechanism. Issues regarding course content and syllabi revision of all the Programme offered in ODL mode are discussed and decided in AAC. The Registrar will be the Chairman of the AAC, and Registrar (Evaluation), Chairpersons of all BOSs of the concerned Departments will be the members. The Director/ Deputy Director of the DDE is the Organising Member.

All the major decisions including financial, planning and implementation which are discussed in the MC meeting are placed before the Syndicate of the University and after its approval they will come into force.

The decisions taken by the AAC are placed through the concerned bodies like, BOS/ Examination wing (for evaluation and certification issues) and finally placed before the Academic Council of the University for its approval.

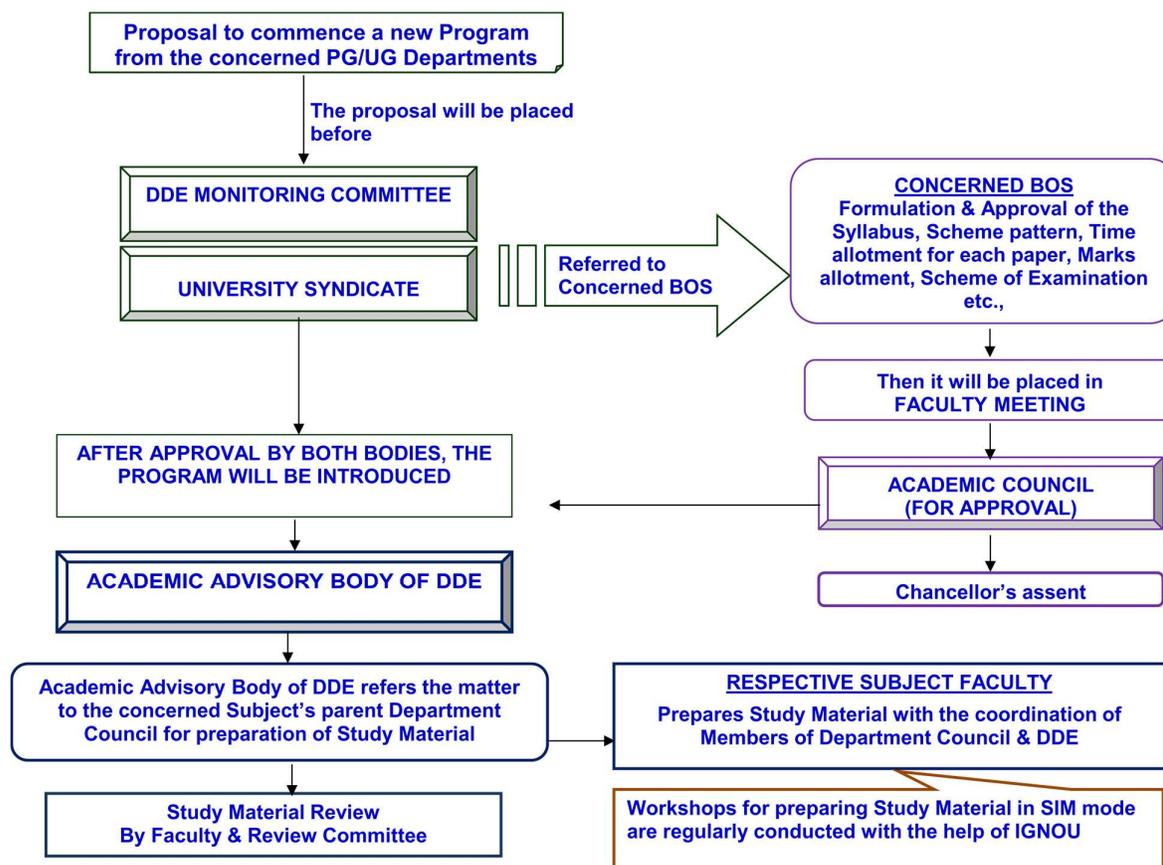
For the internal quality assurance mechanism there is a separate body of Centre for Internal Quality Assurance Cell headed a Director and senior faculty members from faculties will be the members of the committee.

(b) Programme Development and Approval Processes.

Proposal from the concerned PG/ UG department to commence a new Programme will be placed before Monitoring Committee of the DDE/ Syndicate. Then it will be referred to the concerned BOS for formulation and approval of the syllabus and Program Project

Report. Programme structure, time allotment for each paper, marks allotment, scheme of examination etc. are fixed by the BOS, then it will be placed in the Faculty meeting and then Academic Council for its approval. After approval by both the bodies, the programme will be introduced. The Academic Advisory Body of DDE refers the matter to the concerned Subject's/ parent Department Council for preparation of e-Material. The concerned subject faculty will coordinate with the DDE and the Department Council, as he/ she is one of the member in it. Workshops for preparing e-Material in SLM mode are regularly conducted and preparation of course material in SLM mode is in progress.

The various steps involved in programme development, approval and implementation are depicted in the flowchart given below.



(c) Programme Monitoring and Review

As a part of the regular monitoring mechanism, feedback from the Learners is obtained at the end of each of the face-to-face programmes - both through discussion and through written feedback form. Feedback form includes mainly three aspects – about appropriateness/ usefulness of learning (study) materials, effectiveness of orientation/ each semester sessions and internal assessments/continuous assessment process. Learner can give their opinion, suggestions and complaints, if any, through the online feedback form. Issues raised in feedback are addressed at appropriate level.

There is also Learner Support Service and Grievance Cell in DDE in order to address the day-to-day issues faced by the Learners. The Faculty /Research and Teaching Assistants at DDE and the Coordinators of the concerned subjects/ courses are available for the learner support services. These apart, regular meetings of concerned faculty are conducted in order to plan the programme delivery and practical session's activity.

It is the policy of the KUDDE to make available the expert faculty of the PG Departments/ Colleges (for UG) and experts from the sister universities in the state who are regular faculty in the respective subjects for the ODL and online programmes.