PONDICHERRY UNIVERSITY

(A Central University)

Directorate of Distance Education

Dr. **CHENNUPATI K. RAMAIAH**
Director
No.PU/UGC/DDE_Application 2020/

R.V. Nagar, Kalapet
Puducherry - 605014
Date: 2nd January 2020

To,

The Joint Secretary (DEB),
University Grants Commission
Distance Education Bureau,
35, Feroz Shah Road,
New Delhi – 110001.

Sub: Pondicherry University - Application for Recognition of the HEI for Programmes under ODL Mode for the Academic Session 2020 – Reg.

Dear Sir,

As per the instructions given on your website, the Directorate of Distance Education has uploaded the application on 31.12.2019 for getting the approval of the programmes to be offered by the DDE in the year 2020. As suggested by you, we are also sending herewith THREE copies printouts of the application uploaded along with all annexures. This year we have applied for a total of twenty programmes including 11 approved in 2019 and 9 new programmes added this year.

Once Affidavit notification is announced on your website, the same will be send to you as per the procedure. In case of any other requirement, kindly intimate to the undersigned so that the same will be send to you immediately.

Thanking you,

Yours Sincerely,

02/1/20

(Prof. CK RAMAIAH)

Phone (Off): 0413-2654565; 2654592; Mobile: 09487605773.
Email: chennupati_kramaiah@yahoo.com; ckramaiah.lis@pondiuni.edu.in

PONDICHERRY UNIVERSITY

(A Central University)

DIRECTORATE OF DISTANCE EDUCATION

Application for Recognition of HEI for Offering ODL Programmes

(From the Academic Session beginning in July, 2020)

Submitted

to

Distance Education Bureau

University Grants Commission (UGC), New Delhi

on 31.12.2019

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PART-A

ONLINE APPLICATION

HEI Basic Information

Registration ID: HEI-U-0369 | Name of the HEI: Pondicherry University | Institution Type: Central University

Year of Establishment: Aug 1985 | Mode of Education: Dual (have both regular courses and distance) | State: PONDICHERRY

Telephone: 9047046757 | Email: registrar-pu.py@gov.in | Fax: 0413-2655734

Address: PONDICHERRY UNIVERSITY, DR. B.R.AMBEDKAR ADMINISTRATIVE BUILDING, R.V.NAGAR, KALAPET, PUDUCHERRY | Pin Code: 605014

Official Website of HEI: WWW.PONDIUNI.EDU.IN | Official website for distance education: http://www.pondiuni.edu.in/content/distance-education

Department/School/Centre Information

Name of the Department/School/Centre of Distance Education: DIRECTORATE OF DISTANCE EDUCATION

Address of the Department/School/Centre of Distance Education: DIRECTORATE OF DISTANCE EDUCATION,PONDICHERRY UNIV

Telephone of the Department/School/Centre of Distance Education: 04132655258

Email of the Department/School/Centre of Distance Education: DIRECTOR.DDE@PONDIUNI.EDU.IN

Fax of the Department/School/Centre of Distance Education: 04132655258

HEI Authorities

Name of the Vice Chancellor: PROF.GURMEET SINGH | Vice Chancellor Email: vc@pondiuni.edu.in | Vice Chancellor Mobile: 9810390640

Name of the Pro Vice Chancellor(if any): PROF. RAJEEV JAIN

Name of Director/Head of Department/Head of School/Centre of Distance Education: DR. CHENNUPATI K. RAMAIAH | Designation: DIRECTOR | Mobile No: 9487605773

Name of the Registrar: DR. B. CHITHRA | Registrar Email: registrar@pondiuni.edu.in | Registrar Mobile: 9047046757

HEI Recognition

Recognition status of the HEI as per UGC Act, 1956: SECTION 3 | Is HEI also recognized under 12 B : Yes | Approval of Statutory Authority: Yes

Copy of relevant page of act allowing HEI to offer the programme in ODL :

NAAC Details

Whether accredited by NAAC? : Yes | Grade: A | Score: 3.1

Validity of NAAC : 01-05-2019 | Upload NAAC Document : View (/Uploads/ODL/NAAC/HEI-U-0369/NAAC_20191010162855.pdf)

Year of assessment of NAAC: 2019 | Whether valid for the academic year 2018-19: Yes

Whether HEI is ready or has already applied for NAAC assessment: Yes | Reason (s): null | State if NAAC is applicable for 2020-21: Yes

NIRF Ranking

NIRF Ranking : 72

HEI Other Information

Mention District (s) : | Territorial Jurisdiction as per UGC ODL Regulation : Country

Territorial Jurisdiction of HEI as per its Act :

Country

Mention District (s)

Whether Center for Internal Quality Assurance (CIQA) is established or not :

Yes

In case of existing recognized HEI, mention letter No. & date of UGC recognition letter :

1-22/2018(DEB-I)/31/12/2018

Infrastructure

Total Build up area Exclusively for open and distance learning (Minimum 15000 Sq):

Build-up Area Type	Minimum Built up area required as per Regulations	Built-Up Area available(Carpet Area Sq. ft)	Difference
Acrdemic	7500	8363	863
Administrative	1500	12539	11039
Academic support such as Library, Reading Room, Computer Centre, Information and Communication technology labs, Video and Audio Labs etc.	4500	14552	10052
Amenities or other support facilities(Excluding toilets)	1500	1883	383
Total built-up area for ODL activities	15000	37337	22337

Activity Calendar

Academic Year Planner [Programmes under yearly system]:

Srno	Name of the Activity	Tentative months schedule (specify months) during Year	
		From (Month)	To (Month)
1	Admission	Jul	Aug
2	Distribution of SLM	Jul	Sep
3	Contact Programmes(counselling, Practicals,etc.)	Oct	Nov
4	Assignment Submission (if any)	Jan	Mar
5	Evaluation of Assignment	Apr	May
6	Examination	Jun	Jun
7	Declaration of Result	Aug	Sep
8	Re-registration	Apr	May

Academic Year Planner [Programmes under Semester System]:

Srno	Name of the Activity	Tentative months schedule (specify months) during Year			
		From (Month)	To (Month)	From (Month)	To (Month)
1	Admission	Jul	Aug	Jan	Feb
2	Distribution of SLM	Jul	Sep	Jan	Mar
3	Contact Programmes(counselling, Practicals,etc.)	Oct	Nov	Apr	May
4	Assignment Submission (if any)	Sep	Nov	Mar	Apr
5	Evaluation of Assignment	Oct	Nov	Mar	Apr
6	Examination	Dec	Jan	Jun	Jun
7	Declaration of Result	Mar	Apr	Aug	Sep
8	Re-registration	Oct	Nov	Apr	May

DEB RECOGNIZED STATUS

Are you recognized by UGC, DEB under UGC(ODL) Regulations 2017?

Yes

Upload the supporting documents i.e. Recognition letters

2018-19 View File (/Uploads/Proposal/recognitionletters2018/HEI-U-0369/HEI-U-0369_recognitionletters2019_20101230110610.pdf)

2019-20 View File (/Uploads/Proposal/recognitionletters2018/HEI-U-0369/HEI-U-0369_recognitionletters2019_20191227014153.pdf)

Have you filled CIQA Report for academic year 2018-19? Yes

When was SLM delivered to student for academic year 2019-20

	Month	Year
Printing Material	Jul	2019
Audio-Video Material	NA	NA
Online Material	Jul	2019
Compute based Material	Jul	2019

Proposed Programmes

Details of the programme

Sl.no	Year	Level	Academic Session	Name of Programme	Duration (in Years)	Number of Credits	Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	Date of Approval of Regulatory Authority (s) (DD-MM-YYYY) if applicable
1	2020-21	UG	July	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Economics	3	0	24-03-1995	null
2	2020-21	UG	July	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Sociology	3	0	24-03-1995	null
3	2020-21	UG	July	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - History	3	0	24-03-1995	null
4	2020-21	UG	July	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - English	3	0	24-03-1995	null
5	2020-21	UG	July	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Political Science	3	0	24-03-1995	null
6	2020-21	UG	July	Journalism/ Mass Communication/Media - Bachelor of Arts - Journalism & Mass Communication	3	0	24-03-1995	null
7	2020-21	UG	July	Business Administration/Commerce/ Management/Finance - Bachelor of Business Administration - NA	3	0	24-03-1995	null
8	2020-21	UG	July	Business Administration/Commerce/ Management/Finance - Bachelor of Commerce - NA	3	0	24-03-1995	null
9	2020-21	PG	July	Arts/Humanities/Social Sciences - Masters of Arts - Hindi	2	0	24-03-1995	null
10	2020-21	PG	July	Arts/Humanities/Social Sciences - Masters of Arts - English	2	0	24-03-1995	null
11	2020-21	PG	July	Arts/Humanities/Social Sciences - Masters of Arts - Sociology	2	0	24-03-1995	null
12	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Commerce - Finance	2	0	24-03-1995	null
13	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing	2	0	24-03-1995	null
14	2020-	PG	July	Business Administration/Commerce/	2	0	24-03-1995	null

	21			Management/Finance - Master of Business Administration - Finance				
15	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business	2	0	24-03-1995	null
16	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	2	0	24-03-1995	null
17	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	2	0	24-03-1995	null
18	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management	2	0	24-03-1995	null
19	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism	2	0	24-03-1995	null
20	2020-21	PG	July	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management	2	0	24-03-1995	null

PPR (Programme Project Report)

Srno	Year	Approved Programme	Date of Approval of PPR
1	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Economics	30-12-2019
2	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Sociology	30-12-2019
3	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - History	30-12-2019
4	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - English	30-12-2019
5	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Political Science	30-12-2019
6	2020-21	Journalism/ Mass Communication/Media - Bachelor of Arts - Journalism & Mass Communication	30-12-2019
7	2020-21	Business Administration/Commerce/ Management/Finance - Bachelor of Business Administration - NA	14-10-2017
8	2020-21	Business Administration/Commerce/ Management/Finance - Bachelor of Commerce - NA	14-10-2017
9	2020-21	Arts/Humanities/Social Sciences - Masters of Arts - Hindi	14-10-2017
10	2020-21	Arts/Humanities/Social Sciences - Masters of Arts - English	14-10-2017
11	2020-21	Arts/Humanities/Social Sciences - Masters of Arts - Sociology	14-10-2017
12	2020-21	Business Administration/Commerce/ Management/Finance - Master of Commerce - Finance	14-10-2017
13	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing	14-10-2017
14	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance	14-10-2017
15	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business	14-10-2017
16	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	14-10-2017
17	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	14-10-2017
18	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management	14-10-2017
19	2020-	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism	14-10-2017

	21						
23	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management					14-10-2017

SLM (Self Learning Material)

Srno	Year	Approved Programme	Outline of the Syllabus	Statutory bodies who approved the material	Source of Self Learning Material	Reference of Self Learning Material	Wher it prepa
1	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Economics	BA (Economics) programme curriculum is designed with annual pattern and the course duration is three years. But the Maximum duration to complete the course shall be six years. The medium of instruction shall be English. The first year consists of five papers which are basic and core papers namely, Towards Understanding Economics, History of Economic Thought, Microeconomics, Basic Statistics, Public Administration towards Understanding Economics and History of Economic Thought. The Second year consists of five papers namely, Macroeconomics, Public Finance, Indian Economy, Mathematics for Economists and Environmental Economics. The Third Year consists of five papers namely, Growth and Development, Agricultural Economics, International Economics, Elements of Econometrics and Monetary Economics	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal sensor faculty members review them for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality.	Karl E. Case and Ray C. Fair (2002), Principles of Economics, 6th Edition, Pearson Education Asia Low Price Edition H.L. Bhatia, History of Economic Thought, Vikas Publishing House, New Delhi. N.G. Mankiw (2009), Economics: Principles and Application, Cengage Learning, Printed in India A.L. Nagar and R.K. Das (2006), Basic Statistics, Second Edition Oxford University Press, New Delhi. A. Awasthi and S.R. Maheswari (2001), Principles of Public Administration, Lakshmi Narayan Agarwal, Agra. R.T Froyen (2008), Macroeconomics: Theory and policies, Prentice Hall, Delhi Goode, R. Government Finance in Developing Countries, TMH, New Delhi Ruddar Datt and K.P.M. Sundaram (2019), Indian Economy, Sultan Chand and Co., New Delhi. Knut Sydsaeter and Peter J. Hammond (2002), Mathematics for Economic Analysis, Pearson Educational Asia Delhi M. Karpagam, Environmental Economics, Sterling Publishers, New Delhi Gerald Meir, (2003), Leading Issues in Economic Development, Oxford University Press.	22-11-2014
2	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Sociology	B.A. (Sociology) programme curriculum is designed with annual pattern which is of three years duration. The first year is having 5 papers which includes Introduction to Sociology, Rural	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified	Berger,Peter.1963, Invitation to Sociology: A Humanistic Perspective Chapter I Sociology as Individual Pastime. New York: Anchor Books Doubley and co. Pp.1-24. Desai, A.R. 2005, Rural Sociology in India. Bombay: Popular Prakashan Pvt.Ltd. Doshi, S.L. & Jain, P.C. 2002, Rural Sociology, New Delhi: RawatPublications. John Lewis/Gillim 1945 Criminology and Penology, New York: GreenwoodPress. J.P. Sirohi : Criminology and Criminal Administration, Allahabad Lawagency Mehanty,BB.2005,Waarel,IkatheLivingDead FarmerSuicidesinWesternIndia, The Journal of Peasant Studies, Vol. 32, No. 2. Simon Parker, 2004, Urban Theory and the Urban Experience: Encountering the City, London: Routledge Ahuja, Ram 2000, Social Problems in India, New Delhi: RawatPublications Schneider, Mary Jane, 2006, Introduction to Public	22-11-2014

			Sociology, Crime and Society, Indian Society and Social Problems in India – I. The Second year includes Urban Sociology, Social Change and Development, Health and Society, Social Problems in India – II and Pioneers of Indian Sociology. The third year includes Sociological Thinkers, Population and Society, Gender and Society, Basic Research Methods and Mass Media and Society.	from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.	Health, Second Edition, Sudbury: Jones and Bartlett Publishers, Pg.3-16. Thomas, Richard, K. 2002, Society and Health- Sociology for health Professionals, New York: Kluwer Academic Publishers.	
3	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - History	B.A. (History) programme curriculum is designed with annual pattern which is of three years duration. The first year is having 5 papers which includes Historiography, Concepts & Methods, Introduction to the study of Archaeology, Introduction to Tourism Studies, Introduction to Ancient Civilizations and History of India up to 650 C.E. The Second year includes Art & Architecture of India, Environmental History of India, Introduction to Numismatics, History of India 650 – 1526 C.E and History of Europe 1453–1789. The third year includes History of India 1526-1707 CE, History of India 1707-1857, History of India 1858-1950, History of South India up to 600 CE and History of South India 600-1565 CE.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, suiject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study	Bloc, Marc, The Historian's Craft, New York: Vintage Books, 1979. Braudel, Fernand, On History, Chicago University Press, 1982. Agrawal, O.P., 1992,The Archaeology of India, Curzon Press, London. Allchin, B., and Allchin, R., 1982,The Rise of Civilization in India and Pakistan, CUP, Cambridge Bakal and Molik, Tourism – Past, Present and Future, London, 1985. Kaul R. M. Dynamics of Tourism – A Trilogy, Vol I, New Delhi, 1997 Fergusson, James,History of Indian and eastern Architecture: 1876 Revised and Edited by James Burgess 2, vol.1910. Rashid, S.M., Hasnaina Hashia & A. Rahman (edt), Environment, Resources and Sustainable Development, Rawat Publications, New Delhi, 2006. Kagan, Donald, Steven E. Ozment , Frank M. Turner,Western Heritage since 1300, New York, 2007. Alam, Muzaffar, 1993. The Crisis of Empire in Mughal North India, Awadh and the Punjab, 1707-1748, Delhi. Alavi, Seema, 1995. The Sepoys and the Company, Delhi: Oxford University Press	12-11-2014

					materials are sent for printing, maintaining with high quality.		
4	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - English	B.A. (English) programme curriculum is designed with annual pattern which is of three years duration. The first year is having 5 papers which includes Indian Writing in English Prose, Poetry, Fiction and Environmental Studies. The Second year includes History of English Literature, English Language and Linguistics, Literary Criticism, British Drama and American Literature. The third year includes Writing Skills, Communication Skills, English For Competitive Examinations, Translation Studies and Indian Culture Through Literature.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our interna senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.	History of English Literature by E.Albert History of English Literatureby Hudson. A Text book of English Phonetics and Structure for Indian Students by V.Shyamala (Bharath Ganga Publishers, Trivandrum) Grant Taylor- English Conversation Practice, Tata McGraw Hill, RadhaKrishnaPillai, G.K Rajeevan- Spoken English for You, Emerald Publishers. English Literary Forms: A Background to the Study of English Literature by Prasad Business English, Pearson, 2008 F.T Wood,A Remedial English Grammar for Foreign Students, (Macmillan) R.P.Bhatnagar and RajulBhargava. English for Competitive Examinations(Macmillan M.S Nagarajan, English Literary criticism and theory: An Introductory History, 2006, A Handbook of Translation Studies, S. K. Das, Atlantic, 2008.	22-11-2014
5	2020-21	Arts/Humanities/Social Sciences - Bachelor of Arts (Hons) - Political Science	BA (Political Science) programme curriculum is designed with annual pattern and the course duration is three years. But the Maximum duration to complete the course shall be six years. The medium of instruction shall be English. The first year consists of five papers which are basic and core papers namely, Principles of Political Science, Modern Governments, Indian Government and Politics, Political Thought and	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject	Ernest Barker, Principles of Political and Social Theory F.S. Strong, Modern Political Constitutions (latest edition) D.D. Basu, Introduction to the Constitution of India (Latest Edition) Ernest Barker, Greek Political Theory: Plato and His Predecessors . D. White, Introduction to the Study of Public Administration , S.P. Verma, Modern Political Theory , V.P. Verma, Modern Indian Political Thought R. Iyer, (2001) The Moral and Political Thought of Mahatma Gandhi, New Delhi: Oxford University Press. Ali Ashraf and L.N. Sharma, Political Sociology, Madras, University Press (India) Pvt. Ltd. Vasudha Chotray and Gery Stoker, Governance Theory: A Cross Disciplinary Approach, Palgrave Macmillan, 2008 A. Vandana, Theory of International Politics Tara Chand, History of Freedom Movement, 4 Vols. Charles A. Lerche and Edward A. Sed, Concepts of International Politics (Chapter I Roy L. Bennett : International Organisations: Principal and Issues.	22-11-2014

			Principles of Public Administration (With Special Reference to India). The Second year consists of five papers namely, Modern Political Theory, Modern Indian Social and Political Thought, Gandhi and the Contemporary World, Political Sociology-I and Governance Issues and Challenges. The Third Year consists of five papers namely, International Relations, Constitutional Development and National Movement in India, Foreign Policies of Major Powers, International Organisation and Human Rights		experts, our internal senior faculty members review them for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality.		
6	2020-21	Journalism/ Mass Communication/Media - Bachelor of Arts - Journalism & Mass Communication	B.A. (Journalism & Mass Communication) programme curriculum is designed with annual pattern which is of three years duration. The first year is having 5 papers which includes Journalism: Researching, Reporting, Writing & Editing, Computer Skills for Media: Data-gathering, Language, and Presentation Skills, Basics of Photography & Visual Communication and Media Laws, Ethics & Social Responsibility. The Second year includes Photojournalism, Public Relations & Advertising, Soft Skills & Public Speaking Skills for Effective Communication, Documentary for Social Change and Entrepreneurship & Communication Management. The third year includes Film Appreciation, Media Content Production on Multiple Platforms, Communication, Media & Society, Case Studies, Event & Brand Management and	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.	Editing Today: Ron F. Smith & Loraine M. O'Connell, Blackwell, reprinted in India by Surjeet, 2004. News writing and Reporting: James M. Neal & SuzanneS. Brown, Blackwell, reprinted in India by Surjeet, 2007. 21st Century Journalism in India: ed. NalniRajan, Sage, 2007. Journalistic Ethics - Moral responsibility in the media: Dale Jacquette, Pearson Education, 2007 An Introduction to Journalism: Carole Fleming, et al., Vikaar, 2008. Editing Today: Ron F. Smith & Loraine M. O'Connell, Blackwell, reprinted in India by Surjeet, 2004. 21st Century Journalism in India: ed Nalini Rajan, Sage, 2007. Ethics in Media Communication: Louis Alvin Day	22-11-2014

			Instructional Design & E-Learning				
7	2020-21	Business Administration/Commerce/ Management/Finance - Bachelor of Business Administration - NA	BBA (Bachelor of Business Administration) programme curriculum is designed with annual pattern and the duration of the course is three years. But the Maximum duration to complete the course shall be six years. The medium of instruction shall be English. The first year consists of five papers which are basic and core papers namely, Principles of Management, Business Communication, Principles of Financial Accounting, Business Law and Business Economics. The Second year consists of five papers namely Financial Management, Business Statistics, Organisational Behaviour, Business Environment and Business Ethics. The Third Year consists of five papers namely Entrepreneurship Development, Elements of Marketing, Human Resource Management, Production & Materials Management, Accounting for Management Decisions.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality.	Gupta C.B., Business Management Rajendra Pal & J.S.Kortahalli, Essentials of Business Communication Gupta R.L. & Gupta V.K., Advanced Accounting Kapoor N.D., Elements of Mercantile Law & Elements of Company Law Mithani and VSR Murthy, Fundamentals of Business Economics Kuchhal S.C., Financial Management Elliance D.N, Fundamentals of Statistics AsuKumar, Meenakshi, Organisational Behaviour, Francis Cherunilam, Business Environment Claire & Matten, Business Ethics, Srinivasan N.P. - Entrepreneurial Development Nirmala Prasad K. and Sherlaker, Marketing Management Aswathappa, Human Resource Mangement, Verma and Agarwal, Production Management Maheswari S.N., Principles of Management Accounting	22-11-2014
8	2020-21	Business Administration/Commerce/ Management/Finance - Bachelor of Commerce - NA	B.COM programme curriculum is designed with annual pattern and the duration of the course is three years. But the Maximum duration to complete the course shall be six years. The medium of instruction shall be English. The first year consists of five papers which are basic and core papers namely, Principles of Management, Business Communication, Principles of	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once	Gupta C.B., Business Management Rajendra Pal & J.S.Kortahalli, Essentials of Business Communication Gupta R.L. & Gupta V.K., Advanced Accounting Kapoor N.D., Elements of Mercantile Law & Elements of Company Law Mithani and VSR Murthy, Fundamentals of Business Economics Kuchhal S.C., Financial Management Elliance D.N, Fundamentals of Statistics Reddy T.S. and Murthy A., Corporate Accounting Reddy S.N. & Appannah, Banking Theory and Practice Murthy C.S.V., E-Commerce - Concepts, Models and Strategies Gupta C.B. & Khanka S.S., Entrepreneurship and Small Business Nirmala Prasad K. and Sherlaker, Marketing Management Maheswari S.N., Problems in Cost Accounting Maheswari S.N., Principles of Management Accounting Spicer & Pegler, Practical Auditing	22-11-2014

			Financial Accounting, Business Law and Business Economics. The Second year consists of five papers namely Financial Management, Business Statistics, Corporate Accounting, Banking Theory, Law & Practice and E-Commerce. The Third Year consists of five papers namely Entrepreneurship Development, Elements of Marketing, Cost Accounting, Management Accounting and Auditing.		the study materials are prepared by the subject experts, our internal senior faculty members review them for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality.		
9	2020-21	Arts/Humanities/Social Sciences - Masters of Arts - Hindi	M.A. (Hindi) programme curriculum is designed with annual pattern which is of two years duration. The first year is having 6 papers which includes Hindi Sahitya ka Itihas, Prachin evam Madhyakalin Kavya,Adhunik Kavita,Katha Sahitya,Kathetar Sahitya and Bharatiya Sahitya. The Second year includes Bhasha Vigyan evam Hindi Bhasha, Prayojanmulak Hindi, Anuvadvigyan, Bhasha Prodhyogiki, Nai Media and Hindi, Hinditarpradesh and Hindi Bhasha evam Sahitya.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.	हिंदी साहित्य का इतिहास-रामचंद्र शुक्ल, प्रकाश बुक्स, 1715/21, दरियंज अंसारी, दरियागंज, दिल्ली कहानी- 02 हिंदी साहित्य की संक्षिप्त का विकास – रामस्वरूप चतुर्वेदी,लोक भारती प्रकाशन, दरियागंज सलाहुद्दीन, विजय गार्डन कालोनी, इलिवाड-1 हिंदी साहित्य का दूसरा इतिहास डॉ बच्चन सिंह, राधाकृष्ण प्रकाशन प्राईवेट लिमिटेड, 7/31, अंसारी रोड, दरियागंज, दिल्ली कहानी-110 002 अधि काल का समाज वैदि -वैभिक, दिल्ली प्रकाशन, 21-ए, दरियंज अंसारी, दरियागंज, दिल्ली कहानी-110 002 आचार्य रामचन्द्र शुक्ल -डॉ दीक्षित, नवकचारी प्रकाशन, गिली मंजराल, दरबारी सलाहुद्दीन, विजय गार्डन रोड, सलीम लाइन, इलिवाड-211 001, अलका सिंहल - डॉ. कालिख सिंहली, कलिख प्रेस, फतेह -22, ब.अंसारी रोड, दरियागंज, दिल्ली कहानी –110 002. अलका सिंहल की सूचनाका -आदर्श प्रिंटिंग प्रेस, राजकमल प्रकाशन प्राईवेट लिमिटेड, 1-B, सिंधी सुभाष मार्ग,दरियागंज, दिल्ली कटानी – 110 002 हिंदी भाषा का इतिहास-धीरेन्द्र सिंह, हिंदुस्तानी एकेडमी प्रकाशन, इलिवाड-211 001 हिंदी भाषा की संरचना-कालिख सिंहली, दिल्ली प्रकाशन, 21-ए, दरियन्द अंसारी, दरियागंज, दिल्ली कहानी-11	23-11-2014
10	2020-21	Arts/Humanities/Social Sciences - Masters of Arts - English	M.A. (English) programme curriculum is designed with annual pattern which is of two years duration.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For	Amuta, Chidi (1989) The Theory of African Literature London & New Jersey: Zed Books Ashcroft, Bill, Gareth Griffiths & Helen Tiffins (1989) The Empire Writes Back: Theory and Practice in P Brinton, D.M., Snow, M.A & Wesche, M. B. Content-Based Second language Instruction. New York: Nebury House. 1989 Celce-Murcia, M. (Ed) Teaching English as a Second or Foreign Language. Boston: Heinle & Heinle. 1991 Harmer, J. The Practice of English Language Teaching. New York: Longman. 1997ssl-	22-11-2014

			The first year is having 6 papers which includes British Poetry, British Drama, British Fiction, Literacy - Criticism and Theory, American Literature, & Indian Writing in English. The Second year includes New Literature in English, Principles and methods of teaching of English, Basics of Journalism, Translation Theory and Practice, Linguistics and stylistics and Shakespeare.		preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.	...ational Literatures London: Routledge Mc Luhan, Marshall, Understanding Media: The Extensions of Man, New York: Mc Graw-Hill Book Company Venturi, Lawrence: The Scandals of Translation: Towards an Ethics of Difference, London and New York: Routledge, 1998 Essays on Shakespeare and Elizabethan Drama – ed. Richard Hosley – Routledge and Kegan paul ltd, London.	
11	2020-21	Arts/Humanities/Social Sciences - Masters of Arts - Sociology	M.A. (Sociology) programme curriculum is designed with annual pattern which is of two years duration. The first year is having 6 papers which includes Sociological Concepts, Sociological Thoughts, Social Research Methods and Statistics, Sociology of India, Rural Sociology and Social Movements in India. The Second year includes Sociology of Mass Communication, Urban Sociology, Industrial Sociology, Sociology of Education and Sociology of Health. Besides that in the second year students have to prepare a project report which is to be submitted to the Controller of Examination for	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the	Feihter, J.H.1971,2nd Edition, Sociology. The University of Chicago Press, London Abraham M. Francis – Modern Sociological Theory – An Introduction. Abraham Francis and J.H.Morgan – Sociological Thought. Barnes, Harry Elmer – An Introduction to the the History of Sociology. Desai,A.R.1969. " Rural Sociology in India ", Bombay :Popular Prakashan. Chitambar,J.B.1973,"Introductory Rural Sociology" New York , John Wiley & Sons. Beteille, Andre.1974 "Studies in Agrarian Structure", New Delhi , Oxford University Press. Narayati Manilal,B. and Anjaria,J. "The Indian Rural Problems", Bombay ,Indian Society of Agricultural Economics. Desai, Vasan. 1986,"Rural Development" 6 Vols. Bombay , Himalaya Publishing House Aggarwal,J.C.1985. "Theory and Principles of Education, Philosophical and Sociological Bases of Education", Delhi, Vikas Publishing House Pvt. Ltd. Gore, M.S.1994,"Indian Education, Structure and Process", New Delhi , Rawat Publications. Jayaraman,N.1990."Sociology of Education	22-11-2014

			its evaluation		approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.		
12	2020-21	Business Administration/Commerce/ Management/Finance - Master of Commerce - Finance	M.COM (Finance) programme curriculum is designed with annual pattern and the duration of the course is two years. But the Maximum duration to complete the course shall be four years. The medium of instruction shall be English. The first year consists of six papers namely, Corporate Accounting, Management Concepts and Organisational Behaviour, Marketing Management, Financial Management, Entrepreneurship Management, Business Environment and Law. The Second year also consists of six papers namely Managerial Decisions Accounting, Merchant Banking and Financial Services, Investment and Portfolio Management, Statistical Analysis, E – Commerce.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality.	Gupta R.L. and Others: Advanced Accountancy, Sultan Chand Sons, New Delhi 2008. Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi,2007 Chandrasekar K.S., MARKETING MANAGEMENT TEXT AND CASES, Tata McGraw-Hill Publication, New Delhi, 2010 Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi , 2006 Gifford M.Saunback & Joseph R.Mancuso, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, Prentice Hall Keith-Davis & William Frederick. BUSINESS AND SOCIETY, McGraw-Hill, Tokyo. Jain and Narang, Cost and Management Accounting, Ludhiana, Kalyani Publishers, 2002. Gurusamy, MERCHANT BANKING AND FINANCIAL SERVIES, Tata McGraw Hill. Delhi, 2009. Kevin .S, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, PHI, Delhi, 2011 Arora & Arora, Statistics for Management, Sultan Chand, New Delhi 2008 Agarwal & Deeksha Arunekar, Business on the Net; E-Commerce, Macmillan, Delhi, 2006 Gunathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi, 2010	22-11-2014
13	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing	MBA (Marketing) programme curriculum is designed with semester pattern which is covered into four semesters and of two years duration. The first year 1st and 2nd semesters) having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic	Academic and Executive Council	As per the curriculum approved by the Board of Studies, study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once	Koontz, Weinch &Aiyasa, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi,2007 Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jelay Joshseh Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd, Delhi, 2009 Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS, PHI Learning Private Limited. New Delhi, 2009 Robert R. Reeder, Brady & Betty H. reeder, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008 Zeithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, The Free Press, Macmillan,2006 Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2008 Keiefer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, Oxford University Press,2009	16-11-

			Management, Consumer Management Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers specialization papers includes Consumer Behaviour, Industrial Marketing, Logistics & Supply Chain Management, Customer Relationship Management, Services Marketing, Advertising & Sales Promotion, Global Marketing etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its evaluation.		the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its quality and appropriateness and then sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are sent for printing, maintaining with high quality.		
14	2020-21	Business Administration/Commercial Management/Finance - Master of Business Administration - Finance	MBA (Finance) programme curriculum is designed with semester pattern which is covered across into four semesters and of two years duration. The first year 1st and 2nd semesters having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers specialization papers includes Strategic Financial Management, Banking and Indian Financial System, Merchant Banking and Financial Services, Project Management, Management Accounting, Investment and	Academic and Executive Council	As per the curriculum approved by the Board of Studies, study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials then prepared by the subject experts, our internal senior faculty members review them thoroughly for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing,	Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi, 2007 Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd. Delhi, 2009 Rajni Sohal & Preeti Hira, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011 M.Y. Khan, INDIAN FINANCIAL SYSTEM, Tata Mc Graw Hill, Delhi,2008 Gurusamy, MERCHANT BANKING AND FINANCIAL SERVIES, Tata McGraw Hill, Delhi, 2009 Arun Kanda , PROJECT MANAGEMENT, PHI, Delhi, 2011 Dr Murthy, S Gurusamy, MANAGEMENT ACCOUNTING, McGraw Hill, Delhi, 2009 Kevin .S, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, PHI, Delhi, 2011 Joseph Anbarasu, GLOBAL FINANCIAL MANAGEMENT, Ane, Delhi, 2010	10-11

			Portfolio Management, Global Financial Management, International Trade and Finance, Security Market Operations, Financial Derivatives. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its quality and evaluation		maintaining with high quality		
15	2020-21	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	MBA (International Business) programme curriculum is designed with semester pattern which is spread across into four semesters and of two years duration. The first year (1st and 2nd semesters) having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which includes International Business Environment, Management of Multinational Corporation, Global Financial Markets & Instruments, Foreign Trade Policy, Foreign Trade Policy, Cross Cultural Business Management etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its evaluation.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.	Koontz, Weilich &Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi, 2007 Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jessy Joshapb Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd, Delhi, 2009 Christopher Bartlett and Sumantra Ghoshal, TRANSNATIONAL MANAGEMENT: TEXT AND CASES, Tata Mc Graw Hill, New Delhi Keegan, Warren J., GLOBAL MARKETING MANAGEMENT, Prentice Hall, New Delhi Motiwal DP, Awasthi HI, INTERNATIONAL TRADE – THE LAW AND PRACTICE, Bhowmik and Company, New Delhi, Aseopa, V.N., SHIPPING MANAGEMENT: CASES AND CONCEPTS, Macmillan, New Delhi, Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, Prentice Hall, New Delhi	16-11-

16	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	MBA (Human Resource Management) programme curriculum is designed with semester pattern which is covered across into four semesters and of two years duration. The first year 1st and 2nd semesters having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers all specialization papers includes Human Resource Development, Performance Management, Knowledge Management, Industrial Relations Management, Employee Legislation, Organizational Development and Change, Human Resource Accounting, Compensation Management, Human Resource Information System, Global HR Practices. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its quality and evaluation.	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality.	Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi, 2007 Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jaisy Joseph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd, Delhi, 2009 Werner & Desimone HUMAN RESOURCE DEVELOPMENT, Cengage Learning, 2006 Srinivas Kandula, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2009 Muthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011 Sivasethinamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, PHI Learning, New Delhi,2010 P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011 Dipak Bhattacharyya, ORGANIZATIONAL CHANGE AND DEVELOPMENT, Oxford University Press, New Delhi, 2011 Eric G. Flamholtz ,HUMAN RESOURCE ACCOUNTING, Springer	16-11
17	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	MBA (General) programme curriculum is designed with semester pattern which is covered across into four semesters and of two years duration. The first year 1st and 2nd semesters having 10 papers which covers core management papers such as Management	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are	Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi, 2007 Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jaisy Joseph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd, Delhi, 2009 Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011 Srinivas Kandula, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2009 Gurusamy, MERCHANT BANKING AND FINANCIAL SERVICES, Tata McGraw Hill, Delhi, 2009 Antony R.N. and Govindarajan V., MANAGEMENT CONTROL SYSTEMS Donald L. Sexton & Raynard W.Smith, THE ART AND SCIENCE OF ENTREPRENEURSHIP, Ballinger Kevin. S. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, PHI, Delhi, 2011 Ravi Shanker, SERVICES MARKETING THE INDIAN PERSPECTIVE, Excel Books, New Delhi, 200	16-11

			Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers all specialization papers includes Consumer Behaviour, Performance Management, Merchant Banking and Financial Services, Management Control Systems, Entrepreneurship Management, Investment and Portfolio Management, Services Marketing, Information Technology and E-Business, International Business, Training and Development. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its quality and evaluation.		requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality.		
18	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management	MBA (Hospital Management) programme curriculum is designed with semester pattern which is covered across into four semesters and of two years duration. The first year 1st and 2nd semesters having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year 3rd and 4th	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty	Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi., 2007 Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jaisy Joshaph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd, Delhi, 2009 G.D.Kunders, DESIGNING FOR TOTAL QUALITY IN HEALTH CARE BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING - Jaypee brothers Publications Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION, New Delhi, 2000 Goel S L & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., Deep Deep Publications Pvt Ltd. New Delhi Mr. K S Menon, STORES MANAGEMENT 2ed., Macmillan India Ltd., G.D.Kunders, HOSPITAL AND FACILITIES PLANNING AND DESIGN Peter Norton, INTRODUCTION TO COMPUTER, Tata McGraw Hill	24-09-2013

			semester having 10 papers which covers all specialization papers includes Healthcare Environment & Management, Hospital Architecture, Planning and Maintenance, Health care Laws, Ethics and Medical Terminology, Hospital Operations Management, Patient care Management, Purchase Management & Inventory Control for Hospitals, Hospital Facilities Management, etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its quality and evaluation		members for its quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing, maintaining with high quality		
10	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism	MBA (Tourism) programme curriculum is designed with semester pattern which is covered across into four semesters and of two years duration. The first year 1st and 2nd semesters having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers all specialization papers includes Tourism Principles, Policies & Practices, Global Tourism Geography, Tourism Products of India, Destination Planning and Development, Eco Tourism, Air Fares & Airline Management,	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them for its quality and quality and appropriateness and finally sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are then sent for printing,	Koontz, Weirich &Aryasri: PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi, 2007 Philip Kotler & Kevin Lane Kellert, MARKETING MANAGEMENT" (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jolly Joshseph Kuppasally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd. Delhi, 2008 Page J. Stephen & Brunt Paul (2007), TOURISM- A MODERN SYNTHESIS, Thomson London Michael hall (1998), GEOGRAPHY OF TRAVEL AND TOURISM, Routledge, London, Stephen Ball (2007), ENCYCLOPEDEA OF TOURISM RESOURCES IN INDIA,NH, Richard W.Butler (2006), THE TOURISM AREA LIFE CYCLE: APPLICATIONS AND MODIFICATIONS, Channel View Publications Fennel, D. A. (2002), ECOTOURISM POLICY AND PLANNING, CABI Publishing, USA Jagmohan Negi, AIR TRAVEL TICKETING AND FARE CONSTRUCTION, Kanishka, New Delhi, 2005	16-11

			Travel Agency & Tour Operations Management, Event Management, Customer Relationship & Service Management, E-Tourism Management. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its quality and evaluation.		maintaining with high quality		
20	2020-21	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management	MBA (Operations & Supply Chain Management) programme curriculum is designed with semester pattern which is spread across into four semesters and of two years duration. The first year 1st and 2nd semesters) having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers specialization papers includes Production and Operations Management, Logistics Management, Supply Chain Management, Procurement and Quality Management, Customer Relationship Management, Global Supply Chain Management etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of	Academic and Executive Council	As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.	Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, NewDelhi,2004 Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson, NewDelhi, 2007 Philip Kotler & Kevin Lane Keller, MARKETING MANAGEMENT (15th Edition), Pearson India Education Services Pvt. Ltd. 2016 Jelsy Joshapt Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010. Kothari CR., RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern Ltd, Delhi, 2009 Adam Jr Everett E. R J. PRODUCTION AND OPERATIONS MANAGEMENT , Prentice-Hall, 1992, 2006 5th ed. Aswadi C Sathish & Rakesh. LOGISTICS MANAGEMENT, Prentice Hall, India, 2005 Sunil Chopra and Peter Meindl, SUPPLY CHAIN MANAGEMENT – STRATEGY, PLANNING AND OPERATION, PHI, 4th Edition, 2011 Donald J Bowersox et al, SUPPLY CHAIN LOGISTICS MANAGEMENT, McGraw hill Education (India) Pvt. Ltd.New Delhi 2007 Richard B. Chase et al, OPERATIONS AND SUPPLY CHAIN MANAGEMENT, Tata McGraw Hill education Pvt. Ltd, New delhi2010 Ajay Kumar Rai, CUSTOMER	24-09-2013

Examination for
re-evaluation

Regional Centre

Srno	Name of Regional Centre	Address of Regional Centre	Name of the Coordinator/ Counselor	Contact Details of the Coordinator/ Counselor	Email Details of the Coordinator/ Counselor	Qualification of Coordinator/ Counselor	No. of LSCs covered under Regional Centre

No data available

Learner Support Centre (LSC) details

Srno	Name of College & Address	Whether the College / Institute is Private or Govt	Name of Affiliating University / HEI	Name of Co-ordinator	Contact Details of Co-ordinator	Qualifications	No. of Counsellors
1	Pondicherry - Directorate of Distance Education , Directorate of Distance Education, Pondicherry University RV Nagar, Kalapet, Puducherry	Government	Pondicherry University	Director	0413 2654565	Ph.D	1
2	Chennai - Alagappa Institute of Technology , Alagappa Institute of Technology 49, Gangadeeshwarar Koil Street, Purasawakam, Chennai-600084	Private	Alagappa Institute	Mr. Naresh	9840701222	Post Graduate Degree	1
3	Bangalore – St. Joseph's Evening College (Autonomous) , St. Joseph's Evening College (Autonomous), No. 35, Museum Road, Bangalore – 560025	Private	Bangalore University	Dr. Kanishka Professor	8916855880	Ph.D	1
4	New Delhi -Shikshapeeth College of Management and Technology , Shikshapeeth College of Management and Technology 16, Bindra Market, Near Tilak Nagar Police Station, Opp. Metro Pillar No.494 New Delhi – 110018	Private	Jamia Milia Islamia	Dr. Anuj Malhotra	9654400104	MBA, NET	1
5	Secunderabad – Swami Vivekananda Institute of Technology , Swami Vivekananda Institute of Technology Mahabub College Campus Patny Centre Secunderabad-500 003	Private	JNTU	Dr. Anali Konda	9912206888	Ph.D	1
6	Mahe -Community College, Pondicherry University , Community College, Pondicherry University II Floor Cooperative College of Education Building Pemetery Road, Mahe- 673310	Government	Pondicherry University	C. M Sreekala Assi. Registrar	9567849119	M.A in Economic	1
7	Kolkata – Carreograph Institute of Management , Carreograph Institute of Management Studies,	Private	Autonomous	Tamal Chatterjee	9831097070	Post Graduate	1
8	Chennai - Loyola College , Loyola College, Nungambakkam, Chennai – 600 034	Private	University of MAdras	Prof. T. Eugine	9668585923	MA, M. Phil	1
9	Bangalore – St. Joseph's Evening College (Autonomous) , St. Joseph's Evening College (Autonomous) No.35, Museum Road, Bangalore-560 025	Private	Autonomous	Prof.Kanishka	9916855880	Ph.D.	1
10	Kolkata – St. Xavier's College(Autonomous) , St. Xavier's College(Autonomous) 30 Park Street	Private	Autonomous	Prof. Ashoknath	8583980490	Ph.D	1
11	Trichy-St. Joseph's College , St. Joseph's College(Autonomous), Tiruchirappalli - 620 002	Private	Autonomous	Dr. F. R. Alexander Pravin Durai	9443838457	M.Com, MBA, M.Phil, Ph.D	1
12	Chennai - Guru Nanak College , Guru Nanak Salai, Velachery, Chennai - 600042	Private	University of Madras	Dr.S.Savithri	8870479791	M.A., M.Phil., Ph.D	2

Examination Centre

Srno	Name of Centre	Address of Centre
1	CHENNAI	School of Commerce, Loyola College

A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years

1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
3	Provision of CCTV Cameras	Yes

			4 Provision of Bio-metric attendance	Yes
			5 Provision of Video recording	Yes
2	PUDUCHERRY	Saradha Gangadharan College,Velrampet	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	Yes
			5 Provision of Video recording	Yes
3	CHENNAI	Alagappa Institute of Technology,Purasawakam	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	No
			5 Provision of Video recording	Yes
4	CHENNAI	Guru Nanak College (Autonimous),Velachery	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	No
			5 Provision of Video recording	Yes
5	NEW DELHI	Shikshapeeth College of Management and Technology	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	No
			5 Provision of Video recording	Yes
6	BANGALORE	St. Joseph's Evening College,#36, Museum Road	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	Yes
			5 Provision of Video recording	Yes
7	COCHIN	Sacred Heart College, Thevara	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	No
			5 Provision of Video recording	Yes
8	CUTTACK	Ravenshaw University, College Square	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes

			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of bio-metric attendance	Yes
			5	Provision of Video recording	Yes
9	LUCKNOW	Institute of Environment and Management, Alkapuri	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	No
10	GUWAHATI	Pandu College, Pandu, Guwahati, Assam – 781 012	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	Yes
11	PORT BLAIR	Jawaharlal Nehru Rajkiya Mahavidyalaya	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	Yes
12	THIRUVANANTHAPURAM	Xavier Institute of Management	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	Yes
13	COIMBATORE	Sri Ramakrishna College of Arts and Science	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	Yes
			5	Provision of Video recording	Yes
14	VISHAKAPATTINAM	TSR & TBK Degree College, D.No.27-1-23&/1	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	Yes

15	MUMBAI	Chandrabhan Sharma College of Science and Commerce	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	Yes
			5 Provision of Video recording	Yes
16	VADODARA	Gujarat Institute of Hotel Management	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	No
			5 Provision of Video recording	No
17	MAHE	Mahe Co-Operative College of Teacher Education	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	No
			5 Provision of Video recording	Yes
18	KOLKATA	Cartegraph Institute of Management Studies	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	Yes
			5 Provision of Video recording	Yes
19	KOLKATA	St. Xavier's College (Autonomous)	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	Yes
			5 Provision of Video recording	Yes
20	YANAM	Dr. S.R.K. Govt Arts College, Pillaraya Street	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes
			4 Provision of Bio-metric attendance	No
			5 Provision of Video recording	Yes
21	VIJAYAWADA	Andhra Loyola College, Near Ramesh Hospital	1 Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2 Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3 Provision of CCTV Cameras	Yes

			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	Yes
22	TRICHY	St. Joseph's College (Autonomous)	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	Yes
			5	Provision of Video recording	Yes
23	SECUNDERABAD	Swami Vivekananda Institute of Technology,	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	Yes
24	KARAIKAL	Pondicherry University (Karaikal Campus)	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
			2	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	Yes
			3	Provision of CCTV Cameras	Yes
			4	Provision of Bio-metric attendance	No
			5	Provision of Video recording	Yes

Human Resources Information

Academic Staff for ODL Programmes

Type of Staff	No. of Staff on Full Time and Dedicated Basis	No. of Staff Exclusively of ODL	No. of Temporary Staff
Director	1	1	1
Associate Professor	1	1	0
Assistant Professor	27	27	24
Professors	11	11	0

Administrative Staff for ODL Programmes

Type of Staff	No. of Staff	No. of Staff Exclusively of ODL	No. of Temporary Staff
Deputy Registrar	0	0	0
Assistant Registrar	2	2	0
Section Officer	4	4	0
Assistants	15	15	0
Computer Operators	5	5	5
Class-IV / Mult Tasking Staff	4	4	4
Technical / Professional	1	1	1

daily wage labour	2	2	2

Faculty Details

Srno	Year	Academic Session	Name of Programmes	Name of faculty	Address	Phone	Email
1	2020-21	July	Masters of Arts -Sociology || Bachelor of Arts (Hons)-Sociology [Total Faculties:1]	Dr. B.B. Mohanty	Dept. of Sociology, Pondicherry University, Kalapet, Puducherry	9442032327	mohanty.soc@ponduni.edu.in
2	2020-21	July	Masters of Arts - English || Bachelor of Arts (Hons)-English [Total Faculties:1]	Prof. Clement Sagayaraja Lourdes	Dept. of English, Pondicherry University, Kalapet	9894320443	clements.eng@ponduni.edu.in
3	2020-21	July	Master of Business Administration-Finance || Bachelor of Commerce -NA[Total Faculties:2]	Dr V Umasri	Directorate of Distance Education, Pondicherry University, Kalapet, Puducherry	9150660102	umasri.dde@ponduni.edu.in
4	2020-21	July	Bachelor of Arts (Hons)-Economics || [Total Faculties:2]	Dr. V. Nirmala	Dept. of Economics, Pondicherry University, Kalapet, Puducherry	9443294169	vnirmala.eco@ponduni.edu.in
5	2020-21	July	Bachelor of Arts (Hons)-Economics || [Total Faculties:2]	Mr. Manzoor Hassan Malik	DDE, Pondicherry University, Kalapet, Puducherry	8903826017	malikmanzoor2023@gmail.com
6	2020-21	July	Bachelor of Arts (Hons)-Sociology || [Total Faculties:1]	Ms. Raveena Esther Ravichandran	DDE, Pondicherry University, Kalapet, Puducherry	7548560589	ravenraavi123@gmail.com
7	2020-21	July	Bachelor of Arts (Hons)-History || [Total Faculties:2]	Dr. G. Chandrika	Dept. of History, Pondicherry University, Kalapet, Puducherry	04132251312	chandri.his@ponduni.edu.in
8	2020-21	July	Bachelor of Arts (Hons)-History || [Total Faculties:2]	Dr. P. Uma Maheswari	DDE, Pondicherry University, Kalapet, Puducherry	9790058083	umap24@gmail.com
9	2020-21	July	Bachelor of Arts (Hons)-English || [Total Faculties:1]	Mr. Kaustav Chakraborti	DDE, Pondicherry University, Kalapet, Puducherry	9444298014	kaustuv.230F@gmail.com
10	2020-21	July	Master of Business Administration-Toutism || [Total Faculties:3]	Dr. P. Kamanivannan	DDE, Pondicherry University, Kalapet, Puducherry	9629861589	kamanivannan@gmail.com
11	2020-21	July	Master of Business Administration-Operations & Supply Chain Management || [Total Faculties:3]	Dr. R. Venkatesa Kumar	Dept. of Management Studies, Pondicherry University, Kalapet, Puducherry	9894340012	venkatesh.dms@ponduni.edu.in
12	2020-21	July	Master of Business Administration-Operations & Supply Chain Management || [Total Faculties:3]	Mr. Ismail Zabeehulla	DDE, Pondicherry University, Kalapet, Puducherry	9787254386	ismailmba49@gmail.com
13	2020-21	July	Master of Business Administration-Operations & Supply Chain Management || [Total Faculties:3]	Dr. K. Bhuvaneswari	DDE, Pondicherry University, Kalapet, Puducherry	9790794717	bhuvi.mba.p2@gmail.com
14	2020-21	July	Master of Business Administration-General || [Total Faculties:4]	Mr. K. Kamuglan	DDE, Pondicherry University, Kalapet, Puducherry	9629220799	kamuglan88@gmail.com
15	2020-21	July	Master of Business Administration-Hospital Management || [Total Faculties:3]	Dr. R. Gayathri	DDE, Pondicherry University, Kalapet, Puducherry	9843029299	ramagaya2007@gmail.com
16	2020-21	July	Master of Business Administration-Hospital Management || [Total Faculties:3]	Mrs. R. Mohana Priya	DDE, Pondicherry University, Kalapet, Puducherry	9500631546	priyarangasamy15@gmail.com
17	2020-21	July	Master of Business Administration-Hospital Management || [Total Faculties:3]	Prof. V. Gopal	DDE, Pondicherry University, Kalapet, Puducherry	9486361721	gopalveni@yahoo.com
18	2020-21	July	Master of Business Administration-Tourism || [Total Faculties:3]	Dr. R.C. Anu Chandran	Dept. of Tourism Studies, Pondicherry University, Kalapet, Puducherry	9843044547	anoos_rnc@yahoo.co.in
19	2020-21	July	Master of Business Administration-Tourism || [Total Faculties:3]	Mr. A. Karthik	DDE, Pondicherry University, Kalapet, Puducherry	9790066202	karthi.tou@gmail.com

20	2020-21	July	Master of Business Administration-International Business || [Total Faculties:3]	Dr. G. Betina	DDE, Pondicherry University, Kalapet, Puducherry	9488503301	betina.dde@gmail.com
21	2020-21	July	Master of Business Administration-Human Resource Management || [Total Faculties:2]	Dr. A. Purithia	DDE, Pondicherry University, Puducherry – 605 014	9884950858	purithia.sas@pondiuni.edu.in
22	2020-21	July	Master of Business Administration-Human Resource Management || [Total Faculties:2]	Mrs. G. Divya Lakshmi	DDE, Pondicherry University, Kalapet, Puducherry	9443247929	divi1987@gmail.com
23	2020-21	July	Master of Business Administration-General || [Total Faculties:4]	Dr. Lalitha Kamakrishnan	Dept. of International Business, Pondicherry University, Kalapet, Puducherry	9489679204	gopilalitha2002@yahoo.co.in
24	2020-21	July	Master of Business Administration-General || [Total Faculties:4]	Ms. R. Bawthia	DDE, Pondicherry University, Kalapet, Puducherry	9486503687	bawthiabavi@gmail.com
25	2020-21	July	Master of Business Administration-General || [Total Faculties:4]	Mrs. K. Subha	DDE, Pondicherry University, Kalapet, Puducherry	9626046502	subhadiwakar114@gmail.com
26	2020-21	July	Master of Commerce-Finance || [Total Faculties:1]	Dr. Malabika Deo	Department of Commerce Pondicherry University Puducherry-605014	9442140745	malabika.com@pondiuni.edu.in
27	2020-21	July	Master of Business Administration-Marketing || [Total Faculties:2]	Dr. Sk. Md. Nizamuddin	DDE, Pondicherry University, Kalapet, Puducherry	9787702239	nizam.dde@pondiuni.edu.in
28	2020-21	July	Master of Business Administration-Marketing || [Total Faculties:2]	Dr. S. Rajeswari	DDE, Pondicherry University, Kalapet, Puducherry	9445104943	raj8karthik@gmail.com
29	2020-21	July	Master of Business Administration-Finance || [Total Faculties:2]	Mr. Akha Khou	DDE, Pondicherry University, Kalapet, Puducherry	9499154539	khoustephen1@gmail.com
30	2020-21	July	Master of Business Administration-International Business || [Total Faculties:3]	Dr. Yarlagadda Srinivasulu	Dept. of International Business,Pondicherry University,Puducherry-605 014	7639846101	yarinivasulu.ibm@pondiuni.edu.in
31	2020-21	July	Master of Business Administration-International Business || [Total Faculties:3]	Mrs. Nish Kala Devi	DDE, Pondicherry University, Kalapet, Puducherry	9944532943	nishkala.devi@gmail.com
32	2020-21	July	Bachelor of Arts (Hons)-Political Science || [Total Faculties:2]	Dr. A Subramanyam Raju	Centre for South Asian Studies, Pondicherry University, Kalapet, Puducherry	9500287750	asraju.sas@pondiuni.edu.in
33	2020-21	July	Bachelor of Arts (Hons)-Political Science || [Total Faculties:2]	Dr. Suresh Vadranam	DDE, Pondicherry University, Kalapet, Puducherry	7780431388	vadranamsuresh@gmail.com
34	2020-21	July	Bachelor of Arts-Journalism & Mass Communication || [Total Faculties:2]	Dr. Radhika Khouna	Dept. of Electronic Media and Mass Communication, Pondicherry University, Kalapet, Puducherry	9894568699	radhika.emc@pondiuni.edu.in
35	2020-21	July	Bachelor of Arts-Journalism & Mass Communication || [Total Faculties:2]	Mrs. Aruna Natarajan	DDE, Pondicherry University, Kalapet, Puducherry	8098059805	djaruna@gmail.com
36	2020-21	July	Bachelor of Business Administration-NA || [Total Faculties:1]	Dr. S. Rasudeen	Dept. of Management Studies, Pondicherry University, Kalapet, Puducherry	9444179944	rasudeen.dms@pondiuni.edu.in
37	2020-21	July	Masters of Arts -Hindi || [Total Faculties:1]	Dr. C. Jaya Sanker Babu	Dept. of Hindi, Pondicherry University, Kalapet, Puducherry	9442071407	jayasankarbabu.hin@pondiuni.edu.in

Computerization / Digitization Status

Srno	Activities	Yes / No
1	Student registration / Admission	Yes
2	Administration	Yes
3	Finance	Yes
4	Academic activities	Yes

5	Student Support System	Yes
6	Continuous Evaluation	Yes
7	Online Support	Yes

Status of a Court case(s)

Srno	W.P.No	Court / Jurisdiction	Status as on date
1	26332 (w) of 2018	Kolkata High Court	withdrawn after reopening of court on 2.1.2020

Help Desk

Help Desk Address:	Name of Contact Person:	Designation:
Pondicherry University, Dr. B.R.Ambedkar Administrative Building, R.V.Nagar, Kalapet, Puducherry	Ms. Nibedita	Academic Coordinator Level-1 University
Phone No: 2654441	Email: coordinator.dde@pondiuni.edu.in	Contact hours for Help Desk: 09.30 am to 5.30 pm

Submitted Date: 12/31/2019 5:16:38 PM

PART-B
ANNEXURES

RESOLUTION OF THE HEI FOR THE ESTABLISHMENT

OF

DIRECTORATE OF DISTANCE EDUCATION

ITEM NO:95.29 TO APPROVE THE PROGRAMME FOR STARTING DISTANCE EDUCATION STUDIES AND TO MEET THE EXPENDITURE ON INFRASTRUCTURE FROM NON PLAN PENDING THE INSTITUTE BECOMING SELF-GOVERNING AFTER INSTALLING THE SYSTEM

NOTE:

A proposal has been under the consideration of the University to start a programme on "Distance Education" in this University from the ensuing academic year 1995-96. In order to meet the expenditure on preliminary activities of the Institute of Distance Education, a sum of Rs.5 lakhs is required as initial estimate. We have also informed the Finance Committee which met on 9.8.94, our intention to start the Distance Education Programme by way of justification while seeking increased provision under the minor head "Other Charges" of the Major Head III "Academic Programme". Therefore, the initial expenditure on preliminary activities may be met from Non Plan funds, which can be recouped as and when the institute starts earning its own income and thus becomes fully self-governing in every aspect.

The matter is placed before the Executive Council for approval please.

95.29 TO APPROVE THE PROGRAMME FOR STARTING DISTANCE EDUCATION STUDIES AND TO MEET THE EXPENDITURE ON INFRASTRUCTURE FROM NON-PLAN PENDING THE INSTITUTE BECOMING SELF-GOVERNING AFTER INSTALLING THE SYSTEM

Approved.

95.30 TO CONSIDER AND APPROVE THE GRANT OF FIXED MEDICAL ALLOWANCE AT A UNIFORM RATE TO ALL EMPLOYEES OF THE UNIVERSITY IN LIEU OF REIMBURSEMENT OF MEDICAL EXPENSES AT PRESENT ALLOWED UNDER THE MEDICAL ATTENDANCE RULES

Resolved to defer the item.

REGISTRAR
PONDICHERRY UNIVERSITY
PUDUCHERRY - 605 014.

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NAAC

CERTIFICATE OF ACCREDITATION

प्रो. एस.सी. शर्मा
निदेशक
Prof. S.C. Sharma
Director

राष्ट्रीय मूल्यांकन एवं प्रत्यायन परिषद
विश्वविद्यालय अनुदान आयोग का स्वायत्त संस्थान
NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL
An Autonomous Institution of the University Grants Commission

NAAC/DD-AKR/2019

27th May 2019

PU/VCS/147
191 06/20

Respected Sir/Madam,

Greetings from NAAC!

This has reference to your Appeal for reconsidering the Grade awarded by NAAC. As approved by the Executive Committee (EC) of NAAC, Data Validation and Verification (DVV) of the Self-study Report (SSR) of your institution was undertaken. The results were placed in the Standing Committee of NAAC, wherein it was resolved that the institution may be awarded the revised QnM scores. Accordingly, your institution has been **Accredited** with a **CGPA** of **3.10** on a seven point scale at **"A" Grade** valid for a period of five years from 01st May 2019.

This is for your kind information and records.

With regards,

Yours sincerely,

S.C. Sharma

(S.C. Sharma)

To,
The Hon'ble Vice Chancellor
Pondhicherry University,
R. Venkataraman Nagar, Kalapet,
Puducherry - 605014.

पो. ओ. बाक्स नं. 1075, नागभावी, बेंगलूरु - 560 072, भारत. P.O Box No 1075, Nagarbhavi, Bengaluru - 560 072, INDIA
दूरभाष Phone +91-80-23210267 (D), 23005112, 114, 115, फैक्स Fax +91-80-23210268
ई-मेल e-mail director.naac@gmail.com वेबसाइट Website www.naac.gov.in

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University

PROGRAMME PROJECT REPORT (PPR)

It is submitted that the Directorate is applying for recognition of courses to the Distance Education Bureau, University Grants commission, New Delhi for the academic year 2018-19.

The Directorate has filled the proforma given by the DEB, UGC. As per the requirement the Directorate has prepared the Programme Project Report for all the courses proposed to be offered from next Academic Year. The Directorate has to upload the following documents for approval.

- Upload Copy of ACT HEI / Any other Documents for Deemed to be Universaty.
- Copy of Notification for establishment of the HEI.
- Copy of Resolution of the HEI for the establishment of Directorate of Distance Education.
- Copy of NAAC Accreditation Certificate.
- Copy of Academic Planner for 2018-19.
- Copy of Programme Project Report (PPR) for each programme.

As per the instructions of DEB, the above documents should be duly signed and stamped by the Competent Authority of the Higher Education Institution.

Hence, the above documents which are to be signed by the Registrar are flagged and placed for the signature of Registrar please.
Submitted

Director

Registrar (i/c) 12/10/17

VC 16.10.17

Registrar 16/10/17

Director, DDE

AD

DIRECTORATE OF DISTANCE EDUCATION * PONDICHERRY UNIVERSITY

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12 OCT 2017

REGISTRAR
PONDICHERRY UNIVERSITY
PUDUCHERRY

Prof. C.K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry - 605 014.

PONDICHERRY UNIVERSITY

Directorate of Distance Education

NOTE

No.PU/DDE/DIR/Permission 6UG/2019 Date: 27.12.2019

Sub: Request for the approval to apply to DEB, UGC's permission to offer Six New UG Degree Programmes by the DDE in the next academic year2020-21 - Reg.

****

The Distance Education Bureau (DEB), UGC has announced on its website that all universities those are having NAAC score less than 3.26 need to apply for the renewal of old and new programmes to be offered by theirDirectorate of Distance Education. In this context, the Directorate of Distance Education (DDE), Pondicherry University is planning to apply for the following 20 degree programmes by the DDE in the next academic year 2020-21.

S. No.	11 Programmes Approved in 2019	S. No.	9 New programmes applying in 2020
1.	M.A. (English)	1.	**B.A. Political Science**
2.	M.A. (Sociology)	2.	**B.A. Sociology**
3.	M.A. (Hindi)	3.	**B.J.M.C.**
4.	M.Com.	4.	**B.A. Economics**
5.	M.B.A. (Marketing)	5.	**BA. History**
6.	M.B.A. (Finance)	6.	**B.A. English**
7.	M.B.A. (Intl. Business)	7.	M.B.A. Hospital Management
8.	M.B.A. (H.R.M)	8.	M.B.A. Operations & Supply Management
9.	M.B.A. (General)	9.	M.B.A. Tourism
10.	B.Com.	10.	
11.	B.B.A.	11.	

Out of these twenty degree programmes, the following Six UG Degree Programmes are new and DDE want to apply for permission from DEB, UGC to offer in the next academic year 2020-21.

1. B.A. Political Science
2. B.A. Sociology
3. B.J.M.C.
4. B.A. Economics
5. BA. History
6. B.A. English

Therefore, the university authorities arerequested to give approval to the above Six UG Degree Programmes for applying to the Distance Education Bureau (DEB), UGC for getting their permission to offer by the DDE in the nextacademic year 2020-21.The Programme Project Reports for these Six UG Degree Programmes are placed at Flag 'A' for your information and records.

Submitted for your kind consideration and approval please.

PU/VC/2019/1259
30/12/19

x - be approved pl.

Director, DDE

Registrar 30/12/19.

Director (CC&R)

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROJECT PROPOSAL REPORT

MA (ENGLISH)

To be Submitted for Approval of UGC

With effect from 2020-21 Onwards

M.A (ENGLISH)

(a) Mission and objectives of this Programme:

This programme is designed to cater tc the demands of the English language with due recognition of its importance in the Indian Education System. This is designed to hone and enhance the skills and to harness the knowledge available in this language.

Objectives of this programme are:

- To give the learners a sound understanding of English and American literatures and also other new areas in literature such as British, American literature and Indian writings in English.
- To develop an understanding of English and other literatures of their choice in their proper historic-critical perspectives.
- To understand the principles and methods of teaching in English.

(b) Relevance of the program:

This programme emphasizes close reading and critical analysis by developing students' abilities to situate texts within their larger aesthetic, historical, and professional contexts.

(c)Targeted Group of Learners:

Practicing teachers of English in Secondary education with an academic background in English Literature who need/wish to broaden and develop their academic expertise as part of their 2 professional developments.

(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :

As most of our target groups are working personnel, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

(e) Instructional Design: Initially curriculum and detail syllabi were designed by our internal Faculty members and are critically reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it is approved by Academic Council after thorough

Prof. C. KORAMAIAH
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Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

discussion. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

Regulations for MA (English) Course

Eligibility Criteria for Admission

The Student should possess any Degree from a recognized University with a mere pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

Duration of the Course

The course shall be of two years duration. The Maximum duration to complete the course shall be 4 years.

Medium

The medium of instruction shall be English.

Personal conduct Programme (PCP)

PCP classes will be conducted at select centres based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

Examination
Examinations will be held once a year.

Question Paper Pattern

Maximum Marks: 100 Time: 3 Hours
Part – A (5 X 8 = 40 Marks) –(Five out of Eight Questions)
Part – B (5 X 12 =60 Marks) –(Five out of Eight Questions)

Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 75% above shall be placed in **First Class with Distinction**, 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60%

Prof. C. V. RAMAIAH
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shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

M.A. (English) Course Structure

Non-Semester Pattern

1st Year		2nd Year	
Code	**Course Title**	**Code**	**Course Title**
MAEG 1001	British Poetry	MAEG 2001	New Literature in English
MAEG 1002	British Drama	MAEG 2002	Principles and methods of teaching of English
MAEG 1003	British Fiction	MAEG 2003	Basics of Journalism
MAEG 1004	Literacy -Criticism and Theory	MAEG 2004	Translation: Theory and Practice
MAEG 1005	American Literature	MAEG 2005	Linguistics and stylistics
MAEG 1006	Indian Writing in English	MAEG 2006	Shakespeare

Fee Structure:

Fee Structure for MA(English)			
Sl. No.	**Fee Particulars**	**DDE ₹**	**TPI ₹**
1	Registration & Processing Fee	200	200
2	Matriculation Fee	25	50
3	University Development Fund	1,000	1,000
4	Recognition Fee (For Foreign University ₹ 450)	200	200
5	Study Material & Handling Charges	2,000	2,000
6	Tuition Fee	8,000*	16,000**
	Total	**11,425**	**19,450**

g) Requirement of the Laboratory Support and Library Resources: In existing courses there are no practical components. However, there is an excellent Library with latest collections for the students who can refer for their studies during University working hours.

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(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 300,000/ (approx.)

(ii) PCP classes Cost Rs. 75,000/ (approx.)

DDE is having sufficient fund for running the programme.

(i) Quality assurance mechanism and expected programme outcomes: Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials

Detailed Syllabus Outline:

M.A. (English) programme curriculum is designed with annual pattern which is of two years duration. The first year is having 6 papers which includes British Poetry, British Drama, British Fiction, Literacy -Criticism and Theory, American Literature, & Indian Writing in English. The Second year includes New Literature in English, Principles and methods of teaching of English, Basics of Journalism, Translation: Theory and Practice, Linguistics and stylistics and Shakespeare.

Sources of Study Materials

As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.

Prof. C. K. RAMAIAH
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Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

Selected References:

Amuta, Chidi (1989) The Theory of African Literature London & New Jersey: Zed Books

Ashcroft, Bill, Gareth Griffiths & Helen Tiffins (1989) The Empire Writes Back: Theory and Practice in

P Brinton, D.M., Snow, M.A & Wesche, M. B. Content-Based Second language Instruction. New York: Nebury House. 1989

Celce-Murcia, M. (Ed) Teaching English as a Second or Foreign Language. Boston: Heinle & Heinle. 1991

Harmer, J. The Practice of English Language Teaching. New York. Longman. 1997ost-colonial Literatures London: Routledge

Mc Luhan, Marshall, Understanding Media : The Extensions of Man, New York : Mc Graw-Hill Book Company

Venturi, Lawrence. The Scandals of Translation: Towards an Ethics of Difference. London and New York: Routledge, 1998

Essays on Shakespeare and Elizabethan Drama – ed. Richard Hosley – Routledge and Kegan paul ltd, London

Prof. G. K. RAMAIAH
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Pondicherry University
Puducherry – 605 014.

MA(English) Paper Code: MAEG 1001

PAPER – I - BRITISH POETRY

Unit - I

1. William Shakespeare (1564-1616): Sonnets 29, 30
2. John Donne (1572-1631): The Good Morrow
3. Andrew Marvell (1621-1678): To His Coy Mistress
4. John Milton (1608-1674): Lycidas
5. John Dryden (1631-1700): Mac Flecknoe
6. Alexander Pope (1688-1744): Rape of the Lock

Unit - II

7. William Blake (1757-1827): The Chimney Sweeper (Innocence); The Chimney Sweeper (Experience);
8. William Wordsworth (1770-1850): Resolution and Independence
9. Samuel Taylor Coleridge (1772-1834): Kubla Khan
10. Percy Bysshe Shelley (1792-1822): Ode to the West wind.
11. John Keats (1795-1821) : Ode on a Grecian Urn

Unit - III

12. Alfred Lord Tennyson (1809-1892): Lotus Eaters
13. Robert Browning (1812-89): My Last Duchess
14. Mathew Arnold (1822-1888): Dover Beach
15. Gerard Manley Hopkins (1844-1889): God's Grandeur
16. William Butler Yeats(1865-1939): The Second Coming
17. T.S. Eliot (1888-1965): The Love Song of J. Alfred Prufrock.

Unit - IV

18. W.H. Auden (1907-1973): Musee des Beaux Arts
19. Thom Gunn (1929-) : On The Move
20. Ted Hughes(1930-2002) : Thought Fox
21. Dylan Thomas (1914-53): Fern Hill
22. Seamus Heaney(1939): Potato Digging

Unit - V

NON-DETAILED:

1. Edmund Spenser (1552?-1599): Prothalamion
2. William Shakespeare (1564-1616): Sonnets 33 and 73
3. George Herbert (1593-1633): The Pulley & the Collar
4. Thomas Gray (1716-1771): Elegy Written in a Country Churchyard.
5. D.G. Rossetti(1828-82): The Blessed Damozel
6. D. H.Lawrence (1885-1930): Snake
7. Wilfred Owen (1893-1918): Strange Meeting
8. Philip Larkin (1922-) : Whitsun Weddings

Suggested Reading:

Bush, Douglas. Oxford History of English Literature Vol I-VII
Fish, Jeris (Ed) Pelican Guide to Literature Vol I-VII

MA(English) Paper Code: MAEG 1002

PAPER – II –British Drama

Unit – I

Aristotle's Poetics (selections from chapter Four)

1.Sophocles : Oedipus Rex

Unit – II

2. Christopher Marlowe : Dr. Faustus
3.William Shakespeare : King Lear:
:A Midsummer Night's Dream

UNIT - III

4. H. Ibsen : A Doll's House
5. Anton Chekhov : The Cherry Orchard

Unit - IV

6. G B Shaw : Pygmalion
7. T S Eliot : Murder in the Cathedral

Unit - V

8. Samuel Beckett : Waiting for Godot
9. John Osborne : Look Back in Anger

MA(English) **Paper Code: MAEG 1003**

PAPER – III - BRITISH FICTION

Unit - I

Fielding : Tom Jones

Dickens : David Copperfield

Unit - II

George Eliot : Adam Bede

Charlotte Bronte : Jane Eyre

Unit - III

D.H. Lawrence : Sons and Lovers

James Joyce : A Portrait of the Artist as a Young Man

Unit - IV

Golding : Lord of the Flies

Doris Lessing : The Golden Notebook

Unit - V

Conrad : Tales of Hearsay

EM. Forster : The Celestial Omnibus

Grahan Greene : Shades of Greene

Suggested Reading :

B. Willey : Nineteenth Century Studies

R.J. Cruikshank : Charles Dickens and Early Victorian England

D. Hoare : Some Studies in the Modern Novel

A.C. Ward : Twentieth Century Literature 1901 - 1960

W.W. Robson : Modern English Literature

MA(English) Paper Code: MAEG 1004

PAPER – IV - LITERARY CRITICISM AND THEORY

Unit - I:

The Classical And Neoclassical Criticism

1. Alexander Pope: An Essay on Criticism

2. Samuel Johnson: Preface to Shakespeare

Unit - II:

Romantic Criticism

3. Wordsworth: Preface to Second Edition of Lyrical Ballads

4. S.T.Coleridge: Biographia Literaria, Chapters 14, 16 &17

Unit - III:

Victorian And Modernist Criticism

5. Matthew Arnold: The Study of Poetry

6..T.S.Eliot: Tradition & Individual Talent

Unit - IV:

Practical And The New Criticism

7.I.A. Richards: Four Kinds of Meaning

8. Cleanth Brooks: Irony as Principle of Structure

Unit - V :

Psychological & Marxist Criticism

9..Sigmund Freud: Creative Writers & Day Dreaming

10. Raymond Williams: Realism and the Contemporary Novel

All selections are from S.Ramaswamy & V.S. Sethuraman eds. The English Critical Tradition: An Anthology of English Literary Criticism Volumes One and Two.

Chennai: Macmillan, 1976.

MA(English) Paper Code: MAEG 1005

Paper – V - AMERICAN LITERATURE

Unit - I

Poetry: Detailed

Emily Dickinson -I taste a liquor never brewed--, The soul selects her own society, Because I could not stop for Death, A Route of Evanescence.

Walt Whitman - When Lilacs Last in the Dooryard Bloomed

Robert Frost - West-Running Brook, Departmental

Wallace Stevens - Sunday Morning

Sylvia Plath - Daddy, The Applicant

Adrienne Rich - Necessities of Life

E.E.Cummings - My Sweet Old Etcetera

Robinson Jeffers - Boats in a Fog

Unit - II

Poetry : General Reading

Robert Lowell - After the Surprising Convertions

Randal Jarrell - The Woman at the Washington Zoo

Theodore Roethke - The Dying Man

Langston Hughes - Montage of a Dream Deferred

Anne Sexton - The Farmer's Wife

Unit - III

Fiction

Nathaniel Hawthorne - The Scarlet Letter

Mark Twain - The Adventures of Huckleberry Finn

Henry James - The Portrait of a Lady

William Faulkner - Light in August

Ernest Hemingway - A Farewell to Arms

John Steinbeck - The Grapes of Wrath

Ralph Ellison - Invisible Man

Alice Walker - The Color Purple

Tony Morrison - Beloved

Unit - IV

Drama

Eugene O'Neill, Mourning Becomes Electra

Tennesse Williams, A Streetcar Named Desire

Arthur Miller, Death of a Salesman

Edward Albee, Who's Afraid of Virginia Woolf?

Lorraine Hansberry, A Rasin in the Sun

Unit - V

Non-Fictional Prose

Emerson, Nature, Self Reliance

Thoreau, Walden

James Thurber, My University Days

All selections of poetry are from Bradeley, Beatty, Long and Perkins Eds The American Tradition in Literature (Shorter Edition in one volume) Fourth Edition.

MA(English) Paper Code: MAEG 1006

PAPER – VI - INDIAN WRITING IN ENGLISH

Poetry

Unit - I

Detailed Study :

Nissim Ezekiel	i) A Very Indian Poem in Indian English
	ii) Enterprise
A.K. Ramanujan	i) Small-scale Reflections on a Great House
	ii) A River
R. Parthasarathyi) River, Once	
	ii) Under Another Sky
P. Lal	i) The Lecturer
	ii) The Poet
Gauri Deshpandei) The Female of the Species	
	ii) The People Who Need People

Unit - II

Non-Detailed Study :

Kamala Das	i) The Old Playhouse
	ii) The Freaks
Adil Jussawalla	i) The Waiters
	ii) Sea Breeze, Bombay
Gieve Patel	i) Dilwadi
	ii) Servants
Aravind Mehrotra	i) The Sale
	ii) Bharatmata – A Prayer

Unit - III

Fiction

R.K. Narayan	: *The Man Eater of Malgudi*
Rohinton Mistry	: *Such a Long Journey*
Anita Desai	: *Baumgartner's Bombay*
Arundhati Roy	: *The God of Small Things*
Shashi Deshpande	: *Small Remedies*
Salman Rushdie	: *The Moor's Last Sigh*

Unit - IV

Drama

Grish Karnad	:	*Hayavadana*
Ezekiel	:	*D on't Call it Suicide*
Dina Mehta	:	*Brides are Not for Burning*
Manjula Padmanabhan	:	*Harvest*
J.P. Das	:	*Absurd Play*

Unit - V

Non-fictional Prose

Nehru:	*The Discovery of India* –Chapter 3
Nirad C. Chaudhuri	*Thy Hand, Great Anarch* –Chapter 10
Salman Rushdie	"Imaginary Homelands"
Dom Moraes	*Never at Home*
Arundhati Roy	*The End of Imagination*

Suggested Reading :

A Bibliography of Indian Literature : Translation and Critical Studies Indian Literature 117 (1987) pp. 135 -142

An Anthology of Indo-Anglian Poetry. Ed. Ashley E. Myles. New Delhi : Mittal Publications, 1991.

Critical Thought : An Anthology of 20th Century Indian English Essays. Eds. S.R. Desai and G.N. Devy. New Delhi : Sterling, 1986.

Critical Response to Indian English Fiction. Shyam M. Asnani. Delhi : Mittal Publications, 1986.

Indian English Novelists : An Anthology of Critical Essays. Ed. Madhusudan Prasad. New Delhi : Sterling, 1982.

Indian English Drama: A Critical Study, S. Krishna Bhatta. New Delhi :Sterling, 1987.

Makers of Indian English Literature.Ed.C.D. Narasimhaiah. New Delhi: Pencraft, 2000.

Second Year

MA(English) **Paper Code: MAEG 2001**

PAPER – VII – New LITERATUES IN ENGLISH

UNIT - I

Africa:

Chinua Achebe: Things Fall Apart (N)

Wole Soyinka: Telephone Conversation. (P)

Ama Ata Aidoo: Motherhood and the Numbers game. (P)

Nadime Gordimer: Six feet of the country (SF)

UNIT - 2

Australia & New Zealand:

A.D. Hope: Australia (P)

Christina Stead: The Schoolboy's Tale: Day of Wrath (SF)

Judith Wright: Train Journey (P)

Peter Carey: Do You Love Me? (SF)

Sally Morgan: A Black Grandmother (SF)

A.R. D. Fairburn: Imperial (P)

Allen Curnow: House and Land (P)

UNIT - 3

Canada:

Al Purdy: Elegy for a Grandfather((P)

F.R. Scott: Laurentian Shield (P)

Margaret Laurence: Stone Angel (N)

Margaret Atwood: Progressive Insanities of a Pioneer (P)

Joy Kogawa: Obasan (N)

Jeanette Armstrong: This is a story. (SF)

UNIT - 4

Caribbean:

Jean Rhys: The day they burned the Bush (SF)

V. S. Naipaul: House for Mr. Biswas (N)

Derek Walcott: Ruins of a Great House. (P)

Jamaica Kincaid: A Small Place (N)

UNIT - 5

South Asia:

Lakdasa Wikkramsinha: Don't Tell Me about Matisse (P)

Jean Arasanayagam: Passages (P)

Kamala Wijeratne: To a Student (P)

Bapsi Sidhwa: Ice-Candy Man (N)

Alamgir Hashmi: So what if I live in a House made by Idiots (P)

Kiswar Naheed: I am not that Woman (P)

P—Poetry

N—Novel

SF—Short Fiction

All poems and extracts excepting novels are from The Arnold Anthology of Post Colonial Literatures in English Edited by John Thieme. Arnold: London, New York, Sydney, Auckland. 1996

Suggested Reading:

Achebe, Chinua (1988) Hopes and Impediments: Selected Essays 1965-1987
London: Heinemann
Amuta, Chidi (1989) The Theory of African Literature London & New Jersey: Zed Books
Ashcroft, Bill, Gareth Griffiths & Helen Tiffins (1989) The Empire Writes Back: Theory and Practice in Post-colonial Literatures London: Routledge.
Atwood, Margaret. (1972). Survival. Toronto:Anansi.
Braithwaite, Edward Kamau (1984) History of the Voice: The Development of Nation Language in Anglophone Carribean Poetry. London: New Beacon
Nair, Chandran. (1977) Developing Creative Writing in Singapore. Singapore: Woodrose Publications.
Narasimiah, C.D. ed. (1978) Awakened Conscience: Studies in Commonwealth Literature. Sterling: London: Heinemann.
Tiffin, Chris & Alan Lawson. De-scribing Empire: Post-colonialism and Textuality. London: Routledge.

MA(English) Paper Code: MAEG 2002

PAPER – VIII
PRINCIPLES AND METHODS OF TEACHING OF ENGLISH

Unit - I:

Principles of Teaching:

Components of Learning and Teaching

Principles and theory of Language Learning.

Psychological principles and influence on Language Teaching.

Linguistic & Sociological Factors influencing Language Learning.

Learning a first language and a second language

The Importance of Mother Tongue vs English.

Unit - II:

Methods of Teaching English

Theories regarding Methods of teaching English

Teaching language Skills

Teaching Grammar & Vocabulary

Teaching Literature

Unit - III:

Material Production

Selection, Grading and Sequencing of teaching items

Planning textbooks and syllabi

Use of Audio-Visual Methods

Unit - IV:

Testing & Evaluation

Necessity for Evaluation

Characteristics of a good test

Processing Feedback

Unit - V:

Professional Development

The Role of Teacher

Large Classrooms & Cooperative Learning Strategies

Dealing with classroom problems

Using Politically Correct Language.

Suggested Reading:

Brinton, D.M., Snow, M.A & Wesche, M. B. Content-Based Second language Instruction. New York: Nebury House. 1989

Celce-Murcia, M. (Ed) Teaching English as a Second or Foreign Language. Boston: Heinle & Heinle. 1991

Harmer, J. The Practice of English Language Teaching. New York. Longman. 1997.

Ellis, R. 1986. Understanding Second Language Acquistion. London: OUP

Richards, J.C & Rodgers, T.S. Approaches and Methods in Language Teaching. Cambridge: Cambridge University Press. 1986.

Sterne, H.H. Fundamental Concepts of Language Teaching. Oxford: OUP. 1983

TESOL Quarterly

MA(English) Paper Code: MAEG 2003

PAPER – IX - BASICS OF JOURNALISM

Unit - I	i)	What is News?
	ii)	News Gathering
	iii)	The News Lead
	iv)	Suppliers of News
Unit - II	i)	The Reporter
	ii)	Covering News
	iii)	News Editor
	iv)	The Sub-Editor
Unit - III	i)	The Art of Making Columns
	ii)	Planning an Editorial Page
	iii)	Anatomy of Editing
	iv)	Editorials
Unit - IV	i)	Headlines
	ii)	Design and Make-up
	iii)	Language and Style
	iv)	Picture Editing and Captions
Unit - V	i)	Advertising
	ii)	Copy-reading and Proof-reading for accuracy

Suggested Reading

Mc Luhan, Marshall, Understanding Media : The Extensions of Man, New York : Mc Graw-Hill Book Company.

Peterson, Theodore, Jay W. Jenson and Rivers, Willam L. Mass Media and Modern Society, New York : Holt, Rinehant & Wintson, Inc.

Clerk, Wesley C., ed., Journalism Tomorrow, Syracuse, New York : Syracuse University Press.

Gross, Gerald, ed., Responsibility of the Press, New York : Fleet Publishing Corporation.

Bond, Frank Fraser. An Introduction to Journalism, New York: The Macmillan Company.

Warren, Carl. N., Modern News Reporting, 3rd ed., New York: Harper & Row, Publishers.

Mclure, Leslie W. and Paul C. Fulton, Advertising in the Printed Media, New York : The Macmillan Company.

MA(English) Paper Code: MAEG 2004

PAPER – X
TRANSLATION: THEORY & PRACTICE

PART ONE

UNIT - I

Theories Of Translation

1. Communicative & Semantic; Literal & Free translation
2. Nature of Meaning and Semantic Field vs. Semantic Contest
3. The Meaning of a Symbol & the Communicative Event
4. Descriptive Dimensions of Meaning
5. Features of Linguistic Symbols
6. Linguistic Meaning
7. Referential & Enotive Meaning

UNIT - II

Levels And Processes Of Translation

1. Expressive, Informative & Vocative
2. Interlinear, Intralinear & Litersemiotic
3. Formal & Dynamic Equivalence
4. Linguistic, Paradigmatic, Syntagmatic & Stylistic Equivalence
5. Transference, Transliteration & Transcreation
6. Kinds of Untranslatability- Linguistic and Cultural factors

PART TWO

UNIT - III

1. Translation theory in and after the nineties.
2. The Post-structural influence: A brief over-view.
3. Derrida, Paul de Man and Barthes: the influence of Benjamin- Exploding the binary between the original and the translation and redefining the role of the translator.

UNIT - IV

1. Functionalism and the Skopos and Polysystem theory-Vermeer

2. The Feminist debate on 'Inclusive Language' : grammatical gender and social gender-

   Luise von Flotow

3. Lawrence Venuti :Foreignisation and Domestication

4. Bo Peeterson and Tejaswini Niranjana on Postcolonial Translation

5. Scientific Approaches to Translation: Descriptive Translation Studies –Gideon Toury

UNIT - V

Relevance & Utility of Translation

Translation & other Disciplines

1. Instrumental & Integrative Functions

2. General & Academic Utility

3. Translation & Comparative Literature

4. Translation & Second-Language Teaching Conclusion Classification of Translation

   Approaches.

Suggested Reading:

Bassnett, Susan and Andre Leffevere (eds).. Translation, History and Culture. London and New York: Pinter, 1990.

Bassnett, Susan and Andre Lefevere (eds). Constructing Cultures: Essays on Literary Translation. Clevedon et al: Multilingual Matters, 1998.

Bassnett, Susan and Harish Trivedi (eds). Post-Colonial Translation: Theory and Practice. London and New York: Routledge, 1999.

Lefevere, Andre. Translating Poetry: Seven Strategies and Blueprint. Assen and Amsterdam: Van Gorcum, 1975.

Niranjana, Tejaswini. Siting Translation : History, Post-Structuralism, and the Colonial Context. Berkeley, Los Angeles, Oxford: University of California Press, 1992.

Toury, Gideon.. Descriptive Translation Studies and Beyond. Amstedam and Philadelphia: Benjamins, 1995 .

Venturi, Lawrence (ed). Rethinking Translation: Discourse, Subjectivity, Ideology. London and New York: Routledge,1992 .

Venturi, Lawrence. The Scandals of Translation: Towards an Ethics of Difference. London and New York: Routledge, 1998.

MA(English) Paper Code: MAEG 2005

PAPER – XI - LINGUISTICS AND STYLISTICS

Unit – I Phonology

1. Description and classification of speech sounds.
2. Description and classification of Vowels and Consonants in English.
3. The phoneme, the syllable and the accentual patterns in English

Unit – II Morphology

1. The patterns of Language: the Morpheme & the Word
2. Form and Meaning

Unit – III Syntax

1. Groups: Nominal, Verbal, Adverbial and Adjectival.
2. Clauses and Sentences
3. IC Analysis

Unit – IV Semantics

1. Theories of meaning.
2. Association, Connotation, Collocation.
3. Semantic Field.
4. Varieties of English.

Unit – V Stylistics

1. Elements of Style
2. Style and Literary Meaning.
3. Principles of Stylistic Analysis.

Suggested Reading:

David Crystal, Linguistics (Hammondsworth: Penguin, 1971)

J.F.Wallwork, Language and Linguistics: An Introduction to the Study of Language. (London: Heinemann Educational Books,1969)

E.C.Traugott & M.L.Pratt, Linguistics for Students of Literature (San Diego: Harcourt Brace, 1980)

S.K.Verma & N.Krishnaswamy, Modern Linguistics: An Introduction (New Delhi: Oxford University Press, 1989)

G.Leech, A Linguistic Guide to English Po

MA(English) **Paper Code: MAEG 2006**

PAPER – XII - Shakespeare

Unit I

The great tragedies (Detailed Study)

1. Othello
2. Macbeth
3. Hamlet

Non Detailed Study

Unit II

The Comedies

1. As you like it
2. The Merchant of Venice
3. Much Ado about Nothing

Unit III

The History Plays

1. Henry IV (Part 2)
2. Richard II
3. Richard III

Unit IV

The Roman Plays

1. Julius Ceasar
2. Antony and Cleopatra
3. Coriolanus

Unit V

Poems

The Sonnets

Unit VI

Shakespearean Criticism

1. Preface to Shakespeare: Dr. Johnson
2. Shakespearean Tragedy – A.C. Bradley

Suggested Reading:

Essays on Shakespeare and Elizabethan Drama – ed. Richard Hosley – routledge and Kegan Paul Ltd., London
The Growth & Structure of Elizabethan Comedy – M.C. Bradbrook – Chatto &Windus, London
Shakespeare's imagery and what it tells us – Caroline Spurgeon – Cambridge, University Press
Shakespeare's in His Age – F.E.Halliday, Gerald Duckworth & Co Ltd
Shakespeare's Comedies – Bertrand Evans – Oxford at thye Clarendon Press
Shakespeare's Festive Comedies – C.L.Barber – Princeton, Newjersy
The Development of Shakespeare's imagery – W.H.Clemen – University Paperbacks
Essays on Shakespeare and Elizabethan Drama – ed. Richard Hosley – Routledge and Kegan paul ltd, London
Nature in Shakespearean Tragedy – Robert Spearght – Collier Books, N.Y
Some Shakespearean Themes – L.C. Knight- Chatto & Windus, London
The Imperial Theme- G. Wilson Knight – University Paper Backs
Shakespeare: His World and His Art- K.R.Srinivasa Iyengar - Sterling

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROJECT PROPOSAL REPORT

MA (SOCIOLOGY)

Submitted for Approval of UGC

With effect from 2018-19 Onwards

M.A (SOCIOLOGY)

(a) Mission and objectives of this Programme:

This programme is designed for the understanding of the complexities of modern social life through the application of advanced sociological theories and methods within an interdisciplinary framework. The objectives of this programme are:

- To provide an advanced understanding and ability to use sociological paradigms, theories, and concepts.
- To provide an advanced knowledge of the logic, methods, and applications of sociological inquiry.
- To provide the ability to independently critically evaluate and apply sociological theories and research methods to specific sociological problems.

(b) Relevance of the programme:

To serve and shape the modern society it is very important to develop an understanding of social issues in cross-cultural societies. This programme is designed to address the various emerging concerns of the discipline taking cognizance of need of the students on the one hand and the cognitive ability of this discipline on the other.

(c)Targeted Group of Learners:

- Graduates who are keen to study social relationship and interested make their carreer Sociology.
- Social Scientists
- Those who are working in NGOs

(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :

As most of our target groups are working personnel, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

(e) Instructional Design: Initially curriculum and detail syllabi were designed by our internal Faculty members and are critically reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it is approved by Academic Council after thorough

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Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

discussion. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

Regulations for MA (Sociology) Course

Eligibility Criteria for Admission

The Student should possess any Degree from a recognized University with a mere pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

Duration of the Degree Programme

The course shall be of two years duration. The Maximum duration to complete the course shall be 4 years.

Medium

The medium of instruction shall be English.

Personal conduct Programme (PCP)

PCP classes will be conducted at select centres based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

Examination
Examinations will be held once a year.

Question Paper Pattern

Maximum Marks: 100 Time: 3 Hours
Part – A (5 X 8 = 40 Marks) –(Five out of Eight Questions)
Part – B (5 X 12 =60 Marks) –(Five out of Eight Questions)

Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 75% above shall be placed in **First Class with Distinction**, 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60%

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shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'**.

Course Structure and detailed Syllabus

M.A (SOCIOLOGY) Non-Semester Pattern

COURSE STRUCTURE

1st Year		2nd Year	
Code	**Course Title**	**Code**	**Course Title**
MASY 1001	Sociological Concepts	MASY 2001	Sociology of Mass Communication
MASY 1002	Sociological Thoughts	MASY 2002	Urban Sociology
MASY 1003	Social Research Methods and Statistics	MASY 2003	Industrial Sociology
MASY 1004	Sociology of India	MASY 2004	Sociology of Education
MASY 1005	Rural Sociology	MASY 2005	Sociology of Health
MASY 1006	Social Movements in India	MASY 2006	Project Work

Fee Structure:

Sl. No.	Fee Particulars	₹
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University ₹ 450)	200
5	Study Material & Handling Charges	2,000
6	Tuition Fee	8,000*
	Total	**₹ 11,425**

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(g) Requirement of the Laboratory Support and Library Resources: In existing courses there are no practical components. However, there is an excellent Library with latest collections for the students who can refer for their studies during University working hours

(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 300,000/ (approx.)

(ii) PCP classes Cost Rs. 75,000/ (approx.)

DDE is having sufficient fund for running the programme.

(i) Quality assurance mechanism and expected programme outcomes: Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials

Detailed Syllabus Outline:

M.A. (Sociology) programme curriculum is designed with annual pattern which is of two years duration. The first year is having 6 papers which includes Sociological Concepts, Sociological Thoughts, Social Research Methods and Statistics, Sociology of India, Rural Sociology and Social Movements in India. The Second year includes Sociology of Mass Communication, Urban Sociology, Industrial Sociology, Sociology of Education and Sociology of Health. Besides that in the second year students have to prepare a project report which is to be submitted to the Controller of Examination for its evaluation.

Sources of Study Materials

As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.

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Selected References:

Feihter, J.H.1971,2nd Edition, Sociology. The University of Chicago Press, London

Abraham M. Francis – Modern Sociological Theory – An Introduction.

Abraham Francis and J.H.Morgan – Sociological Thought.

Barnes, Harry Elmer – An Introduction to the the History of Sociology.

Desai,A.R.1969. " Rural Sociology in India ", Bombay :Popular Prakashan.

Chitambar,J.B.1973."Introductory Rural Sociology" New York , John Wiley & Sons.
Beteille, Andre.1974."Studies in Agrarian Structure", New Delhi , Oxford University Press.

Nanavati Manilal,B. and Anjaria,J. "The Indian Rural Problems", Bombay ,Indian Society of Agricultural Economics.

Desai, Vasan. 1986."Rural Development" 6 Vols. Bombay , Himalaya Publishing House

Aggarwal,J.C.1985. "Theory and Principles of Education, Philosophical and Sociological Bases of Education", Delhi, Vikas Publishing House Pvt. Ltd.

Gore, M.S.1994."Indian Education, Structure and Process", New Delhi , Rawat Publications.

Jeyaraman,N.1990."Sociology of Education", Jaipure, Rawar Publications.

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MA(Sociology) **Paper Code: MASY 1001**

PAPER –I - SOCIOLOGICAL CONCEPTS

UNIT - I

SOCIOLOGY & ITS PERSPECTIVES : The field. Sociology and other Social Sciences : Sociology and History – Sociology and Economics – Sociology and Political Science – Sociology and Psychology – Sociology and Anthropology – Sociology and Demography. Sociological Perspectives : Functionalism, Conflict, Exchange, Symbolic Interactionism, Ethnomethodology, Phenomenology.

UNIT II

SOCIETY AND COMMUNITY SOCIETY : Meaning – Features – Social Structure – Function Role of Status – Individual and Society. Community : Definition of Community – Elements f a Community – Types of Community.

UNIT III

CULTURE : Definition of Culture – Contents of Culture, Characteristics of Culture – Functions of Culture – Theories – Sub-culture – Cultural lag – Acculturation – Variability of Culture – Ethnocentrism.

UNIT IV

SOCIALISATION AND SOCIAL INTERACTION SOCIALISATION : Definition – Nature of Social Interaction – Forms of Social Interaction: Co-operation, Competition, Conflict, Accommodation, Assimilation and Acculturation.

UNIT V

SOCIAL INSTITUTIONS AND ASSOCIATION SOCIAL INSTITUTIONS: Meaning, Characteristics and Types. Association : Meaning. Characteristics and Types. Association: Meaning, Differences from Institutions. Major Social Institutions: Marriage-meaning, feature, types and functions. Family – Definitions, types and functions. Education – Definition, forms, functions and changes. Religion – Definition, forms, functions and change. The Government – Definition, forms and functions.

UNIT VI

SOCIAL GROUPS: Meaning, Characteristics, Functions and Types. Primary and Secondary groups: Characteristics, importance and differences and Major types of groups.

UNIT VII

SOCIAL STRATIFICATION: Meaning, Features and Functions of stratification. Functions of stratification: Differentiation, Ranking, Evaluation and Rewarding.

UNIT VIII

SOCIAL CONTROL AND SOCIAL CHANGE: Social Control – Meaning and Forms – Formal and Informal – Direct and Indirect – Social Change – Meaning – Social Evolution – Social Progress - Factors influencing Social change – Geographical, Biological, Technology, Environment, Demographic and Political. Forms of Social Change – Evolution, Revolution and Progress.

Reference Books

Bottomore, T.B. 1972. Sociology – A Guide to Problems and Literature.

Cuber, J.F.Sociology

Feihter, J.H.1971,2nd Edition, Sociology. The University of Chicago Press, London .

Johnson,H.M.1982,Sociology- A Systematic Introduction.

Giddens,A.1989,Sociology, Cambridge , Policy Press.

MA(Sociology) Paper Code: MASY 1002

PAPER –II - SOCIOLOGICAL THOUGHT

UNIT - I
AUGUSTE COMTE : Beginning of Sociology – Positivism – Law of Three stages – Hierarchy of Sciences – Social Statics and Social Dynamics.

UNIT II
HERBERT SPENCER: The Science of Sociology – Theory of Social Evolution – Organic Analogy

UNIT III
KARL MARX : Dialectical Materialism – Materialistic interpretation of History – Theory of Class and Class struggle – Surplus value Theory – Alienation Theory of Social Change..

UNIT IV
MAX WEBER: Ideal Type – Causality – Social Actions – Authority, Bureaucracy, Class, Status and Power, Religion and Economy.

UNIT V
EMILE DURKHEIM : Social Facts – Individual and Society – Theory of Social Solidarity – Division of Labour – Theory of Suicide – Sociology of Religion..

UNIT VI
TALCOTT PARSONS: Theory of Social System – Social Action Theory Pattern Variables

UNIT VII
ROBERT K.MERTON:Ethics of Science – Role – Set Theory – References – Group Theory of Anomic.

UNIT VIII
ANTHONY GIDDENS: Theory of Structuration and the Constitution of Society.

Reference Books

Abraham M. Francis – Modern Sociological Theory – An Introduction.
Abraham Francis and J.H.Morgan – Sociological Thought.
Barnes, Harry Elmer – An Introduction to the the History of Sociology.
Comer, Lewis, A. – Masters of Sociological Thought
Timasheff, Nicholas S. – Sociological Theory – Its Nature and Growth.
Giddens, Anthony – The Constitution of Society: The Theory of Structuration.
Giddens, Anthony – Social Theory and Modern Sociology.

MA(Sociology) **Paper Code: MASY 1003**

PAPER –III - SOCIAL RESEARCH METHODS AND STATISTICS

UNIT - I

INQUIRY AND SCIENCE : Two Realities – Native Human Inquiry – Errors in Personal Human Inquiry – Science as a form of Inquiry – Safeguards Against Error.

UNIT II

1.SOCIAL AND SCIENTIFIC INQUIRY : The Foundations of Social Theory – The Foundation of Social Research.

2. THE ETHICS AND POLITICS OF SOCIAL RESEARCH : Ethical issues in Social Rearch – Two Ethical Controversies – Discussion, Examples – The Politics of Social Research.

UNIT III

1. THE STRUCTURE OF INQUIRY : Research Design – Purposes of Research – Units of Analysis – Topics for Research – The Time Dimension Motivations for Research – How to Design a Research Project.

2. CONCEPTUALISATION AND MEASUREMENT: Measuring anything that exists – Definitions and Research Purposes – Criteria for Measurement Quality.

3. OPERATIONALISATION : Operationalisation Choices – Some Operationalisation – Illustrations – Guidelines for asking Questions – Operationalisation goes on and On..

UNIT IV

THE LOGIC OF SAMPLING: Methods – The logic of Probability Sampling Sampling Concepts and Terminology- Probability Sampling Theory and Sampling Distribution – Population and Sampling Frames – Types of Sampling Designs – Illustration : Sampling University Students – Multistage Cluster Sampling – Illustration: Sampling Church Women – Non-probability Sampling.

UNIT V MODES OF OBSERVATION

1. FIELD RESEARCH : Topics Appropriate to Field Research – The Various Roles of Observer – Preparing for the field – Sampling in Field Research – Asking Questions – Recording Observations – Data Processing – Data Analysis – Illustrations of Field Research. The Strengths and Weaknesses of field Research.

2. CONTENT ANALYSIS AND THE ANALYSIS OF EXISTING DATA: Topics Appropriate to Content Analysis – Sampling in Content Analysis – Coding in Content Analysis – Illustrations of Content Analysis – Strengths and Weaknesses of Content Analysis – Analysing Existing Statistics – A Comment on Unobstrusive Measures.

3.EXPERIMENTS : Topics appropriate to Experiments – The Classical Experiment selecting Subjects – Variations on Experimental Design – An illustration of Experimentation – Natural Experiments – Strengths and Weaknesses of the Experimental Method.

4.EVALUATION RESEARCH : Topics appropriate to Evaluation Research – Formulating the Problems – The Social Context – Illustrations of Evaluation Research. Social Indicators Research – Strengths and weaknesses of Evaluation Research.

5.SURVEY RESEARCH : Topics appropriate to Survey Research – Questionable Construction – Self – Administered Questionnaires – Interview Surveys – Comparison of Two Survey Research – Secondary Analysis.

UNIT VI 1. ANALYSIS OF DATA: Quantifying Data – A Quick look at Hardware – Selected Data – Processing Terminology – Coding – Codebook Construction Coding and Keypunching options – Data Cleaning.

UNIT VII 1.SOCIOAL STATISTICS : Definition, Origin and Growth – Functions and Scope.

2.STATISTICAL ANALYSIS : Measures of Central Value – Mean, Median and Mode for Ordinal, Nominal, Interval and Ratio Variables.

3. MEASURES OF DISPERSION : Significance of Measuring Variation – The Mean Deviation – Variance and Standard Deviation – Index for Nominal Variables – Coefficient of Variation.

UNIT VIII MEASURES AND ASSOCIATION FOR NOMINAL, ORDINAL AND INTERVAL VARIABLES : Four Characteristics of an Association- Creating a normal measures of association- symmetric and Asymmetric measures of association – Measures of association for Nominal Variables Lambda – Measures of association for Original Variables – Gamma – Measures of association for Interval Variables – Pearson's Product Moment.

Reference Books

The Practice of Social Research – Babbie.E.R. 1979, Wadsworth Publishing Company Inc., California .

Descriptive and Inferential Statistics : An Introduction – Loether, H.J. & McTavish, D.G.1993. Allyn and Bacon, London .

MA(Sociology) **Paper Code: MASY 1004**

PAPER - IV -SOCIOLOGY OF INDIA

UNIT - I
INDIAN SOCIETY : Features of Indian Society – Composition of Indian Society.

UNIT II
HINDU WORLD VIEW: Hinduism – Meaning and Characteristics. Purusharthas, Ashrama s, Varnashrama and Karma.

UNIT III
CASTE SYSTEM: Meaning and features. Origin of Caste System – Racial Theory, Political Theory, Occupational Theory, Traditional Theory, Guild Theory and Evolutionary Theory. Changes in Caste System – Factors responsible for the changes.

UNIT IV
MARRIAGE : Traditional Forms of Marriage – Changing trends in Marriage – Child Marriage – Widow Remarriage – Dissolution of Marriage. Marriage among other religious communities of India .

UNIT V
FAMILY: The Nature and characteristics of Indian Family.
Hindu Joint Family : Features of Joint Family – Advantages and Disadvantages of Joint Family system – Factors responsible for the Changes

UNIT VI STATUS OF WOMEN: Status of women in India during ancient period, Medieval Period and Modern Period – Factors responsible for the Changes.

UNIT VII INDIAN ECONOMIC ORGANISATION : Peasant Society – Industrialisation – Production relation – Transport and Communication – Human Resources - Development. Educatin Organisation – Primary Secondary and Higher Education in India – Problems in Education..

UNIT VIII BACKWARD CLASSES, SCHEDULED CASTES AND SCHEDULED TRIBES : Characteristics of Scheduled Castes and Schedule Tribes – Their Problems – Constitutional and Statutory Provisions for their protection and upliftment – Changing conditions and factors responsible for the Changes.

Reference Books

The Position of Women in India : Bashin, Kamala.
Caste and Race in India : Churye, J.H
Caste in India : Hutton, J.H.
Marriage and Family in India : Kapadia, K.M.
Hindu Social Organisation: Prabhu,P.N.
Its 20th Century Avatar : M.N.Srinivas (eds), 1996.
Modernisation of Indian Tradition : Singh, Yogendra.

MA(Sociology) Paper Code: MASY 1005

PAPER - V – RURAL SOCIOLOGY

UNIT - I

RURAL SOCIOLOGY : Meaning, nature and scope of Rural Sociology, importance of the study of Rural Sociology in India.

UNIT II

RURAL SOCIETY: Characteristics of Rural Society – Rural – Urban Continue and Rural – Urban Contrast.

UNIT III

RURAL SOCIAL STRUCTURE AND DYNAMICS

1.Caste and social structure in rural India- Dominant caste: Its features, its influence in the village community – Sanskritisation- Jajmani system – changing features of village social structure.

2.VILLAGE ADMINISTRATION: Traditional forms of caste and village community- Panchayati Raj system – recent developments and changes.

UNIT IV

RURAL ECONOMY- Occupation, class system in the rural society – Land ownership pattern: Zamindari system, Rayotwari system and Mangalbari system.

Land distribution, Land reforms, Land Legislation and its impact on Indian Villages and Indian Economy.

UNIT V RURAL DEVELOPMENT: Community Development Programme- Integrated rural development programme- Jawahar Rozgar Yojana- Adult Education and Functional Literacy Programme. Vocational training – TRYSEM.

Health and Sanitation Programme: their objectives and features. District Rural Development Agency

UNIT VI RURAL PROBLEMS: Poverty and Indebtedness – Child Labour – Unemployment – illiteracy – Migration – Problems of Health and Sanitation their causes and consequences.

UNIT VII RURAL SOCIAL INSTITUTIONS : Characteristics – Functions – Importance – types : Family, Marriage, Policy, Education and Religion and their differences from Urban Social Institutions.

UNIT RURAL SOCIAL NETWORKS: Network meaning, origin, characteristics and perspective. Impact of kinship and clan on rural network pattern – gender differences in rural social network.

Reference Books

Desai,A.R.1969. " Rural Sociology in India ", Bombay :Popular Prakashan.

Chitambar,J.B.1973."Introductory Rural Sociology" New York , John Wiley & Sons.

Beteille, Andre.1974."Studies in Agrarian Structure", New Delhi , Oxford University Press.

Nanavati Manilal,B. and Anjaria,J. "The Indian Rural Problems", Bombay ,Indian Society of Agricultural Economics.

Desai, Vasan. 1986."Rural Development" 6 Vols. Bombay , Himalaya Publishing House

MA(Sociology) Paper Code: MASY 1006

PAPER –VI - SOCIAL MOVEMENTS IN INDIA

UNIT - I

Introduction: Components and stages of social movements;

UNIT – II

Conceptual issues in the study of social movements;

UNIT III

Typology: Regressive movements; revolutionary movements; reactionary movements; reformatory movements; transformative movements; millenarian movements; expressive movements

UNIT - IV

Theories: Relative Deprivation; Structural Strain; Marxist; Post Marxist – Resource Mobilization and Contemporary debate.

UNIT - V

Tribal movements: Bodo Movement; Birsa Munda movement, Jharkhand movement.

UNIT - VI

Backward Class Movement: Self-respect movement; SNDP movement, Satyashodak Samaj Movement.

UNIT – VII

Peasant Movements: Peasant Movements in colonial and post colonial movement.

UNIT - VIII

New Social Movements: Women's Movement; Environmental movement; Dalit movements;

Anti-corruption movements; New Farmer's Movement.

Reference Books

Dhanagare, D.N. 1991. *Peasant movement in India: 1920-1950*. Delhi: Oxford University Press.

Hardgrave, Robert. 1965. *The Dravidian Movement*. Bombay: Popular Prakasam.

Omvedt, Gail. 1994. *Dalits and the Democratic Revolution: Dr. Ambedkar and the Dalit Movement in Colonial India*. New Delhi: Sage.

Oommen, T.K. (ed.). 2010. *Social Movements II: Concerns of Equity and Security*. New Delhi: Oxford University Press. pp: 1-44.

Pandian, M.S.S. 2007. *Brahmin and Non-Brahmin: Genealogies of the Tamil Political Present*. Delhi: Permanent Black.

Rao, M.S.A. (ed). 2004. *Social Movements in India*. New Delhi: Manohar Publishers and Distributors, pp: 1-16.

Shah, Ghanshyam. 2004. *Social Movements in India: A review of Literature*. New Delhi: Sage Publications.

MA(Sociology) Paper Code: MASY 2001

PAPER –VII - SOCIOLOGY OF MASS COMMUNICATION

UNIT - I

COMMUNICATION – AN INTRODUCTION - Definition of communication- Characteristics of communication - Communication as a social process - Characteristics of communication - Forms of communication – Functions of communication – Importance of communication

UNIT II

MASS COMMUNICATION AND MASS MEDIA: - Definition of communication - Characteristics of mass communication - Functions of mass communication - Characteristics of mass medi -Functions of mass media - Merits and demerits of mass media - Mass Audience - Characteristics of Rural Society – Rural – Urban Continue and Rural – Urban Contrast.

UNIT III

SOCIOLOGICAL PERSPECTIVE OF MASS COMMUNICATION: Communication as a social science – Some basic concepts - Uses and gratification

UNIT IV

MODELS OF COMMUNICATION : Meaning of communication models - Types and functions of communication models - Linear, non-linear and composite models

UNIT V

THEORIES OF MASS COMMUNICATION - Role of mass communication theories - Authoritarian theories - Libertarian theory – Social responsibility theory - Other theories

UNIT VI

CONTENT OF MASS MEDIA: Meaning of content analysis - Types of content analysis - Semantic differentials - Analysis of media content

UNIT VII

SOCIOLOGY OF AUDIENCE BEAVIOUR: Meaning of audience - Audience Selectivity - Opinion leaders - Diffusion of message

UNIT VIII

DEVELOPMENT COMMUNICATION: Nature of development - Development goals - Key concepts- Blocks for development - Role ot development communication - Mass communication in developing countries

Reference Books

Bittner, John R.1977."Mass Communication – An Introduction", New Jersey , Prentice Hall.

Pavasker Madhoo.1978."Communication", Bombay ,Popular Prakashan.

Myres,Gail E.,M.T.Myres.1988."The Dynamics of Human Communication- A Laboratory Approach", New York ,McGraw Hill.

Sarkar,R.C.S.1984."The Press in India ", New Delhi,S.Chand and Co.,Ltd.

MA(Sociology) Paper Code: MASY 2002

PAPER - VIII - URBAN SOCIOLOGY

UNIT - I

INTRODUCTION:

Growth and development of cities- Scope and importance of urban sociology- Difference between pre-industrial and industrial cities

UNIT II

INTERNAL SPATIAL STRUCTURE OF CITIES :

The Concentric Zone theory- The Sector Theory- The Multiple Nuclei theory- The inverse Concentric Zone theory

UNIT III

METROPOLITAN CITIES :

The exploding giant cities- Characteristics of Metropolitan cities

UNIT IV

IMPACT OF URBANIZATION

Modern Vs. Traditional in the Indian context- Economic change-Social change- Political change- Physical change

UNIT V

RURAL – URBAN CONFLICTS

Rural – urban continuum- Contrasting environments- Modernization- Urban Bias-Strategies for reducing conflicts

UNIT VI

TRADE UNIONS:

Purpose and functions- Trade unions in India- Obstacles in Trade unionism

UNIT VII

INDUSTRIAL DISPUTES :

Nature and consequences- Causes- Methods of reducing Industrial disputes

UNIT VIII

LABOUR WELFARE :

Labour welfare services- Labour welfare legislation- Labour welfare in India.

Reference Books

Gibert,P.1972."Fundamentals of Industrial Sociology". New Delhi , Tata McGraw Hill.

Schneider,E.V.1971."Industrial Sociology", London ,McGraw Hill.

Miller & Form.1964."Industrial Sociology", New York , Harper & Row.

Dayal, Zachariah (Ed.) 1996."Industrial Sociology and Labour Welfare", New Delhi , Monappa & Saiyudain.1979."Personnel Management", New Delhi , tata McGraw Hill.

MA (Sociology) Paper Code: MASY 2003

PAPER - IX - INDUSTRIAL SOCIOLOGY

UNIT - I
INTRODUCTION- Nature and Scope- Foundations of Industrial Sociology- Work and Labour

UNIT II
INDUSTRIALIZATION- Features of Industrialization- Development- Growth of Industrialization

UNIT III
INDUSTRIAL ORGANIZATION- Formal organization- Informal organization- Levels of organization

UNIT IV
FUNCTIONS OF MANAGEMENT- Planning- Organization- Motivating- Communicating- Supervision

UNIT V
WORKER'S PARTICIPATION IN MANAGEMENT- Meaning- Purpose- Obstacles to participation

UNIT VI
TRADE UNIONS:Purpose and functions- Trade unions in India- Obstacles in Trade unionism

UNIT VII
INDUSTRIAL DISPUTES :Nature and consequences- Causes- Methods of reducing Industrial disputes

UNIT VIII
LABOUR WELFARE :Labour welfare services- Labour welfare legislation- Labour welfare in India.

Reference Books

Gisbert, P.1972. "Fundamentals of Industrial Sociology". New Delhi Tata Mc Graw Hill.

Schneider, E.V.1971. "Industrial Sociology", London , Mc Graw Hill.

Miller & Form. 1964." Industrial Sociology", New York , Harper & Row.

Dayal, Zachariah (Ed.) 1996."Industrial Sociology and Labour Welfare", New Delhi , Mittal.

Monappa & Saiyudain.1979."Personnel Management ", New Delhi , Tata McGraw Hill.

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MA(Sociology) Paper Code: MASY 2004

PAPER - X - SOCIOLOGY OF EDUCATION

UNIT - I

INTRODUCTION ; GROWTH AND DEVELOPMENT OF SOCIOLOGY OF EDUCATION: Origin of Sociology of Education - Definition and scope of Sociology of education- Development of sociology of education in India

UNIT II

SOCIETY AND EDUCATION- Social nature of education- Definition meaning and functions of education - Social Functions of education – socialization, selection and allocation functions – functions of education in the tribal societies – functions of education in the modern complex societies

UNIT III

SUB-SYSTEMS OF SOCIETY AND EDUCATION SYSTEM

The family system and educational system- The Political system and educational system - The Economics system and educational system

UNIT IV

SOCIAL STRATIFICATION AND EDUCATION

Caste and class system of stratification in Indian Society - Impact of educational system on stratificatory system during the British period - Impact of educational system on stratification in independent India .

UNIT V

EDUCATION AND EMPLOYMENT

Unemployment magnitude and consequences-Employment generation and manpower planning- Vocationalization of education-Brain drain

UNIT VI

SOCIAL CHANGE AND EDUCATION

Relationship between education and social change- Meaning and nature of social change and its impact on education- Social change and lags in educational system-Some problems of modernization of Indian education system

UNIT VII

CURRICULLUM RECONSTRUCTIO

Meaning of curriculum-Theories of curriculum-Merits of the new curriculum under 10+2+3 pattern

UNIT VIII

EDUCATION OF SCHEDULED CASTES AND SCHEDULED TRIBES IN INDIA

Special provisions in the Constitution- Attitude towards and programmes for educational development of SCs /STs- Forces behind the lack of educational development of lower classes

Reference Books

1. Aggarwal,J.C.1985. "Theory and Principles of Education, Philosophical and Sociological Bases of Education", Delhi, Vikas Publishing House Pvt. Ltd.

2. Gore, M.S.1994."Indian Education, Structure and Process", New Delhi , Rawat Publications.

3. Jeyaraman,N.1990."Sociology of Education", Jaipure, Rawar Publications.

4. Musgrave,P.W.1972."The sociology of Education", London , Methuen & Coo. Ltd.

5. Ottaway,A.K.C.1980."Education and Society – An Introduction to the Sociology of Education", London , Routledge & Kegan Paul.

6. Roger Ginod,1990."Problems of Sociology in Education", New Delhi, Sterling Publishers Pvt. Ltd.

7. Shah , B.V. 1998."Sociology of Education", Jaipur and New Delhi , Rawar Publications.

8. Suresh Chandra Shukla; Krishna Kumar, (Eds.) 1985."Sociological Perspective in Education", Delhi , Chanakya Publications.

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MA (Sociology) **Paper Code:MASY2005**

PAPER - XI - SOCIOLOGY OF HEALTH

UNIT - I

SOCIOLOGY OF HEALTH

Nature and Scope of Sociology of Health-Evolution of social medicine in India - Methods of sociology of Health- Status of Health in India

UNIT II

SOCIAL EPIDEMIOLOGY

Epidemiology of diseases-Natural history of diseases-Cultural factors bearing on health in India-Common occupational diseases

UNIT III

VARIOUS SYSTEMS OF MEDICINE: Naturopathy, Chinese, Indian, Greek, Unani and Folk medicine- Their Social context and scientific status

UNIT IV

MEDICINE AS AN INSTITUION: Structure of the system- Belief system, concept of illness and health- Medicine, Nursing and Pharmacy as professions

UNIT V

COMMUNICATION: Community health problems-Primary health centers-Implementation and utilization of health programmes in community

UNIT VI

HEALTH AND SOCIAL PROBLEMS: Malnutrition- Maternal and child health-Sanitation problems-Mental illnes-Ageing

UNIT VII

HEALTH EDUCATION: Objectives and principles-Methods of Health education-Role of Govt. and N.G.O - Population Education-Sex Education

UNIT VIII

THE STATE AND HEALTH: Health Policy of Government of India- Drug and Drug industry- Drug control & adulteration

Reference Books

1. Freeman, H.E. 1979, "Handbook of Medical Sociology", New Jersy, Prentice-Hall.
2. Mathur,J.S. 1971."Introduction to Social and Preventive Medicine", New Delhi , Oxford and IBH Publishing Co.
3. Chandani, Ambika. 1985."The Medical Profession – A Sociological Exploration", New Delhi , Jainsons Publications.
4. Bulmer, Martin.1987."The Social Basis of Community Care", London , Allen and Unwin.
5. Byree, Monica and F.J.Bennetth,1986."Community Nursing in developing Countries – A Manual for the Community Nurse", London , Oxford University Press.
6. Rosengren, William,R,1980 "Sociology of Medicine", London , Harper & Row Publishers.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

MA (HINDI)

PROJECT PROPOSAL REPORT

Submitted for Approval of UGC

With effect from 2018-19 Onwards

Master of Arts in Hindi

(a) Mission and objectives of this Programme:

Hindi is official language of India. The objective of the Master of Arts in Hindi is to enable the students to meet various demands that may arise in accelerating the progressive use of Hindi language in General and development of Hindi Literature in particular.

(b) Relevance of the programme:

Hindi is one of the modern Indian Languages and is spoken and understood widely in India. Hindi is playing an efficient role of link language among different languages of India, hence, it is considered as *lingua franca*. MA Hindi programme aiming to expose the learners about various aspects of Hindi Language and Literature, which is having much relevance to Indians as well of foreign learners, as being Hindi numerically also one of the top most languages in the World.

(c)Targeted Group of Learners:

Following are the target groups who can join MA Hindi Course:

Bachelors degree in Hindi or Bachelors degree in any discipline with oriental title of graduation level in Hindi from any of the voluntary Hindi organization recognized/funded by MHRD are eligible to join the programme. Those enthusiasts without any qualification but having working knowledge of Hindi can also join the post, but however their eligibility for any employment subject to the policy of the government.

(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :

The programme is aimed at developing knowledge and skills of Hindi language at higher level to become even professionals in functional areas of Hindi language. Aiming to import higher appreciation and criticism skills of the literature. Multidisciplinary approach is also relevant for this programme keeping phase with the transformation of the society into information society. The main aim of this programme could be achieved through open and distance

Prof. C. V. RAMAIAH
Director (I.C.)
Directorate of Distance Education
Pondicherry University

learning. Offering this programme could serve the purpose of meeting the demand of MA (Hindi) graduates in various professions in both government and private sectors. Those who are in service could utilize the distance learning to upgrade their knowledge, skills, proficiency and career.

(e) Instructional Design: Initially curriculum and detail syllabi were designed by our internal Faculty members and are critically reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it is approved by Academic Council after thorough discussion. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

(f) Procedure of Admission: Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

Eligibility Criteria for Admission

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

Duration of the Course

The course shall be of two years duration under Annual pattern. The Maximum duration to complete the course shall be 4 years.

Medium

The medium of instruction shall be Hindi.

Personal conduct Programme (PCP)

PCP classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

Prof. C. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

Course Structure and detailed Syllabus

COURSE STRUCTURE

1st Year		2nd Year	
Code	**Course Title**	**Code**	**Course Title**
MAHD 1001	Hindi Sahitya ka Itihas	MAHD 2001	Bhasha Vigyan avam Hindi Bhasha
MAHD 1002	Prachin evam Madhyakalin Kavya	MAHD 2002	Prayojanmulak Hindi
MAHD 1003	Adhuni Kavita	MAHD 2003	Anuvadvigyan
MAHD 1004	Katha Sahitya	MAHD 2004	Bhasha Prodhyogiki
MAHD 1005	Kathetar Sahitya	MAHD 2005	Nai Media and Hindi
MAHD 1006	Bharatiya Sahitya	MAHD 2006	Hinditarpradesh – Hindi Bhasha avam Sahitya

Question Paper Pattern

Maximum Marks: 100 **Times:** 3 Hours

Part – A (5 X 8 = 40 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 12 = 60 Marks) – Answer any Five Questions out of Eight Questions

Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'**.

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Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

Fee Structure:

Sl.No.	Fee Particulars	MA (Hindi)
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee *	200
5	Study Material & Handling Charges	2000
6	Tuition Fee	8000
	Total	**11,425**

*(For Foreign University Degree – Rs.450)

Fee can be paid as follows:

Sl.No.	Fee Particulars	PG
1	First Year (at the time of Admission)	7425
2	Second Year	4000
Total		**11425**

(g) **Requirement of the Laboratory Support and Library Resources:** : In existing courses there are no practical components. However, there is an excellent Library with latest collections for the students who can refer for their studies during University working hours.

(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 3,00,000/ (approx.)

(ii) PCP classes Cost Rs. 100,000/ (approx.)

DDE is having sufficient fund for running the programme.

(i) **Quality assurance mechanism and expected programme outcomes:** Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials

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Pondicherry University

PONDICHERRY UNIVERSITY
DEPARTMENT OF HINDI

DISTANCE EDUCATION

M.A. DEGREE COURSE - SYLLABUS

FIRST YEAR/ प्रथम वर्ष

HINDI 01 - हिन्दी साहित्य का इतिहास

HINDI 02 - प्राचीन एवं मध्यकालीन काव्य

HINDI 03 - आधुनिक कविता

HINDI 04 - कथा साहित्य

HINDI 05 - कथेतर साहित्य

HINDI 06 - भारतीय साहित्य

SECOND YEAR/ द्वितीय वर्ष

HINDI 07 - भाषा विज्ञान एवं हिन्दी भाषा

HINDI 08 - प्रयोजनमूलक हिन्दी

HINDI 09 - अनुवाद विज्ञान

HINDI 10 - भाषा प्रौद्योगिकी (ICT in Hindi)

HINDI 11 - नई मीडिया एवं हिन्दी

HINDI 12 - हिन्दीतर प्रदेश – हिन्दी भाषा एवं साहित्य

HINDI 01 - हिन्दी साहित्य का इतिहास

हिन्दी साहित्य के इतिहास लेखन का इतिहास काल विभाजन तथा नामकरण की समस्या आदिकालीन साहित्य की सामाजिक, राजनीतिक, धार्मिक तथा सांस्कृतिक पृष्ठभूमि आदिकाल का नामकरण एवं प्रमुख साहित्यिक प्रवृत्तियाँ – सिद्ध और नाथ साहित्य वीरगाथा साहित्य – अन्य प्रवृत्तियाँ – रचनाएँ और रचनाकार – चंदबरदाई, अमीर खुसरो, विद्यापति कलात्मक अभिव्यंजना – काव्य रूप और भाषा शैली

भक्तिकाल :–

भक्ति आन्दोलन के प्रादुर्भाव के सामाजिक सांस्कृतिक कारण – 'भक्ति द्राविड उपजी' – भक्ति आन्दोलन का अखिल भारतीय स्वरूप

हिन्दी भक्ति काव्य का सामाजिक आर्थिक, राजनीतिक एवं सांस्कृतिक संदर्भ

निर्गुण भक्ति काव्य – निर्गुण भक्ति का दार्शनिक आधार – दो धाराएँ – ज्ञानमार्गी काव्यधारा और प्रेममार्गी काव्यधारा

ज्ञानमार्गी धारा या संत काव्य – प्रमुख निर्गुण संत कवि : कबीर, नानक, दादूदयाल और रैदास – निर्गुण संत काव्य की प्रमुख विशेषताएँ

प्रेममार्गी धारा या सूफी काव्य – प्रमुख सूफी कवि और उनका काव्य – मुल्ला दाऊद (चंदायन)

कुतुबन (मिरगावती) मंझन (मधुमालती)

मलिक मुहम्मद जायसी (पदमावत) – सूफी प्रेमाख्यानों का स्वरूप – हिन्दी सूफी काव्य की प्रमुख विशेषताएँ ।

सगुण भक्तिधारा – सगुण भक्ति का तात्विक आधार – दो धाराएँ – कृष्णकाव्य और रामकाव्य

कृष्णकाव्य – पल्लन संप्रदाय और अष्टछाप के कवि – सूर काव्य – भ्रमरगीत की परम्परा – गीति काव्य परम्परा और हिन्दी कृष्णकाव्य – मीरा और रसखान

रामकाव्य – रामानंद – रामभक्ति और तुलसीदास । तुलसीदास की प्रमुख कृतियाँ और काव्य रूप – तुलसी की समन्वय साधना और लोकनायकत्व ।

रीतिकाल :–

रीतिकाव्य : युगपरिवेश और दरबारी संस्कृति रीतिकालीन कवियों का आचार्यत्व रीतिकाव्य की प्रमुख प्रवृत्तियाँ

रीतिकाव्य की दो प्रमुख धाराएँ : रीतिबद्ध और रीतिमुक्त – साम्य एवं वैषम्य

रीतिकाव्य के प्रमुख कवि : केशवदास, मतिराम, भूषण, बिहारी, देव, घनानंद और पद्माकर ।

आधुनिक काल :–

आधुनिक काल : 1857 की राज्य क्रांति सांस्कृति पुनर्जागरण – आधुनिकता की अवधारणा एवं स्वरूप ।

आधुनिक हिन्दी साहित्य का सामाजिक, आर्थिक, राजनीतिक एवं सांस्कृतिक संदर्भ – आधुनिक हिन्दी साहित्य सृजन को प्रभावित करनेवाली प्रमुख विचार – धाराएँ : पुनरूत्थानवादी, सुधारवादी, स्वच्छन्दतावादी, (गांधीवादी, मार्क्सवादी, अस्तित्ववादी आदि) खड़ीबोली का आंदोलन ।

आधुनिक हिन्दी कविता : विकास के प्रमुख उत्थान, काव्यांदोलन एवं काव्य प्रवृत्तियाँ – भारतेन्दु युग – प्रवृत्तियाँ – भारतेन्दु और उनका मण्डल ।

द्विवेदी युग – महावीर प्रसाद का कृतित्व – हिन्दी नवजागरण और 'सरस्वती' प्रमुख कवि : हरिऔध एवं मैथिली शरण गुप्त ।

छायावाद : प्रवृत्तियाँ और प्रमुख कवि – प्रसाद, पंत और महादेवी

प्रगतिवादी काव्यधारा – प्रवृत्तियाँ और प्रमुख कवि

प्रयोगवाद एवं नई कविता

समकालीन कविता और विविध काव्यांदोलन

गद्य साहित्य :–

भारतेन्दु पूर्व हिन्दी गद्य पुनर्जागरण एवं हिन्दी गद्य का सर्वतोमुखी विकास – प्रमुख गद्य विधाएँ ।

हिन्दी नाटक का विकास – हिन्दी नाटक और रंगमंच – विकास के चरण – प्रसाद पूर्व का हिन्दी नाटक – प्रासाद युग – समस्यामूलक नाटक – स्वतंत्रता परवर्ती हिन्दी नाटक

हिन्दी एकांकी का विकास – प्रमुख एकांकीकार

हिन्दी उपन्यास का विकास – पूर्व प्रेमचन्द युग और प्रेमचन्द परवर्ती युग

प्रमुख उपन्यासकार – हिन्दी उपन्यास का प्रवृत्तिमूलक विश्लेषण

हिन्दी कहानी का विकास – विविध चरण – पूर्व प्रेमचन्द युग – प्रेमचन्द युग – प्रेमचन्द परवर्ती युग – नई कहानी – नई कहानी के बाद – प्रमुख कहानी आन्दोलन – हिन्दी कहानी के प्रमुख हस्ताक्षर

हिन्दी निबंध का विकास – विविध चरण – प्रमुख निबंधकार – रामचन्द्र शुक्ल, हजारी प्रसाद द्विवेदी डॉ. नगेन्द्र, विद्यानिवास मिश्र, हरिशंकर परसाई

हिन्दी आलोचना का विकास – प्रमुख आलोचक रामचन्द्र शुक्ल, हजारी प्रसाद द्विवेदी, नंददुलारे वाजपेयी, डॉ. नगेन्द्र, रामविलास शर्मा, डॉ. नामवरसिंह

गद्य की अन्य विधाएँ :–

संस्मरण, रेखाचित्र, रिपोर्ताज, जीवनी, यात्रावृत्त

सहायक ग्रंथ :–

हिन्दी साहित्य का इतिहास – रामचन्द्र शुक्ल, नागरी प्रचारिणी सभा, वाराणसी

हिन्दी साहित्य की भूमिका – हजारी प्रसाद द्विवेदी, हिन्दी ग्रन्थ – रत्नाकर, मुंबई हिन्दी साहित्य (द्वितीय खण्ड) सं. धीरेन्द्र वर्मा, भारतीय हिन्दी परिषद, प्रयाग

हिन्दी साहित्य का आलोचनात्मक इतिहास – डॉ राजकुमार वर्मा, रामनारायणलाल बेनी माधव, इलाहाबाद

हिन्दी साहित्य का वैज्ञानिक इतिहास – डॉ. गणपतिचन्द्र गुप्त

हिन्दी साहित्य का इतिहास – सं. डॉ. नगेन्द्र, नेशनल पब्लिशिंग हाउस, दिल्ली

हिन्दी साहित्य का बृहद इतिहास – सं. डॉ. हरिवंशलाल शर्मा

आधुनिक हिन्दी साहित्य की भूमिका – डॉ. लक्ष्मीसागर वार्ष्णेय, लोक भारती प्रकाशन, इलाहाबाद हिन्दी गद्य साहित्य का विकास – रामचन्द्र तिवारी ।

HINDI 02 - प्राचीन एवं मध्यकालीन काव्य

1. विद्यापति – सं. डॉ. शिवप्रसाद सिंह
2. कबीर – सं. आचार्य हजारीप्रसाद द्विवेदी
3. जायसी – पदमावत – संपा. आचार्य शुक्ल
4. सूरदास – सूरसंचरत्न – संपा. लाला भगवानदीन
5. तुलसीदास – रामचरितमानस, कवितावली
6. बिहारी – बिहारी सार्वशती, संपा. ओमप्रकाश, प्रोफेसर, दिल्ली विश्वविद्यालय,

सहायक ग्रन्थ :-

1. हिन्दी साहित्य का आदिकाल हजारी प्रसाद द्विवेदी
2. विद्यापति संपा. शिवप्रसाद सिंह
3. विद्यापति की पदावली, संपा. रामवृक्ष बेनीपुरी
4. विद्यापति संपा. आनंद प्रकाश दीक्षित
5. कबीर : डॉ.विजयेन्द्र स्नातक
6. कबीर साहित्य के प्रेरणास्त्रोत – आचार्य परशुराम चतुर्वेदी
7. कबीर बाज भी कपोत भी – डॉ. धर्मवीर
8. संत साहित्य के प्रेरणा स्त्रोत – आचार्य परशुराम चतुर्वेदी
9. भारतीय प्रमाख्यान की परम्परा – आचार्य भानुप्रसाद चतुर्वेदी
10. हिन्दी सूफी काव्य – रामकुमार तिवारी
11. मध्ययुगी रोमांचक आख्यान – डॉ. नित्यानंद तिवारी
12. कबीर अकेला – डॉ. रमेशचन्द्र मिश्र

13. सूर और उनका काव्य – डॉ. हरिवंश लाला शर्मा

14. सूरदास – डॉ. ब्रजेश्वर शर्मा

15. सूर सौरभ – डॉ. मुरारीराम शर्मा

16. भ्रमरगीत काव्य और उसकी परंपरा – स्नेहलता श्रीवास्तव

17. तुलसी काव्य मीमांसा – उदयभानु सिंह

18. तुलसी दर्शन मीमांसा – उदयभानु सिंह

19. तुलसी आधुनिक वातायन से – रमेश कुंतल मेघ

20. कविवर बिहारी – संपा. रामकृष्ण

HINDI 03 - आधुनिक कविता

1. साकेत – मैथिलीशरण गुप्त (navam sarg)

2. कामायनी – जयशंकर प्रसाद

3. राग – विराग - सूर्यकांत त्रिपाठी निराला संपा. रामविलास शर्मा

4. उर्वशी का तृतीय अंक

5. अज्ञेय – संपा. डॉ. विद्यानिवास मिश्र

6. गजानन माधव मुक्तिबोध – संपा. अशोक वाजपेयी मुक्तिबोध रचनावली दूसरा खंड

सदर्भ ग्रन्थ :–

1. साकेत : एक अध्ययन – डॉ. नगेन्द्र

2. आधुनिक हिन्दी काव्य के विरह भावना. मधुर मालती सिंह, आत्माराम एंड संस, नई दिल्ली

3. कामायनी विमर्श - डॉ. गौरव दीक्षित

4. जयशंकर प्रसाद – आचार्य नंददुलारे वाजपेयी, भारती भंडार, इलाहाबाद

5. कामायनी के अध्ययन की समस्याएँ, डॉ. नगेन्द्र, नेशनल पब्लिशिंग हाउस, नई दिल्ली

6. अज्ञेय और आधुनिक रचना की समस्या – डॉ. रामस्वरूप चतुर्वेदी, लोकभारती प्रकाशन, इलाहाबाद

7. अज्ञेय : सृजन और संदर्भ - रामकमल राय, नेशनल पब्लिशिंग हाउस

8. मुक्तिबोध - संपादक – डॉ. परमानंद श्रीवास्तव

9. नई कविता – सीमाएँ और संभावनाएँ, गिरिजाकुमार माथुर, नेशनल पब्लिशिंग हाउस

10. नई कविता के प्रतिमान – डॉ लक्ष्मीकांत वर्मा

HINDI 04 - कथा साहित्य

1. उपन्यास :

गोदान – प्रेमचन्द

रागदरबारी – श्रीलाल शुकल

2. कहानी :

1. उसने कहा था –चंद्रधर शर्मा गुलेरी

2. आकाशदीप – जयशंकर प्रसाद

3. कफन – प्रेमचन्द

4. परमात्मा का कुत्ता – मोहन राकेश

5. ठेस – रेणु

6. परिंदे – निर्मल वर्मा

7. वापसी – उषा प्रियंवदा

8. पिता – ज्ञान रंजन

संदर्भ ग्रन्थ :–

1. गोदान – संपा. डॉ. इंद्रनाथ मदान

2. हिन्दी उपन्यास – डॉ. सुषमा धवन

3. हिन्दी उपन्यास – पहचान और परख – सं. डॉ. इंद्रनाथ मदान

4. हिन्दी कहानी : अंतरंग पहचान – डॉ. रामदरश मिश्र

5. हिन्दी कहानी और संवेदना – डॉ. राजेन्द्र यादव, नेशनल पब्लिशिंग हाउस

HINDI 05 - कथेतर साहित्य

नाटक :

1. ध्रुवस्वामिनी – जयशंकर प्रसाद

2. आधे-अधूरे – मोहन राकेश

निबन्ध :–

1. बालकृष्ण भट्ट – नई बात की चाह लोगों में क्यों होती है

2. रामचन्द्र शुक्ल – श्रद्धा भक्ति

3. हजारी प्रसाद द्विवेदी – अशोक के फूल

4. रामवृक्ष बेनीपुरी – गेहूँ और गुलाब

5. विद्यानिवास मिश्र – मेरे राम का मुकुट भीग रहा है

6. कुबेरनाथ राय – सपाती के बेटे

7. हरिशंकर परसाई – बेईमानी की परत

संस्मरण : पथ के साथी – महादेवी वर्मा

सदर्भ ग्रंथ :–

1. प्रसाद के नाटकों का शास्त्रीय अध्ययन – डॉ. जगन्नाथ प्रसाद शर्मा

2. हिन्दी नाटककार – जगनाथ नलिन

3. हिन्दी नाटक – उद्भव और विकास – डॉ. दशरथ ओझा

4. हिन्दी नाटक – डॉ. बच्चन सिंह

5. भारतीय नाट्य साहित्य – स डॉ. नगेन्द्र

6. हिन्दी निबंधकार – जयनाथ नलिन

7. हिन्दी निबंध – प्रभाकर माचवे

HINDI 06 - भारतीय साहित्य

1. भारतीय साहित्य की अवधारणा

2. भारतीय साहित्य की अध्ययन की समस्याएँ

3. भारतीय साहित्य में आज के भारत का बिंब

4. भारतीयता का समाजशास्त्र – भारतीय साहित्य को रूपायित करनेवाली विविध विचारधाराएँ

5. हिन्दी साहित्य में भारतीय मूल्यों की अभिव्यक्ति – भारतीय साहित्य का समाजशास्त्र

एक उपन्यास, एक कवितासंग्रह, एक नाटक, अध्ययन और मात्र आलोचनात्मक प्रश्न हेतु

उपन्यास

कविता संग्रह

नाटक

HINDI 07 - भाषा विज्ञान एवं हिन्दी भाषा

भाषा विज्ञान :

1. भाषा की परिभाषा – भाषा और बोली – क्षेत्रीयबोली और सामाजिक बोली – भाषा और वाक् – भाषा और लिपि व्यवस्था

2. भाषा वैज्ञानिक अध्ययन की पद्धति और स्वरूप, एककालिक और क्रमानुक्रमिक सैद्धांतिक और अनुप्रयुक्त ऐतिहासिक और तुलनात्मक – समाज भाषा विज्ञान और मनो भाषा विज्ञान – भाषा वैज्ञानिक

विश्लेषण की इकाइयाँ – वाक्य, रूपिम और स्वनिम

भाषिक विश्लेषण :

स्वन व्यवस्था – स्वन विज्ञान की शाखाएँ – श्रव्य – यांत्रिक – वागेन्द्रिय और उच्चारण प्रक्रिया – स्वरों – व्यंजनों का वर्गीकरण – स्वर एवं व्यंजन की परिभाषा – अक्षर की संकल्पना, खण्डीय एवं खण्डेतर ध्वनियों का वर्गीकरण – मात्रा, बलाघात, सूर, अनुतान एवं

संहिता – स्वन विज्ञान? और स्वनिम विज्ञान में अन्तर – स्वनिक की परिभाषा – स्वनिक की प्रकृति और प्रकार – स्वन – सहस्वन और स्वनिम – स्वनिमिक विश्लेषण के सिद्धांत

रूप विज्ञान :

रूप और रूपिम की परिभाषा – रूपिम निर्धारण के सिद्धांत – रूपिम के प्रकार : बद्ध और युक्त – रूपिक प्रक्रिया – उपसर्ग – मध्य सर्ग – प्रत्यय या परसर्ग – पर साधन और

शब्द साधन – शब्द वर्ग त्रैवतक बसंमेऋ – प्सरकीएिरक कोटियाँ

वाक्य विज्ञान :

वाक्य विश्लेषण की प्रमुख पद्धतियाँ वाक्यीय संरचनाएँ : वाक्य, उपवाक्य एवं

पदबंध

प्रोक्ति संरचना : एक परिचय

हिन्दी भाषा का इतिहास :–

1. हिन्दी से तात्पर्य बोध – हिन्दी का जनपदीय, राष्ट्रीय एवं अंतर्राष्ट्रीय संदर्भ – हिन्दी भाषा और उसकी प्रमुख बोलियाँ – हिन्दी, उर्दू और हिन्दुस्तानी का संदर्भ

2. हिन्दी का विकासेतिहास : भारतीय आर्य भाषा का ऐतिहासिक विकास और हिन्दी – हिन्दी भाषा का ऐतिहासिक विकास – खड़ी बोली के विशेष संदर्भ में

3. देवनागरी लिपि और वर्तनी – देवनागरी लिपि का ऐतिहासिक विकास एवं सुधार – देवनागरी के मानकीकरण का प्रश्न – हिन्दी वर्तनी के मुख्य नियम

हिन्दी भाषा की संरचना :

1. हिन्दी की स्वनिक एवं स्वनिमिक व्यवस्था :

हिन्दी स्वर एवं व्यंजन ध्वनियों का औच्चारणिक विश्लेषण एवं वर्गीकरण – हिन्दी के अक्षर की प्रकृति – हिन्दी में मात्रा, बलाघात, अनुतान और संहिता – हिन्दी की प्रकृति – हिन्दी की विशिष्ट स्वनिमिक समस्याएँ : लेप, महाप्राणीकरण, अनुस्वार और अनुनासिकता

2. हिन्दी की रूपिम व्यवस्था : हिन्दी के रूपिम और उनकी रचना प्रक्रिया – उपसर्ग और प्रत्यय हिन्दी के शब्द वर्ग और उनकी रूपावली : संज्ञा, सर्वनाम, विशेषण, क्रिया विशेषण, निपात और योजन – व्याकरणिक कोटियाँ : लिंग, वचन, पुरुष, काल, पक्ष, वृत्ति, कारक –

हिन्दी के क्रिया के प्रकार : अकर्मक, सकर्मक एवं प्रेरणार्थक, नामिक क्रिया, संयुक्त एवं सहायक क्रिया

3. हिन्दी की वाक्य संरचना : रचना के आधार पर : सामान्य मिश्र और संयुक्त वाक्य – अर्थ के आधार पर :निषेधार्थक, प्रेरणार्थक, प्रश्नवाचक, आज्ञार्थक, इच्छार्थक आदि

4. हिन्दी का शब्द समूह – स्त्रोतगत परिचय : तत्सम, तद्भव, देशज और विदेशी – हिन्दी की आर्थी संरचना : अनेकार्थकता, पर्याय, विलोम, समरूपता

HINDI 08 - प्रयोजनमूलक हिन्दी

कामकाजी हिन्दी

1. हिन्दी के विभिन्न रूप सर्जनात्मक भाषा, राजभाषा, महाजन भाषा, मातृ भाषा

2. सर्वांतमी हिन्दी राजभाषा के प्रमुख प्रकार

3. प्रारूपण, पत्रलेखन, संक्षेपण, पल्लवन, टिप्पण

4. पारिभाषिक शब्दावली – स्वरूप एवं महत्व, पारिभाषक शब्दावली – निर्माण के सिद्धांत

5. ज्ञान विज्ञान के विभिन्न क्षेत्रों की पारिभाषिक शब्दावली

सहायक पुस्तकें –

1. प्रयोजनमूलक हिन्दी – डॉ. रामप्रकाश और डॉ. दिनेश गुप्त
2. प्रशासनिक हिन्दी – डॉ. रामप्रकाश और डॉ. दिनेश गुप्त
3. प्रयोजनमूलक हिन्दी – डॉ. विनोद गोदरे
4. कम्प्यूटर के मौलिक अनुप्रयोग – विजयकुमार मल्होत्रा
5. कम्प्यूटर और हिन्दी – हरिमोहन

HINDI 09 - अनुवाद विज्ञान

अनुवाद :

1 आज के संदर्भ में अनुवाद का महत्व

2 अनुवाद : अर्थ और परिभाषा – अनुवाद क्या है – उसका विज्ञान या शिल्प ?

3 अनुवाद के प्रकार : गद्य – पद्य रूप के आधार पर विधा के आधार पर – विषय के आधार पर – अनुवाद की प्रकृति के आधार पर

4 अनुवाद के सामान्य सिद्धांत एवं नियम – श्रेष्ठ अनुवाद के लक्षण – अनुवादक की योग्यताएँ

5 साहित्य के अनुवाद की समस्याएँ – काव्यानुवाद – नाटयानुवाद – साहित्य के अनुवाद में शैली विषयक समस्याएँ – मुहावरों और लोकोक्तियों के अनुवाद की समस्या – अलंकारों के अनुवाद की समस्या – साहित्य के अनुवाद नियमों का प्रश्न तथा साहित्यानुवाद की सीमाएँ

6 वैज्ञानिक या सूचना प्रधान साहित्य का अनुवाद पारिभाषिक शब्दावली की समस्या

7 अनुवाद और भाषा विज्ञान – अनुवाद और अनुप्रयुक्त भाषा विज्ञान – अनुवाद और व्यतिरेकी भाषा विज्ञान – अनुवाद और अर्थविज्ञान – अनुवाद और वाक्य विज्ञान

H-10 भाषा प्रौद्योगिकी

- कंप्यूटर - भाषा - सूचना एवं संचार प्रौद्योगिकी
- प्राकृतिक भाषा संसाधन की भूमिका
- कंप्यूटरीय भाषाविज्ञान का परिचय
- कंप्यूटरीय भाषाविज्ञान के उत्पादों का सामान्य परिचय
- हिंदी के लिए विकसित कंप्यूटरीय भाषाविज्ञान के उत्पाद

H-11 नई मिडिया एवं हिंदी

- आनलॉइन सचार के विविध आयाम
- नई मीडिया का सामान्य परिचय
- नई मीडिया के तकनीकी आयाम
- हिंदी नई मीडिया - अतीत और वर्तमान
- भारत में नई मीडिया से संबद्ध कानूनी प्रावधान एवं आचार संहिता

H-12 हिंदीतर प्रदेश - हिंदी भाषा एवं साहित्य

- हिंदीतर प्रदेश में हिंदी भाषा एवं साहित्य
- हिंदीतर प्रदेश में हिंदी साहित्य का सामान्य परिचय
- हिंदी साहित्य को दक्षिण-भारत की देन
- दक्षिण भारतीय लेखकों का हिंदी साहित्य का अध्ययन - काव्य एवं नाटक विधाएँ
- दक्षिण भारतीय लेखकों का हिंदी साहित्य का अध्ययन - कथा-साहित्य एवं अन्य विधाएँ

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

M.Com. (Finance)

Submitted for Approval of UGC

With effect from 2018 -19 Onwards

(a) Programme's Mission & Objectives:

Mission: M.Com. Degree Programme provides ample exposure to subjects from the fields of Commerce and Accountancy. The course equips the students for specialized jobs in Industry, a key contributor to the economic development of the country.

Objectives: The aim of this programme is to equip the learners with strong mastering in functional areas of management (Financial management, Marketing management, along with a choice of Cost accounting, Finance, Marketing and Human Resources which enhances the prospects for career growth of students with thorough knowledge of Business Analytics concepts with variety of skills, tools and techniques to understand data, examine business problems and bring about key business solutions in a structured manner. Students are imparted commerce knowledge with data processing technique and to solve problems conceptually and practically from diverse industries, such as manufacturing, retail, banking and finance.

(b) Relevance of the Programe with HEI's Mission and Goals:

M.Com. programme focuses predominantly in-depth knowledge and skills in Accounting, Commerce, Finance, Banking and Auditing which equips the students can pursue a career in Banking, Insurance, Investments, Equity Research Analyst, Financial Accounting & Auditing, Auditing & Cost Accounting, Company Secretarial Practice, Foreign Trade Practice & Procedures, Financial Consultancy, etc.

(c) Nature of Prospective target group of learners:

M.Com. programme is offered for the candidates who aspire to acquire the knowledge and skills of Accounting and Commerce and those who wish to get jobs in the sectors of industry, banking and stock market etc. Further M.Com programme is useful for those who aspire to become Charted Accountant (CA), Cost Accountant (ICWA), Company Secretary (ACS) and Finance & Accounting Manager (MBA-Finance).

(d) Learning Outcomes:

Towards the end of the programme, students will be able to:

- Develop an ability to effectively communicate both orally and verbally;

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

- Appreciate importance of working independently and in a team;
- Have exposure of complex commerce problems and find their solution;
- Understand required mathematical, analytical and statistical tools for financial and accounting analysis;
- Develop an understanding of various commerce functions such as finance, accounting, Financial analysis, project evaluation, and cost accounting; and
- Develop self-confidence and awareness of general issues prevailing in the society.

(e) Instructional Design:

1. Duration of the Programme:

The course shall be of two years under Annual Pattern. The Maximum duration to complete the course shall be 4 years.

2. Medium

The medium of instruction shall be English.

3. Instructional delivery mechanisms:

PCP classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

4. Faculty and support of Staff:

- DDE faculty, University faculty from Commerce department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
- Distance Education Staff will be engaged for supporting other activities like dispatch of printed study materials.

5. Media for instruction:

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information about DDE Programme in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

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Pondicherry University
Puducherry – 605 014.

6. **Curriculum design**

M.Com. (Course Structure)

Non-Semester Pattern

1st Year

Code	Course Title	Min. Passing Marks	Max. Marks
MCOM 1001	Corporate Accounting	50	100
MCOM 1002	Management Concepts and Organisational Behaviour	50	100
MCOM 1003	Marketing Management	50	100
MCOM 1004	Financial Management	50	100
MCOM 1005	Entrepreneurship Management	50	100
MCOM 1006	Business Environment and Law	50	100

2nd Year

Code	Course Title	Min. Passing Marks	Max. Marks
MCOM 2001	Managerial Decisions Accounting	50	100
MCOM 2002	Merchant Banking and Financial Services	50	100
MCOM 2003	Investment and Portfolio Management	50	100
MCOM 2004	Statistical Analysis	50	100
MCOM 2005	E - Commerce	50	100
MCOM 2006	International Trade and Finance	50	100

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Puducherry – 605 014.

7. **Detailed Syllabus:**

M.Com - 1st Year **PAPER CODE: MCOM 1001**

PAPER I - CORPORATE ACCOUNTING

UNIT I

Corporate Accounting: Importance and Scope - Basic Accounting Concepts and Conventions - Generally Accepted Accounting Principles and Practices (GAAPP) recommended by the ICAI - Accounting standards issues by ICAI; AS 4 : Contingencies and Events occurring after the Balance Sheet Date - AS 11: The Effects of Changes in Foreign Exchange Rates - AS 12: Accounting for Government Grants - AS 16: Borrowing Costs - AS 19: Leases - AS 20: Earnings Per Share - AS 26: Intangible Assets - AS 29: Provisions, Contingent Liabilities and Contingent Assets.

UNIT II

Preparation of Company Final accounts: Schedule VI Part I and Part II – Profit prior to Incorporation – Managerial Remuneration – Dividend declaration out of the past and the current profits – Issue of Bonus shares – Preparation of Balance Sheet; Financial Reporting and Disclosure Practices – Corporate Governance - Norms of SEBI relating to information Disclosure in Annual Reports; Professional Chartered Accountants' Functions and Services - Code of Conduct - Professional Ethics.

UNIT III

Valuation of Goodwill – Factors affecting value of Goodwill – Methods of Valuing Goodwill – Valuation of Shares – Methods of Valuation of Equity Shares.

UNIT IV

Amalgamation, Absorption and External Reconstruction of Companies – Purchase consideration – Accounting treatment – Books of Purchasing Company – Books of Vendor Company – Alteration of Share Capital and Internal Reconstruction – Scheme of Capital Reduction - Statements for Liquidation of Companies.

UNIT V

Accounting Systems and Preparation of Final Statements of Accounts of Banking and Insurance Companies.

Note: Question Paper Shall covers 20% Theory and 80% Problems

REFERENCES:

Gupta R.L. and Others: Advanced Accountancy, Sultan Chand Sons, New Delhi 2008.
Jain S.P. and K.L. Narang: Advanced Accounting, Kalyani Publisherss, New Delhi 2009.
Pillai R.S., Bagavathi S. Uma: Advanced Accounting, S. Chand & Co.,New Delhi. 2008
Shukla M.C.: Advanced Accounts S. Chand and Co., New Delhi 2009.

M.Com - 1st Year PAPER CODE: MCOM 1002

PAPER II - MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

UNIT – I

Nature of Management: Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning – Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

UNIT-II

Organising: Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation.

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types – Process - Barriers - Effective Communication.

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Fred Luthans, ORGANISA TIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*

M.Com - 1st Year PAPER CODE: MCOM 1003

PAPER-III MARKETING MANAGEMENT

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Strategic, Management and Marketing Process - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning marketing mix.

UNIT-II

Product decisions - concept of a product - Product mix decisions - Brand decision - New product development strategies - Product life cycle strategies

UNIT-III

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method product line pricing and new product pricing.

UNIT-IV

Channel decision - Nature of Marketing channels - Types of Channel flows - Channel functions - Channel co-operation, conflict and competition - Direct Marketing –Telemarketing - Internet shopping.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, advertising objective –advertising campaign - advertisement effectiveness sales promotion & publicity - Sales force decision.

REFERENCES

Chandrasekar K.S., MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi, 2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New DelhI. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

M.Com - 1st Year PAPER CODE: MCOM 1004

PAPER – IV FINANCIAL MANAGEMENT

UNIT I

Financial Management: Meaning - Nature and Scope of Finance - Financial Goal - Profit vs. Wealth Maximization; Finance Functions - Investment, Financing and Dividend decisions.

UNIT II

Capital Budgeting: Nature of Investment Decisions; Investment Evaluation Criteria - Net Present Value, Internal Rate of Return, Profitability Index, Payback Period, Accounting Rate of Return. NPV and IRR comparison; Capital Rationing; Risk Analysis in Capital Budgeting. Cost of Capital: Meaning and significance of Cost of Capital - Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings - Combined Cost of Capital (weighted); Cost of Equity and CAPM;

UNIT III

Operating and Financial Leverage: Measurement of leverages; Effects of Operating and Financial Leverage on Profit; Analyzing Alternate Financial Plans; Combined Financial and Operating Leverage. Capital Structure Theories: Traditional and M.M. Hypotheses - without taxes and with taxes; Determining capital structure in practice.

UNIT IV

Dividend Policies: Issues in Dividend Decisions - Walter's model - Gordon's model - M-M hypothesis - Dividend and Uncertainty - Relevance of Dividend - Dividend Policy in Practice; Forms of Dividends - Stability in Dividend Policy - Corporate Dividend Behaviour.

UNIT V

Management of working Capital: Meaning, significance and types of Working Capital - Calculating Operating Cycle Period and Estimation of Working Capital Requirements - Financing of Working Capital and Norms of Bank Finance - Sources of Working Capital - Factoring services; various committee Reports on Bank Finance - Dimensions of Working Capital Management.

Note: Question Paper Shall covers 60% Theory and 40% Problems

REFERENCES:

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

M.Com - 1st Year

PAPER CODE: MCOM 1005

PAPER – V ENTREPRENEURSHIP MANAGEMENT

UNIT-I

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT-II

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

UNIT-III

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

UNIT-IV

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

UNIT-V

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health case, Transport and allied services.

REFERENCES

Clifford M.Baumback & Joseph R.Mancuso, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, *Prentice Hall*

Gifford Pinchot, INTRAPRENEURING, *Harper & Row*

Ram K.Vepa, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, *Vikas*

Richard M.Hodgets, EFFECTIVE SMALL BUSINESS MANAGEMENT, *Academic Press*

Dan Steinhoff & John F.Burgess, SMALL BUSINESS MANAGEMENT – FUNDATMENTALS, *McGraw Hill*

M.Com - 1st Year PAPER CODE: MCOM 1006

PAPER – VI BUSINESS ENVIRONMENT AND LAW

UNIT – I

Dynamics of Business and its Environment - Ethics in Business - Economic Systems and Management Structure - Economic Transition in India: Privatisation, Globalisation and Competition - Economic and Business Development and Environmental Issues.

UNIT – II

Infrastructural Environment: Energy, Power, Transport, Communication - Social: Education, Demographic Issues - Political: Constitution, Electoral Issues, Democracy - Productivity Factors, Human Elements and Issues for Improvement - Total Quality - Management Issues - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario - Future Perspective of Indian Industry and Management.

UNIT-III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract ¬ Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT-IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures ¬Directors - Appointment - Powers and Duties - Meetings - Proceedings - Management ¬Accounts – Audit Oppression and Mismanagement - Winding up.

UNIT-V

Factory Act – Licensing and Registrtion of Factories, Health, Safety and Welfare Measures - Industrial Disputes Act: Objects and Scope of the Act, Effects of Industrial Dispute, Administration under the Act - Minimum Wages Act - Workmen Compensation Act.

REFERENCES:

Keith-Davis & William Frederick: BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.
Rudder Dutt & Sundaram: INDIAN ECONOMY; Vikas, New Delhi
Kapoor, N.D.: ELEMENTS OF MERCANTILE LAW.
Maheswari & Maheswari: MERCANTILE LAW.
Ramiah: COMPANY LAW.

PAPER – VII MANAGERIAL DECISIONS ACCOUNTING

UNIT – I

Management Accounting as an area of Accounting: Objective - Nature, Management Accounting and Managerial Decisions - Management Accounts Position, Role and Responsibilities. Responsibility Centre - Cost Centre, Profit Centre and Investment Centre; Objective and Determinants of Responsibility Centre.

UNIT – II

Budgeting and Budgetary control: Sales Budget – Cash Budget – Operating Budget – Master Budget – Flexible Budgeting – Zero Base Budgeting – Performance Budgeting.

Marginal Costing: Concept - Cost Volume Profit Analysis - Break-Even Analysis; Decision making – Make or Buy, Own or Lease, Repair or Renovate, Sell or Scrap, Export Decision, Shut Down or Continue and Sales-Mix.

UNIT – III

Standard Costing and Variance Analysis: Material Cost Variance - Labour Cost Variance - Overhead Variance – Sales Variance - Profit Variance.

UNIT – IV

Financial Statement Analysis: Vertical, Horizontal and Trend Analysis - Ratio Analysis – Types of Ratios - Uses and Limitations – problems in Balance Sheet to Ratios and Ratios to Balance Sheet – DuPont Analysis. Cash Flow Statement Analysis - Current Trends in the preparation of Cash Flow Statement.

UNIT – V

Contemporary Issues in Managerial Decisions Accounting: Value Chain Analysis, Activity Based Costing (ABC), Transfer Pricing, Total Quality Management (TQM), Target and Life Cycle Costing, Just in Time (JIT), Backflush Costing, Six Sigma, Balanced Scorecard and Throughput Accounting (TA).

Note: Question Paper Shall covers 20% Theory and 80% Problems

REFERENCES:

Arora M. N., "Cost and Management Accounting", 8th Edition, Vikas Publishing House (P) Ltd
Jain and Narang, Cost and Management Accounting, Ludhiana, Kalyani Publishers, 2002.
Sikdar P.K., "Advanced Cost and Management Accounting", Oscar Publications.
Maheswari S.N., Principles of Management Accounting
Nigam L.and.Sharma G.L, Cost Accounting

M.Com – 2nd Year PAPER CODE: MCOM 2002

PAPER – VIII MERCHANT BANKING AND FINANCIAL SERVICES

UNIT-I

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters' contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

UNIT-III

Factoring and Forfeiting - Modus Operandi, types. functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

UNIT-IV

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

REFERENCES:

Khan, M.Y., FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

Gurusamy, MERCHANT BANKING AND FINANCIAL SERVIES, *Tata McGraw Hill, Delhi, 2009.*

Bhole L.M., Financial Institutions and Markets, Tata McGraw Hill, 2002.

PAPER IX - INVESTMENT AND PORTFOLIO MANAGEMENT

UNIT -I

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

UNIT- II

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

UNIT-III

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

UNIT-IV

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

UNIT-V

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

REFERENCES

Punithavathy Pandian, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas Publications Pvt. Ltd, New Delhi. 2001.*

Kevin .S, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*

Yogesh Maheswari, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*

Bhalla V K, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, New Delhi, 2009*

Prasanna Chandra, PORTFOLIO MANAGEMET, *Tata McGraw Hill, New Delhi, 2008.*

M.Com – 2nd Year PAPER CODE: MCOM 2004

PAPER X – STATISTICAL ANALYSIS

UNIT I

Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness. Sampling and Data Collection: Sampling and Sampling (Probability and Non-Probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

UNITII

Probability Theory: Probability – Classical, Relative, and Subjective Probability: Addition and Multiplication Probability Models; Conditional Probability and Baye's Theorem Probability Distributions: Binomial, Poisson, and Normal Distributions their characteristics and applications.

UNIT III

Correlation and Regression Analysis: Two Variables Case

UNIT IV

Statistical Estimation and Testing: Point and interval estimation of population mean, proportion and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests –Z tests, T tests, and F tests.

UNIT V

Non Parametric Tests: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests.

Note: Question Paper Shall covers 20% Theory and 80% Problems

REFERENCES:

Arora & Arora, Statistics for Management, Sultan Chand, New Delhi, 2009

Gupta S.P., Statistical Methods, Sultan Chand, New Delhi 2009

Levin, Richard I. and David S Rubin, Statistics for Management, Prentice Hall, Delhi 2009

Sonia Taylor,Business Statistics, Palgrave Macmillan, 2009.

Qaziahmed, Zubuirkhan, Shadabahmedkha, Numerical and Statistical Techniques Ane, 2010

M.Com – 2nd Year PAPER CODE: MCOM 2005

PAPER XI – E-COMMERCE

UNIT I

Introduction to E-Commerce: Meaning and concept: Electronic Commerce versus Traditional Commerce; Media convergence; E-commerce and E-Business; Channels of E-Commerce; Business application of E-Commerce; need for E-Commerce; E-Commerce Consumer applications, E-Commerce Organisation applications - Commerce as an Electronic Trading System - special features. Internet Concept and Technologies: Concept and Evolution of Internet; Web Technologies – Global Publishing Concept, Universal Reader Concept and Client Server Concept; Hypertext Publishing and Hypertext Information Network; Benefits of Hypertext, URLS, HTTP , HTTPD servers, HTML, HTML forms and CGI Gateway Service.

UNIT II

Business Models of E-Commerce and Infrastructure: E-Commerce Models; Supply Chain Management, Product and Service Digitations Remote Servicing, Procurement; on line Marketing and Advertising E-Commerce Resources and Infrastructure Resources and Planning for Infrastructure. E -Business: Workflow Management, Mass Customization and Product Differentiation; Organization Restructuring; Integrated Logistics and Distribution; Knowledge Management Issues and Role of E-Commerce Infrastructure.

UNIT III

Electronic Payment System: Special Features Required in Payment Systems for E- Commerce, Types of E-Payment Systems; E- Cash and Currency Servers, E-Cheques Digital Token Based Credit Cards, Smart Cards, Electronic Purses and Debit Cards; Business Issues and Economic Implications; Operational, Credit and Legal Risk Of E-Payment System; Risk Management Options in E-Payment System; Components of An Effective Electronic Payment System.

UNIT IV

Business to Business E-Commerce: Needs and alternative models of B2B E-Commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI Infrastructure, features of EDI Service Arrangement, Internet-based EDI and FTP-based messaging.

UNIT V

Security Issues in E-Commerce: Security Risks of E-Commerce, Exposure of Resources, Types of Threats, and Source of Threats, Security Tools and Risk-Management Approach E-Commerce Security and a Rational Security Policy for E-Commerce: Corporate Digital Library; I.T. Act 2000.

REFERENCES:

Agarwal & Deeksha Ararwalar, Business on the Net; E-Commerce, Macmillan, Delhi, 2006
Diwan, Prag and Sunil Sharma, Electronic Commerce E – Business Vanity Books, Delhi, 2002
Joseph P.T., E-Commerce, PHI, Delhi, 2007
Kalakafa Whinston, Frontiers of electronic Commerce, Pearson
Minoli and Minol, Web Commerce Technology Hand Book, Tata McGraw Hill, Delhi. 2007

M.Com – 2nd Year PAPER CODE: MCOM 2006

PAPER XII - INTERNATIONAL TRADE AND FINANCE

UNIT-I

International Trade – Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

UNIT-II

Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Fortfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT-III

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

UNIT-IV

Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP From, COD Form, Sofier Forms, Export Certification, GSPS – UPCDC Norms.

UNIT-V

Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

REFERENCES

Jeevanandam .C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008
Sumathi Varma, INTERNATIONAL BUSINESS, *Ane, Delhi. 2010*
Levi, Maurice D, International Finance, McGraw – Hill, International Edition, 2009
O"Connor DJ, Bueso AT, International Dimensions of Financial Management; Macmillan, New Delhi.

(f) Procedure for admission, curriculum transaction and evaluation:

1. Eligibility Criteria for Admission:

The student should possess B.Com / BBA/ BCS/ BBM/ BISM/ BA (Economics)/ MBA/ Commerce or Accountancy as a subject in UG Degree/ any degree with CA (Inter) or ICWA (Inter)/ CA/ ICWA from a recognized Institution with a mere pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

2. Fees Structure for M.Com

Sl. No.	Fee Particulars	₹
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University ₹ 450)	200
5	Study Material & Handling Charges	2,000
6	Tuition Fee (per year Rs.4,000)	8,000
	Total	**11,425**

3. Evaluation:

Examination: Examinations will be held once in a year (Non-Semester Pattern).

- **Question Paper Pattern: Maximum Marks:** 100 **Time:** 3 Hours
- Part – A (5 X 8 = 40 Marks) – (Five out of Eight Questions)
- Part – B (5 X 12 =60 Marks) – (Five out of Eight Questions)
- **Passing & Classification**: The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	:	**Rs. 3,00,000 (approx. for 100 students' enrolment)**
PCP Class	:	**Rs. 75,000 (approx. for 100 students' enrolment)**

(i) Quality Assurance Mechanism:

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROJECT PROPOSAL REPORT

MBA (MARKETING)

Submitted for Approval of UGC
With effect from 2020-21 Onwards

MBA- Marketing

(a) Mission and objectives of this Programme:

MBA Programme in Marketing Management aims at provide professionals with the theories and principles integral to the marketing profession in a global economy. This programme focuses on the critical functions of business operations and sales and marketing issues. This program offers solutions to sales, marketing, and customer relationship problems by using cross functional inputs.

Objectives of this programme is to create trained manpower in the field of marketing managers so as to satisfy the customers need by enhancing society's quality of life, creating competitive advantage through operational excellence and overall cost leadership, communicating values and benefits to change societal behavior in positive way, distributing the right product at the right place at the right time.

(b) Relevance of the programme:

MBA in marketing is most opted program due to its fine relevance with the organizational survival, profit, and growth. In the Indian industrial scenario there is a lot of scope for Marketing Management due to increasing competition, globalization of businesses, proliferation of product variety and shortening of product life cycles. In this sector there is very high employability potential for the graduates.

(c)Targeted Group of Learners:

- Anyone who are interested to make carreer in the field of Sales and Marketing.
- Candidates who are responsible for product development, pricing and promotion.
- Sales and Marketing Managers, Product Managers, entrepreneurs .
- Those who are involved in Product Development and service delivery

(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :

Most of our student groups are working, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

(e) Instructional Design: Initially curriculum and detail syllabi were designed by [illegible] Faculty members and are critically reviewed by external experts. After thorough discussion placed in Board of Studies, subsequently it is approved by Academic Council after thorough discussion. Duration of the course which is 2 years is also approved by the Board Studies and

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

(f) Procedure of Admission: Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

Eligibility Criteria for Admission

The Student should possess any degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

Duration of the Course

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

Medium

The medium of instruction shall be English.

Personal conduct Programme (PCP)

PCP classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

Course Structure and detailed Syllabus

COURSE STRUCTURE

FIRST YEAR (Common to all MBA Programme)			
Semester – I		**Semester - II**	
Paper code	**Paper Title**	**Paper code**	**Paper Title**
MBAC1001	Management Concepts & Organisational Behaviour	MBAC2001	Financial Management
MBAC1002	Managerial Economics	MBAC2002	Marketing Management
MBAC1003	Accounting for Managers	MBAC2003	Human Resource Management
MBAC1004	Business Environment and Law	MBAC2004	Operations Research and Management
MBAC1005	Research Methodology	MBAC2005	Strategic Management

SECOND YEAR			
Semester – III			**Semester - IV**
Paper code	**Paper Title**	**Paper code**	**Paper Title**
MBMM 3001	Consumer Behaviour	MBMM 4001	Rural Marketing
MBMM 3002	Marketing Research	MBMM 4002	Services Marketing
MBMM 3003	Industrial Marketing	MBMM4003	Advertising & Sales Promotion
MBMM 3004	Logistics and Supply Chain Management	MBMM 4004	Customer Relationship Management
MBMM 3005	Retail Marketing	MBMM 4005	Global Marketing
		MBMM 4006	Project Work

Question Paper Pattern

Maximum Marks: 100 **Times:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

Project Work

The students must submit their projects at the end of fourth semester. The maximum marks allotted for the project Report will be **100 marks.**

Fee Structure:

Sl.No.	Fee Particulars	MBA (OSCM)
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee *	200
5	Study Material & Handling Charges	3,500
6	Tuition Fee	20,000
	Total	**24,925**

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(g) **Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is an excellent Library with latest collections for the students who can refer for their studies during University working hours.

(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 500,000/ (approx. per 100 students enrolment)

(ii) PCP classes Cost Rs. 100,000/ (approx. per 100 students enrolment)

DDE is having sufficient fund for running the programme.

(i) **Quality assurance mechanism and expected programme outcomes:** Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials

Detailed Syllabus Outline:

MBA (Marketing) programme curriculum is designed with semester pattern which is covered into four semesters and of two years duration. The first year 1st and 2nd semesters) having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers specialization papers includes Consumer Behaviour, Industrial Marketing, Logistics & Supply Chain Management, Customer Relationship Management, Services Marketing, Advertising & Sales Promotion, Global Marketing etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its evaluation.

Sources of Study Materials

As per the curriculum approved by the Board of Studies, study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its quality and appropriateness and then sent to the editors for proof reading the manuscript and finally get the approval of the University authorities. All the approved study materials are sent for printing, maintaining with high quality.

Selected References:

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*

Philip Kotler & Kevin Lane Kellerr, MARKETING MANAGEMENT (15th Edition), *Pearson India Education Services Pvt. Ltd. 2016*

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd, Delhi, 2009*

Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS. *PHI Learning Private Limited, New Delhi, 2009*

Robert R. Reeder, Briety & Betty H. reeder, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008

Zeithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan.2008*

Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009

Keiefer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, *Oxford University Press,2009*

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Pondicherry University
Puducherry – 605 014.

MBA (Marketing) - IV Semester

PAPER-XX

GLOBAL MARKETING

Course Code: 36 **Paper Code: MBMM 4005**

Objectives

- This course is designed to provide knowledge of marketing management in the international scenario, and
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

UNIT-I

The international marketing environment - Political and legal systems - Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

UNIT –II

Understanding the global consumer market - Scope and challenges of international marketing - Assessing international market opportunities - Marketing Research.

UNIT-III

International marketing management - Planning and organization - Market entry strategies - Export, joint ventures and direct investments.

UNIT –IV

Global product management - standardization vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

UNIT – V

Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

REFERENCES

Keiefer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, *Oxford University Press, 2009*

Micheal R.Czinkota and Ilkka A.Ronkainen,GLOBAL MARKETING, *CENGAGE Learning, 2007*

R. **Srinivasan,** INTERNATIONAL MARKETING, *Prentice-Hall India* Pvt. Ltd, New Delhi, 2008

Daniels, Raderbaugh & Sulliva, GLOBALIZATION AND BUSINESS, *Prentice-Hall India,*

Philip R.Cateora and John L.Graham , INTERNATIONAL MARKETING, *Irwin McGraw-Hill.*

Musaaki & Helsen, GLOBAL MARKETING MANAGEMENT, *John Willey & sons Inc, 2004*

Terpstra & Sarathy, INTERNATIONAL MARKETING, *Thomson Press*

MBA (Marketing) – IV Semester

PAPER-XIX

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 36 **Paper Code: MBMM4004**

Objectives

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

UNIT - I

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT - II

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

UNIT - III

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT-IV

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT- V

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

REFERENCES

Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, *Prentice Hall of India Private Limted, New Delhi. 2011*

S. Shanmugasundaram, CUSTOMER RELA TIONSHIP MANAGEMENT, *Prentice Hall of India Private Limted, New Delhi, 2008*

Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limted, New Delhi, 2008*

Jagdish Seth, et al, CUSTOMER RELA TIONSHIP MANAGEMENT

V. Kumar & Werner J., CUSTOMER RELA TIONSHIP MANAGEMENT, *Willey India, 2008*

MBA (Marketing) - IV Semester

PAPER-XVIII
ADVERTISING & SALES PROMOTION

Course Code: 36 **Paper Code: MBMM 4003**

Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix, and
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

UNIT - I

Advertising - an introduction- Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

UNIT-II

Copy Decisions - Visualization of Ad Layout - Elements of Ad Copy and Creation Principles of verbal versus visual thinkers - Styles and Stages in advertising copy creation- Copy (Pre-) Testing methods and measurements.

UNIT-III

Media Decisions - Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - The Internet as an Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - permission marketing and privacy - ethical concerns.

UNIT-IV

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market place - Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT - V

Sales Promotion - Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts.

REFERENCES

Kazmi & Batra, ADVERTISING & SALES PROMOTION,*Excel Books, 2008*

Auker, Batra & Myers, ADVERTISING MANAGEMENT; *Prentice Hall, India. 2008*

Kruti Shah & Alan D'souza, ADVERTISING & PROMOTION, *Tata McGraw-Hill New delhi, 2009*

Kelley & Jugenheimer,ADVERTISING MEDIA PLANNING A BRAND MANAGEMENT APPROACH, *Prentice Hall, India. 2008.*

MBA (Marketing) - IV Semester

PAPER-XVII
SERVICES MARKETING

Course Code: 36 **Paper Code: MBMM 4002**

Objectives

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

UNIT-I

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

UNIT-II

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

UNIT-III

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT – V

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

REFERENCES

Ravi Shanker, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, New Delhi, 2008*

Rajendra Nargundkar, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill Pubishing Company, New Delhi, 2008*

Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

R. Srinivasan, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

Zcithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan.* 2008

MBA (Marketing) - IV Semester

PAPER-XVI

RURAL MARKETING

Course Code: 36 **Paper Code: MBMM4001**

Objectives

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions.

UNIT- I

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

UNIT-II

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

UNIT-III

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

UNIT-IV

Pricing strategy - pricing polices - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

UNIT - V

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

REFERENCES

Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

A.K. Singh & S. Pandey,RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International Publuishers, 2007*

CSG Krishnamacharylu & Laitha Ramakrishna, - RURAL MARKETING, *Pearson Education Asia.* 2009

Philip Kotler, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*

Agarwal A.N, INDIAN ECONOMY, *Vikas Publication* , New Delhi.

Ruddar Dutt Sundaram, INDIAN ECONOMY, *Tata McGraw Hill. Publishers , New Delhi*

MBA (Marketing) - III Semester

PAPER-XV
RETAIL MARKETING

Course Code: 36 **Paper Code: MBMM 3005**

Objectives

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

UNIT – I

An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

UNIT-II

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

UNIT-III

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

UNIT-IV

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

UNIT - V

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

REFERENCES

Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, *Oxford University Press, New Delhi.2010*

Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, *Oxford University Press, New Delhi.2009*

Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, *Tata McGraw-Hill Publshing company, New Delhi, 2008*

Ron Hasty and James Reardon, RETAIL MANAGEMENT. *McGraw-Hill Publication, International Edition.*

Fernie, PRINCIPLES OF RETAILING, *Elsevier Publishing, 2010*

MBA (Marketing) - IV Semester

PAPER-XIV

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: 36 **Paper Code: MBMM3004**

Objectives

- To introduce process and functions of physical distribution system
- To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and
- To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management

UNIT - I

Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT - II

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT - III

Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.

UNIT - IV

Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

UNIT-V

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

REFERENCES

N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, *Oxford University Press, 2010*

D.K. Agarwal, LOGISTICS & SUPPLY CHAIN MANAGEMENT, *Macmillan India Pvt. Ltd. New Delhi, 2008*

Sunil chopra, Meindl & Kalra, SUPPLY CHAIN MANAGEMENT, Pearson Education, India, 2009

Bowersox & Closs, LOGISTICAL MANAGEMENT, *Tata McGraw Hill. New Delhi, 2008*

Satish K. Kapoor & Purva Kansal, BASICS OF DISTRIBUTION MANAGEMENT - A LOGISTICAL APPROACH, *Prentice-Hall India,* 2003.

Richard R. Still, Edward W. Cundiff & Norman A.P. Govani, SALES MANAGEMENT, *Prentice-Hall India.*

PAPER-XIII
INDUSTRIAL MARKETING

Course Code: 36 **Paper Code: MBMM 3003**

Objectives:

- To help the learner distinguish between consumer marketing and industrial marketing
- To understand the nuances of industrial marketing, and
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

UNIT-I

Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behaviour.

UNIT-II

Strategic Industrial Marketing (S.T.P.) - Marketing Information Systems and Marketing Research – B2B Commerce.

UNIT-III

Classification of Industrial Products and Services - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.

UNIT-IV

Formulating Channel Strategies and Physical Distribution decisions – Channel Management - Promotional Strategies for Industrial Goods/ Services.

UNIT - V

Developing Marketing Strategies and Programs for Industrial Goods / Services. – Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation.

REFERENCES

Hawaldar, K. Krishna, INDUSTRIAL MARKETING, *TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008*

Milind T. Phadtare, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008

Michael D Hautt and Thomas W Speh, INDUSTRIAL MARKETING MANAGEMENT, *The Dyden Press.*

Peter M. Chisnall, STRATEGIC INDUSTRIAL MARKETING; *Prentice-Hall International*

Robert R. Reeder, Briety & Betty H. reeder, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008

MBA (Marketing) - III Semester

PAPER-XII
MARKETING RESEARCH

Course Code: 36 **Paper Code: MBMM 3002**

Objectives

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain, and
- To provide a foundation to pursue a professional career in Marketing Research domain.

UNIT – I

The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System – International Market Research.

UNIT-II

Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilitic sampling Techniques - Sample Size determination - Sampling Errors.

UNIT-III

Measuremnent & Scaling in Marketing Research: Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure

UNIT-IV

Data Instruments - Data Collection- Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing, Coding and Editing.

Data Analysis - -Hypothesis Testing - Report Writing - Presentation of Data.

UNIT- V

Application of Marketing Research: Product Research – Motivation research – Advertising Research – Sales Control Research – Rural Marketing research - Export Marketing research.

REFERENCES

Naresh K. Malhotra, MARKETING RESEARCH: AN APPLIED ORIENTATION, *Pearson Education, Asia.*

Paul E. Green & Donald S. Tull, RESEARCH FOR MARKETING DECISIONS. *PHI Learning Private Limited, New Delhi, 2009*

Donald R. Cooper & Schindler, MARKETING RESEARCH CONCEPT & CASES, *Tata McGraw-Hill Publishing Company Limited, new Delhi, 2006*

S.C. Gupta, MARKETING RESEARCH, *Excel Books India, 2007*

MBA (Marketing) - III Semester

PAPER - XI
CONSUMER BEHAVIOUR

Course Code: 36 **Paper Code: MBMM 3001**

Objectives

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

UNIT - I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

UNIT - II

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT - III

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

UNIT - IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT - V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

REFERENCES

Bennet and Kassarjian, CONSUMER BEHA VIOUR, *Prentice Hall of India, New Delhi*

Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

Ramanuj Majumdar, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*

Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill. New Delhi,2007*

Berkman & Gilson, CONSUMER BEHA VIOUR:CONCEPTS AND STRATEGIES, *Kent Publishing Company.*

Efraim Turban, Jae Lee, David King, & I-I.Michael Chung: *Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.*

MBA- II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC 2005

Objectives

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi,2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA – II Semester

PAPER – IX

OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC 2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i:e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC 2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation – Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Me-Graw Hill, NewDelhi,*,

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler &Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi,2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA - II Semester

PAPER-VII
MARKETING MANAGEMENT

Paper Code: MBAC 2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –, Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCE

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delihi, 2002,*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC 2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

MBA-I Semester

PAPER-V
RESEARCH METHODOLOGY

Paper code: MBAC 1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Componerts of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC 1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

Rudder Dutt & Sundaram, INDIAN ECONOMY, *Vikas Publishing House, New Delhi.*

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA - I Semester

PAPER –III

ACCOUNTING FOR MANAGERS

Paper code: MBAC 1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*
Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*
Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*
Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Paper Code: MBAC 1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

MBA – I Semester

PAPER – I
MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC 1001

Objectives

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

Fred Luthans, ORGANISA TIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

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Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

MBA (FINANCE)

Submitted for Approval of UGC

With effect from 2018 -19 Onwards

(a) Programme's Mission & Objectives:

Mission: MBA degree in Finance plans to provide specialized knowledge and skills in the field of Finance and Accounts to build the strengths of human resources in the areas of Finance and Accounts and to create competent Finance managers for meeting hazardous challenges in the global era.

Objectives: MBA degree in Finance programme is to strengthen the student's knowledge and comprehension in the disciplines of Accounting and Finance. The programme aims to assist public and private organizations by:

- Building the strengths of human resources in the areas of Finance and Accounts
- Meeting the requirement of the skilled human resources in the areas of accounting in corporate and private sectors.

(b) Relevance of the Programme with HEI's Mission and Goals:

This Programme is designed in such a way to enable the learner to understand and acquire specialized and complete knowledge in the area of Finance and Accounts. This programme is primarily aimed at developing financial and managerial skills, to equip students to meet the demand for specialists and leaders in the financial sector.

(c) Nature of Prospective target group of learners:

The programme is offered for the candidates who aspire to acquire the knowledge and skills in the field of Finance and Accounts and those who wish to get jobs in the sectors of industry, banking and stock market etc. Further the programme is auspicious for those who aspire to become Finance Manager.

(d) Learning Outcomes:

The successful student will gain an overall financial and business perspective which will provide them with a competitive advantage for employment.

Prof. C. KSRAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

(e) Instructional Design:

1. Duration of the Programme:

The course shall be of two years duration spread over into four semesters. The Maximum duration to complete the course shall be 4 years.

2. Medium

The medium of instruction shall be English.

3. Instructional delivery mechanisms:

The delivery of the programme is through conduct of Personal Contact Programme. In total 8 days **(40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.**

4. Faculty and support of Staff:

- DDE faculty, University faculty from Department of Management Studies and other senior faculty from various institutions will be engaged in handling classes of the first two semesters through Personal contact programme.
- Distance Education Staff will be engaged for supporting other activities like dispatch of study materials.

5. Media for instruction:

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information about DDE Programme in the University website.
- The student support services like help desk (grievances) will be provided and solved in person, phone, emails and group SMS.

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University

6. **Curriculum design**

MBA (FINANCE)

CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBFM 3001	Strategic Financial Management	100	50
2	MBFM 3002	Banking and Indian Financial System	100	50
3	MBFM 3003	Merchant Banking and Financial Services	100	50
4	MBFM 3004	Project Management	100	50
5	MBFM 3005	Management Accounting	100	50

IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBFM 4001	Investment And Portfolio Management	100	50
2	MBFM 4002	Global Financial Management	100	50
3	MBFM 4003	International Trade and Finance	100	50
4	MBFM 4004	Security Market Operations	100	50
5	MBFM 4005	Financial Derivatives	100	50
6	MBFM 4006	**Project Work**	100	50

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7. **Detailed Syllabus of the Programme**

MBA – I Semester

PAPER – I

MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC 1001

Objectives

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

Fred Luthans, ORGANISA TIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Paper Code: MBAC 1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005***Gupta G.S.,** MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi***Moyer &Harris,** MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005***Geetika, Ghosh & Choudhury,** , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

MBA - I Semester

PAPER –III

ACCOUNTING FOR MANAGERS

Paper code: MBAC 1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC 1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick. BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. Delhi*, 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

Rudder Dutt & Sundaram, INDIAN ECONOMY, *Vikas Publishing House. New Delhi.*

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA-I Semester

PAPER-V
RESEARCH METHODOLOGY

Paper code: MBAC 1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Coefficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC 2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*

Chandra, Prasanna. FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*

Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*

Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*

Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

MBA- II Semester

PAPER-VII
MARKETING MANAGEMENT

Paper Code: MBAC 2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCES

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delihi, 2002,*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC 2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,.*

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler &Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi,2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA – II Semester

PAPER – IX
OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC 2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deserministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i:e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi, 2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA- II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC 2005

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi,2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA (Finance) – III Semester

PAPER -XI

STRATEGIC FINANCIAL MANAGEMENT

Course Code: 37 **Paper code: MBFM 3001**

Objectives

- To acquaint the students with concepts of Financial management from strategic perspective and
- To familiarize various Techniques and Models of Strategic Financial Management.

UNIT – I

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

UNIT – II

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

UNIT – III

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

UNIT – IV

Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

UNIT – V

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

REFERENCES

Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, *PHI, Delhi, 2011*
Weaver & Weston, STRATEGIC CORPORATE FINANCE, *Cengage Learning, Delhi, 2001*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.* 2007

MBA (Finance) – III Semester

PAPER -XII
BANKING AND INDIAN FINANCIAL SYSTEM

Course Code: 37 **Paper code: MBFM 3002**

Objectives

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector and
- To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

UNIT- I

Banking Systems – Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.

UNIT-II

Central Banking System – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.

UNIT-III

Industrial and Agricultural Banking System – All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions.

UNIT-IV

Financial systems - Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.

UNIT-V

Foreign Investments – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.

REFERENCES

M.Y. Khan, INDIAN FINANCIAL SYSTEM, *Tata Mc Graw Hill, Delhi,2008*

Jeff Madura, FINANCIAL MARKETS AND INSTITUTIONS, *CenGage Learning, Delhi, 2008*

H.R. Machiraju, INDIAN FINANCIAL SYSTEM, *Vikas Publishing House, Delhi, 2009*

Pathak, THE INDIAN FINANCIAL SYSTEM, *Pearson Education India, 2007*

MBA (Finance) – III Semester

PAPER -XIII

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code: 37 **Paper code: MBFM3003**

Objectives

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future and
- To determine the most suitable financial service, given the situations and contingencies

UNIT-I

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters' contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

UNIT-III

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

UNIT-IV

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

REFERENCES

Khan, M.Y., FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

Gurusamy, MERCHANT BANKING AND FINANCIAL SERVIES, *Tata McGraw Hill, Delhi, 2009.*

MBA (Finance) – III Semester

PAPER –XIV
PROJECT MANAGEMENT

Course Code: 37 **Paper code: MBFM3004**

Objectives

- To understand the concept of project and steps in project management
- To enable the students to prepare business proposals and
- To enable the students to evaluate the Project feasibility

UNIT-I

Project – Classification – Importance of Project Management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

UNIT-II

Project feasibility studies - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

UNIT-III

Project Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

UNIT-IV

Developing a Project Plan - Developing the Project Network – Constructing a Project Network (Problems) – PERT – CPM – Crashing of Project Network (Problems - Case Study) – Resource Leveling and Resource Allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – Control Issues – Project Audits – the Project Audit Process – project closure – team, team member and project manager evaluations.

UNIT-V

Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

[Note: Distribution of Questions between Problems and Theory of this paper must be 20:80 i.e., Problem Questions: 20 % & Theory Questions: 80 %]

REFERENCES

Panneerselvam & senthilkumar, PROJECT MANAGEMENT, *PHI, Delhi, 2009*

Kamaraju Ramakrishna, ESSENTIALS OF PROJECT MANAGEMENT, *PHI, Delhi, 2010*

Arun Kanda , PROJECT MANAGEMENT, *PHI, Delhi, 2011*

MBA (Finance) – III Semester

PAPER -XV

MANAGEMENT ACCOUNTING

Course Code: 37 **Paper code: MBFM3005**

Objectives

- To apply various management accounting techniques to all types of organizations for planning, decision making and control purposes in practical situations and
- To familiarize Contemporary Issues in Management Accounting

UNIT - I

Management accounting – Objectives, nature, and scope of Financial Accounting, Cost Accounting, and Management Accounting – Managerial Decisions – Accounting Plan and Responsibility Centers – Significance of Responsibility Accounting – Responsibility Centers – Cost Centre, Profit Centre and Investment Centre – Determinants of Responsibility Centers – Transfer Pricing – Objectives of transfer pricing – Methods of transfer pricing (simple problems) – Conflict between a division and a company - Multi-National Transfer pricing.

UNIT – II

Budgeting and Budgetary control – Fixed and flexible budget – Preparation of functional budget for operating and non-operating functions, Cash budgets, Capital expenditure budget, Master budget, Principal budget factors – Zero-base budgeting – Performance budgeting – Standard Costing and Variance Analysis – Material Variances – labour Variances, Overhead (Fixed and Variable) Variances – Sales Variances.

UNIT – III

Marginal Costing and Break-even Analysis – Cost-Volume-Profit (CVP) Analysis – Break-Even Analysis – Assumptions and practical applications of Breakeven-Analysis – Decisions regarding Sales-mix – Make or Buy Decisions – Limiting Factor Decision – Export Decision – Plant Merger – Decision of Shutdown or Continuation of a product line.

UNIT - IV

DuPont Analysis – Fund Flow Analysis – Cash flow analysis – Contemporary Issues in Management Accounting – Value chain analysis – Activity-Based Costing (ABC) – Quality Costing – Target and Life Cycle Costing – Theory of Constraints accounting (TOC).

UNIT – V

Social Cost Benefit Analysis – Decision Tree in Management – Reporting to Management – Objectives of Reporting – Reporting needs at different managerial levels – Types of reports – Modes of Reporting, Reporting at different levels of Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40%]

REFERENCES

Khan. MY, Jain P., MANAGEMENT ACCOUNTING, *McGraw Hill, Delhi, 2009*

Singhvi. NM, MANAGEMENT ACCOUNTING, *PHI, Delhi, 2010*

Dr Murthy, S Gurusamy, MANAGEMENT ACCOUNTING, *McGraw Hill, Delhi, 2009*

MBA (Finance) – IV Semester

PAPER -XVI

INVESTMENT AND PORTFILIO MANAGEMENT

Course Code: 37 Paper code: MBFM4001

Objectives

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

UNIT -I

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

UNIT- II

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

UNIT-III

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

UNIT-IV

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

UNIT-V

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

REFERENCES

Punithavathy Pandian, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas Publications Pvt. Ltd, New Delhi. 2001.*

Kevin .S. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*

Yogesh Maheswari, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*

Bhalla V K, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, New Delhi, 2009*

Prasanna Chandra, PORTFOLIO MANAGEMET, *Tata McGraw Hill, New Delhi, 2008.*

MBA (Finance) – IV Semester

PAPER -XVII
GLOBAL FINANCIAL MANAGEMENT

Course Code: 37 **Paper code: MBFM4002**

Objectives

- To have exposure on International Monetary System
- To understand about Balance of Payments and currency Exposure and
- To introduce and familiarize the International Financial Markets and Instruments.

UNIT-I

Globalisation - Implications of Globalisation – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime – European Monetary System – IMF – WTO – GATT .

UNIT-II

Balance of Payments – The Current Account – The Capital Account – significance - Balance of Payments in the World – Balance of Payments Account of India

UNIT-III

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

UNIT-IV

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management – Operating Exposure – measuring and managing Operating Exposure.

UNIT-V

Foreign Direct Investment (FDI) – Forms of FDIs – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

REFERENCES

Joseph Anbarasu, GLOBAL FINANCIAL MANAGEMENT, *Ane, Delhi, 2010*

Kevin S, FUNDAMENTALS OF INTERNATIONAL FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*

Jeff Madura, INTERNATIONAL FINANCIAL MANAGEMENT, *Cengage learning, Delhi, 2008*

MBA (Finance) – IV Semester

PAPER -XVIII
INTERNATIONAL TRADE AND FINANCE

Course Code: 37 **Paper code: MBFM 4003**

Objectives

- To make the students well aware about the formalities associated with International trade
- To make the students aware of the documentation of International Trade and
- To make the students aware of the FOREX Management and Export Promotion Schemes.

UNIT-I

International Trade –Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

UNIT-II

Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Fortfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT-III

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

UNIT-IV

Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP From, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT-V

Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

REFERENCES

Jeevanandam .C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008

Sumathi Varma, INTERNATIONAL BUSINESS, *Ane, Delhi, 2010*

MBA (Finance) – IV Semester

PAPER -XIX
SECURITY MARKET OPERATIONS

Course Code: 37 **Paper code: MBFM4004**

Objectives

- To Familiarize the students about SEBI and its Rules
- To Understand the activities and procedures of Security Market and its mechanism and
- To acquaint the knowledge about funds mobilized through various sources and instruments of Financial Market.

UNIT – I

Security Markets - Legal Environment: SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for FII's.

UNIT – II

Security Markets - Primary market - its role and functions - Methods of selling securities in primary market – New financial instruments – New Issues – SEBI guidelines for public issues – pricing of issue, promoters' contribution – appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc - Underwriting of issues – Allotment of shares – Procedures for new issues – e-trading.

UNIT – III

Secondary Market – Role, importance, organization of stock exchanges – Listing of securities in stock exchanges – Trading mechanism – screen based system – Insider trading; Take-over's – Internet based trading.

UNIT – IV

Depository – Role and need – The Depositories Act, 1996, SEBI (Depositories and Participants Regulation) 1996 – SEBI (Custodian of Securities) Regulation 1996 – National Securities Depository Ltd. (NSDL) – Depository participant.

UNIT – V

Capital Market Instruments – Equity, Secured Premium Notes, Equity Shares with detachable warrants, Sweat Equity, Non-Voting Shares, Tracking stocks, Preference Shares, Debentures, Disaster Bonds, Option Bonds, Easy Exit Bonds, Split Coupon Debentures, Floating Rate Bonds and Notes, Clip and Strip Bonds, Dual Convertible Bonds, Debt Instruments with Debt warrants, Indexed Rate Notes, Stepped Coupon Bonds, Dual Option Warrants, Extendable Notes, Commodity Bonds , Mortgage Backed Securities, Carrot and Stick Bond, Capital Indexed Bonds, Debt for Equity Swap, Zero Coupon Convertible Notes, Global Depository Receipts, Foreign Currency Convertible Bonds – New instruments of Capital Market – Pure, Hybrid and Derivatives; Money Market Instruments – Treasury bills, Commercial Bills, Commercial Paper, Participatory Notes.

REFERENCES

Dalton, John M, HOW THE STOCK MARKET WORKS, *Prentice Hall, New Delhi.*

Machi Raju, H.R, MERCHANT BANKING; *Wiley Eastern Ltd.; New Delhi.*

Chanratre, KR, CAPITAL ISSUE, SEBI & LISTING; *Bharat Publishing House, New Delhi.*

MBA Finance) – IV Semester

PAPER –XX
FINANCIAL DERIVATIVES

Course Code: 37 **Paper code: MBFM4005**

Objectives

- To Understand the students about the concept of Derivatives and its types
- To acquaint the knowledge of Options and Futures and
- To know about Hedging and the development position of Derivatives in India.

UNIT – I

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives - Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

UNIT – II

Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap.

UNIT – III

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

UNIT – IV

Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

UNIT – V

Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.

REFERENCES

Gupta . S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS *PHI, New Delhi, 2005*

Kumar S.S.S. FINANCIAL DERIVATIVES, *PHI, New Delhi, 2007*

Chance, Don M: DERIVATIVES and Risk Management Basics, *Cengage Learning, New Delhi.*

Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, *Cengage Learning, New Delhi.*

(f) Procedure for admission, curriculum transaction and evaluation:

1. Eligibility Criteria for Admission:

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

2. Fees Structure for MBA (Finance)

Fee Structure	**Rs.**
Registration Fee	**200**
Matriculation Fee	**25**
Recognition Fee (For Foreign University Degree – Rs.450)	**200**
Study Material Fee	**3,500**
University Development fund	**1,000**
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
Total	**24,925**

3. Evaluation:

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks:** 100 **Time:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions
Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions
Part – C (1 X 20 = 20 Marks) - One Case study **(Compulsory)**

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**
- **Project Work:** The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks.** No Viva-voce examination will be conducted.

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	**: Rs. 5,00,000 (approx. for 100 students' enrolment)**
PCP Class	**: Rs. 1,00,000 (approx. for 100 students' enrolment)**

(i) **Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROJECT PROPOSAL REPORT

MBA (INTERNATIONAL BUSINESS)

Submitted for Approval of UGC
With effect from 2018-19 Onwards

MBA- International Business

(a) Mission and objectives of this Programme:

Mission of this programmee is to support business organizations in India and other developing countries by enriching the best practices in international business. It shall seek to do this by preparing risk-taking leader-managers who will pioneer emerging global business operations and set new benchmarks.

Objectives

- To provide a congenial learning environment to potential aspirants for pursuing careers in internationally focused management practices.
- To enhance knowledge through innovative teaching and research, conceptual and applied, relevant to international business, and to disseminate such knowledge through budding leader-managers and research publications on contemporary issues in international business.
- To develop the decision-making skills and international business competence of practicing managers and assist MNCs to solve their multi-dimensional global business problems by extending consultancy services.
- To associate with other institutions in India and abroad with a view to further promoting management education in international business

(b) Relevance of the programme:

In response to the changes that are taking place on the face of the world business scenario and the needs of the industry at national and international level it is immensely necessary to shape management education with international orientation by generating new leading edge knowledge and preparing upright, dependable, socially sensitive leader-managers committed to engaging in the progress of mankind.

(c)Targeted Group of Learners:

Target group for this programme comprises of entrepreneurs, high-level management executives and decision - makers with some executive experience who wish to qualify for higher management levels and for coping with international challenges.

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Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

(d) **Appropriateness of programme to be conducted through Open and Distance Learning mode :**

As most of our target groups are working group, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

(e) **Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and are critically reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it is approved by Academic Council after thorough discussion. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

(f) **Procedure of Admission:** Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

Eligibility Criteria for Admission

The Student should possess any degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

Duration of the Course

The course shall be of two years duration spread over into four semesters. The Maximum duration to complete the course shall be 4 years.

Medium

The medium of instruction shall be English.

Personal conduct Programme (PCP)

PCP classes will be conducted at select centers based on the number of students enrolled for the programme. The attendance is optional to PCP Classes.

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Puducherry – 605 014.

Course Structure and detailed syllabus

COURSE STRUCTURE

FIRST YEAR (Common to all MBA Programme)			
Semester – I		**Semester - II**	
Paper code	**Paper Title**	**Paper code**	**Paper Title**
MBAC1001	Management Concepts & Organisational Behaviour	MBAC2001	Financial Management
MBAC1002	Managerial Economics	MBAC2002	Marketing Management
MBAC1003	Accounting for Managers	MBAC2003	Human Resource Management
MBAC1004	Business Environment & Law	MBAC2004	Operations Research and Management
MBAC1005	Research Methodology	MBAC2005	Strategic Management
SECOND YEAR			
Semester – III			**Semester - IV**
Paper code	**Paper Title**	**Paper code**	**Paper Title**
MBIB 3001	International Business Environment	MBIB 4001	Global Financial Markets & Instruments
MBIB 3002	Management of Multinational Corporation	MBIB 4002	Foreign Trade Policy
MBIB 3003	International Business Law	MBIB 4003	Cross Cultural Business Management
MBIB 3004	Global Marketing Management	MBIB 4004	International Logistics Management
MBIB 3005	EXIM Financing and Documentation	MBIB 4005	Forex Management & Currency Derivatives
		MBIB 4006	Project Work

Question Paper Pattern

Maximum Marks: 100 **Times:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

Prof. C. R. RAMAIAH
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Puducherry – 605 014.

Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

Project Work

The students must submit their projects at the end of fourth semester. The maximum marks allotted for the project Report will be **100 marks**.

Fee Structure:

Sl.No.	Fee Particulars	MBA (OSCM)
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee	200
5	Study Material & Handling Charges	3,500
6	Tuition Fee	20,000
	Total	**24,925**

(g) Requirement of the Laboratory Support and Library Resources: In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 500,000/ (approx.)

(ii) PCP classes Cost Rs. 100,000/ (approx.)

DDE is having sufficient fund for running the programme.

(i) Quality assurance mechanism and expected programme outcomes: Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials

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Puducherry – 605 014.

Detailed Syllabus Outline:

MBA (Marketing) programme curriculum is designed with semester pattern which is spread across into four semesters and of two years duration. The first year 1st and 2nd semesters) having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which includes International Business Environment, Management of Multinational Corporation, Global Financial Markets & Instruments, Foreign Trade Policy, Foreign Trade Policy, Cross Cultural Business Management etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its evaluation.

Sources of Study Materials

As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.

Selected References:

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*

Philip Kotler & Kevin Lane Kellerr, MARKETING MANAGEMENT (15th Edition), *Pearson India Education Services Pvt. Ltd. 2016*

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd, Delhi, 2009*

Christoppher Bartlett and Sumantra Ghoshal, TRANSNATIONAL MANAGEMENT: TEXT AND CASES, *Tata Mc Graw Hill, New Delhi*

Keegan, Warren J., GLOBAL MARKETING MANAGEMENT, *Prentice Hall*, New Delhi

Motiwal OP, Awasthi HI, INTERNATIONAL TRADE – THE LAW AND PRACTICE, *Bhowmik and Company*, New Delhi.

Asopa, V.N., SHIPPING MANAGEMENT: CASES AND CONCEPTS, *Macmillan, New Delhi.*

Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, *Prentice Hall*, New Delhi

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Puducherry – 605 014.

MBA – I Semester

PAPER – I

MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC 1001

Objectives

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

Fred Luthans, ORGANISA TIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Paper Code: MBAC 1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globaiization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

MBA - I Semester

PAPER –III
ACCOUNTING FOR MANAGERS

Paper code: MBAC 1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC 1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

Rudder Dutt & Sundaram, INDIAN ECONOMY, *Vikas Publishing House, New Delhi.*

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA-I Semester

PAPER-V

OPERATIONS RESEARCH AND MANAGEMENT

Paper code: MBAC 1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Staistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Coefficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC 2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

MBA- II Semester

PAPER-VII
MARKETING MANAGEMENT

Paper Code: MBAC 2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-iII

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCES

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmilian Business Books, New Delhi, 2002,*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC 2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi.*.

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler &Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi,2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA – II Semester

PAPER – IX

OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC 2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay-out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i:e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA- II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC 2005

Objectives

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi,2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA (International Business) - III Semester

PAPER - XI INTERNATIONAL BUSINESS ENVIRONMENT

Course Code: 38 **Paper Code: MBIB 3001**

Objectives

- To explore and offer knowledge on global business environment
- To explore knowledge on international institutions involved in promotion of global business, and
- To make future global managers

UNIT – I

International Business: Nature, importance and scope – Mode of entry into international business - Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment.

UNIT – II

International Economic Environment: World economic and trading situation; International economic institutions and agreements – WTO, UNCAD, IMF, World Bank; Generalized system of preferences, GSTP; International commodity agreements.

UNIT – III

Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types – M&A of MNC's

UNIT – IV

Nature of International Business Environment: Forces – Political environment – Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies

UNIT – V

Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers.- Foreign Direct investment (FDI)

REFERENCES

Adhikary, Manab, GLOBAL BUSINESS MANAGEMENT, *Macmillan,* New Delhi.

Bhattacharya.B, GOING INTERNATIONAL RESPONSE STRATEGIES FOR INDIAN SECTOR, *Wheeler Publishing Co,* New Delhi.

Black and Sundaram, INTERNATIONAL BUSINESS ENVIRONMENT, *Prentice Hall of India,* New Delhi.

Gosh, Biswanath, ECONOMIC ENVIRONMENT OF BUSINESS, *South Asia Book,* New Delhi.

Aswathappa, INTERNATIONAL BUSINESS, *Tata Mc Graw Hill publications,* New Delhi.

MBA (International Business) - III Semester

PAPER - XII

MANAGEMENT OF MULTINATIONAL CORPORATION

Course Code: 38 **Paper Code: MBIB 3002**

Objectives

- To highlight the origin and development of MNC's, and
- To highlight their problems and prospects from the point of view of both host countries and parent countries

UNIT-I

International Management - Trends, challenges and opportunities; Different schools of thought of international management Different types of International business – Problems faced by MNC's – Problems posed by MNC's to host countries.

UNIT-II

Growth and Development of MNCs - Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

UNIT-III

Comparative Management - Importance and scope; Methods of comparative management ; management styles and practices in US ,Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

UNIT-IV

International Business Strategy - Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

UNIT-V

Indian Perspectives and Policy - Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs

REFERENCES

Hodgetts, INTERNATIONAL MANAGEMENT. *Tata McGraw Hill, New Delhi.*

Koonts and Whelrich , MANAGEMENT: THE GLOBAL PERSPECTIVE , *Tata McGraw Hill, Delhi.*

Nagandhi, Anant.R. INTERNATIONAL MANAGEMENT ,*Prentice Hall of India Ltd., New Delhi.*

Thakur, Manab,Gene E. Burton, and B.N. Srivastav : INTERNATIONAL MANAGEMENT: CONCEPTS AND CASES, *TATA MCGRAW HILL, New Delhi.*

Christoppher Bartlett and Sumantra Ghoshal, TRANSNATIONAL MANAGEMENT: TEXT AND CASES, *Tata Mc Graw Hill, New Delhi*

MBA (International Business) - III Semester

PAPER - XIII INTERNATIONAL

BUSINESS LAW

Course Code: 38 **Paper Code: MBIB 3003**

Objectives

- To expose the students to the legall and regulatory framework and their implications concerning global business operations , and
- To have a better understanding of the functioning and objectives of various world organizations

UNIT-I

Legal Framework of International Business - Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.

UNIT-II

Regulatory Framework of WTO - Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

UNIT-III

Regulations and Treaties Relating to - Licensing; Franchising; Join Ventures, Patents and trade marks; Technology transfer, Telecommunications. Frame work relating to Electronic Commerce.

UNIT-IV

Regulatory Framework and Taxation - Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues

UNIT-V

Indian Laws and Regulations - Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

REFERENCES

Daniels, John, Ernest W. Ogram and Lee H. Redebungh, INTERNATIONAL BUSINESS, ENVIRONMENTS AND OPERATIONS.

Lew, Julton D.M and Clive Stand brook (eds), INTERNATIONAL TRADE LAW AND PRACTICE, *Euromoney Publications*, London.

Schmothoff C.R: Export Trade, THE LAW AND PRACTICE OF INTERNATIONAL TRADE.

Motiwal OP, Awasthi HI, INTERNATIONAL TRADE – THE LAW AND PRACTICE, *Bhowmik and Company*, New Delhi.

Kapoor ND, Commercial Law; Sultan Chand & Co., New Delhi.

MBA (International Business) - III Semester

PAPER - XIV

GLOBAL MARKETING MANAGEMENT

Course Code: 38 **Paper Code: MBIB 3004**

Objectives

- To provide the knowledge of marketing management in the international perspectives, and
- To be able to decide suitable marketing strategies for the dynamic international market

UNIT – I

Introduction to International Marketing - Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation- EPRG framework; International market entry strategies – market segmentation – Global market entry strategies

UNIT – II

International Marketing Environment - Internal environment; External environment- geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

UNIT – III

Product Decisions - Product planning for global markets; Standardisation vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

UNIT – IV

Pricing Decisions - Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

UNIT – V

Distribution Channels and Logistics - Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

REFERENCES

Czinkota, M.R, INTERNATIONAL MARKETING, *Dryden Press*, Boston.

Fayerweather, John, INTERNATIONAL MARKETING, *Prentice Hall*, New Delhi

Jain, S.C., INTERNATIONAL MARKETING, *CBS Publications*, New Delhi

Keegan, Warren J., GLOBAL MARKETING MANAGEMENT, *Prentice Hall*, New Delhi

MBA (International Business) - III Semester

PAPER - XV
EXIM FINANCING AND DOCUMENTATION

Course Code: 38 **Paper Code: MBIB 3005**

Objectives

- To provide an insight into various documents used in EXIM financing, and
- To enhance the practical knowledge of sources of finance and incentives available in the market

UNIT-I

Introduction - Export documentation; Foreign exchange regulations; ISO 9000 series and other internationally accepted quality certificates; Quality control and pre-shipment inspection ; Export trade control ; Marine insurance; Commercial practices.

UNIT-II

Export Procedures - General excise clearances; Role of clearing and following agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

UNIT-III

Import Procedures - Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses.

UNIT-IV

Export Incentives - Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation – Duty entitlement Pass Book Scheme.

UNIT-V

Trading Houses - Export and trading houses schemes – criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.

REFERENCES

Cherian and Parab, EXPORT MARKETING, *Himalaya Publishing House*, New Delhi

Government of India, HANDBOOK OF PROCEDURES, *Import and Export Promotion*, New Delhi.

Rathod, Rathor and Jani, INTERNATIONAL MARKETING, *Himalaya Publishing House*, New Delhi.

EXPORT – IMPORT MANUAL, *Nabhi Publication*, New Delhi

Government of India, EXPORT-IMPORT POLICY, PROCEDURES, ETC. *(Volumes I, II and II)* New Delhi

MBA (International Business) - IV SEMESTER

PAPER - XVI

GLOBAL FINANCIAL MARKETS AND INSTRUMENTS

Course Code: 38 **Paper Code: MBIB 4001**

Objective

- To introduce and enhance skills on Global Financial Market, instruments and strategies.

UNIT-I

Introduction to International Financial System - Brettonwood conference and afterwards; European monetary system. Fixed vs Floating Exchange Rate regimes – International economic institutions – IMF, World Bank and WTO

UNIT-II

Creation of Euro Currency Markets - Creation of Euro Dollar – Emergence of Global Currency Markets – Size and Structure of Europe and Asian Markets – Transaction – Regulatory systems – Major instruments

UNIT-III

International Financial Markets and Instruments - International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries.

UNIT-IV

International Money Market Instruments and Institutions - GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits; IMF, IBRD, Development Banks.

UNIT-V

Global Shopping for funds and Investments - Comparison of Domestic, Foreign and Euro Currency Markets for Lending and Investment – Forex Risk – Interest Rate Parity – Cover deals – Using global markets for Hedging – Arbitrage – speculation – Cost comparisons.

REFERENCES

Buckley, Adrian, MULTINATIONAL FINANCE, *Prentice Hall of India, New Delhi*

Henning, C.N., Piggot, W. and Scott, W.H, INTERNATIONAL FINANCIAL MANAGEMENT, *Mc Graw Hill, Int. Ed., New York.*

Maurice, Levi, INTERNATIONAL FINANCE, *McGraw Hill, Int. Ed., New York.*

Rodriqufe, R.M and E.E Carter, INTERNATIONAL FINANCIAL MANAGEMENT, *Prentice Hall of India, Delhi.*

Shaprio, A.C., MULTINATIONAL FINANCIAL MANAGEMENT, *Prentice Hall of India, New Delhi.*

MBA (International Business) - IV Semester

PAPER - XVII
FOREIGN TRADE AND POLICY

Course Code: 38 **Paper Code: MBIB 4002**

Objectives

- To understand the policy framework of India which will enhance the conceptual knowledge, and
- Ability to apply the fundamental concepts to apply the fundamental concepts to complex business realties.

UNIT-I

International Trade - Theories of foreign trade – absolute and comparative advantage theories; Modern theory of trade – Hecksher- Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.

UNIT-II

Commercial Policy Instruments - Tariffs, quotas, anti dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures.

UNIT-III

India's Foreign Trade and Policy - Direction and composition of India's foreign trade; Export – Import policy; Export promotion and institutional set – up; Deemed exports; Rupee convertibility.

UNIT-IV

Instruments of Export Promotion - Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes: Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations; EPZs and SEZs & EOUs.

UNIT-V

Foreign Investment Policy - Policy and frame work for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

REFERENCES

Gupta, R.K., ANTI-DUMPING AND COUNTERVAILING MEASURES, *Sage Publications, New Delhi.*

Nabhi's EXPORTER'S MANUAL AND DOCUMENTATION, *Nabhi Publication, New Delhi*

Sodersten, B.O, INTERNATIONAL ECONOMICS, *MacMillan, London.*

Varsheny R.L. and B. Bhattacharya, INTERNATIONAL MARKETING MANAGEMENT, *Sultan Chand & Sons,New Delhi.*

Verma, M.L., *International Trade, Commonwealth Publishers,* Delhi.

MBA (International Business) - IV Semester

PAPER - XVIII

CROSS CULTURAL BUSINESS MANAGEMENT

Course Code: 38 **Paper Code: MBIB 4003**

Objective

- The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organization

UNIT -I

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work

UNIT -II

Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

UNIT -III

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT -IV

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strstegies.

UNIT -V

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing improvement.

REFERENCES

Deresky Helen, INTERNATIONAL MANAGEMENT: MANAGING ACROSS BORDERS AND CULTURES, *PHI, Delhi*

Esenn Drlarry, Rchildress John, THE SECRET OF A WINNING CULTURE: *PHI, Delhi*

Cashby Franklin, REVITALIZE YOUR CORPORATE CULTURE: *PHI, Delhi*

MBA (International Business) - IV Semester

PAPER - XIX

INTERNATIONAL LOGISTICS MANAGEMENT

Course Code: 38 **Paper Code: MBIB 4004**

Objectives

- The course provides the analytical framework for understanding the logistics model and supply chain techniques in an international perspective

UNIT - I

Marketing Logistics - Concept, objectives and scope; System elements; Importance – Elements of Logistics system - Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement – Factors influences Distribution and Logistics.

UNIT - II

Transportation - Containerization; CFS and inland container depots; Dry ports – Road – Multimodal transportation - CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.

UNIT - III

General Structure of Shipping - Characteristics - Types of shipping - liner and tramp - Conference chartering operations - Freight structure and practices - Chartering principles and practices; UN convention on shipping information – Documents for shipping of goods.

UNIT - IV

Air Transport - Air transportation –total cost concept, advantages, freight structure and operations; Carrier consignee liabilities – Cargo handling – Information support System

UNIT - V

Inventory Control and Warehousing - Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics

REFERENCES

Asopa, V.N., SHIPPING MANAGEMENT: CASES AND CONCEPTS, *Macmillan, New Delhi.*

Desai, H.P. INDIAN SHIPPING PERSPECTIVES, *Anupam Publications, Delhi,*

Khanna, K.K., PHYSICAL DISTRIBUTION, *Himalaya Publishing,* Delhi.

Lambert, D et al, STRATEGIC LOGISTIC MANAGEMENT, *Tata McGraw Hill, New Delhi.*

Shipping Documents and Reports, UNCTAD

MBA (Tourism) - IV semester

PAPER – XX
FOREX MANAGEMENT AND CURRENCY DERIVATIVES

Course Code: 38 **Paper Code: MBIB 4005**

Objectives

- To enable the students to have an in-depth understanding of the principles and procedures relating to Forex markets and different types of currency derivatives and its operations.

UNIT-I

The Foreign Exchange Market - Organisation – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – Interrational Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI

UNIT-II

Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

UNIT-III

Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange exposers.

UNIT-IV

Ready and Forward Exchange Rates – Principle types of Ready Merchant rates – Ready rates based on cross rates – Forward exchange contracts – Execution of Forward contracts – cancellation and Extensions - Dealing position – Exchange position – Cash position.

UNIT-V

Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

REFERENCES

Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, *Prentice Hall,* New Delhi

Francis Cherunilam, INTERNATIONAL ECONOMICS, *Tata Mc Graw Hill Pub Ltd,* New Delhi

Ian H Giddy, GLOBAL FINANCIAL MARKETS, *AITBS Publishers and Distributors,* New Delhi

C **Jeevanandam,** FOREIGN EXCHANGE: PRACTICE, CONCEPTS, *Sultan Chand & Sons,* New Delhi

Vijayabhaskar P and Mahapatra B., DERIVATIVES SIMPLIFIED, RESPOSE BOOKS, *Sage Publications,* New Delhi

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

MBA (HUMAN RESOURCE MANAGEMENT)

Submitted for Approval of UGC

With effect from 2018 -19 Onwards

(a) Programme's Mission & Objectives:

Mission: MBA degree Programme in Human Resource Management is a distinctive programme which seeks to enable the learners to develop the necessary skills, competencies and knowledge for an effective career in Human Resource Management.

Objectives: It aims to develop the learners for a professional career in HR by developing knowledge and understanding of the disciplines of HR, encouraging critical reflective thinking and developing independent personal development skills.

(b) Relevance of the Programme with HEI's Mission and Goals:

This Programme is designed in such a way to enable the learner to understand and acquire specialized knowledge in the area of Human Resource Management. This programme is primarily aimed at developing knowledge and understanding of the disciplines of HR, to equip the learners to meet the demand for specialists and leaders in the Industriai sectors.

(c) Nature of Prospective target group of learners:

The programme is offered for the candidates who aspire to acquire the knowledge and skills in the field of Human Resource Management and those who wish to get jobs in industrial sectors. Further it is useful for those who aspire to become HR Manager.

(d) Learning Outcomes:

The MBA in Human Resource Management provides learners with a contemporary focus and offers a rigorous academic programme for success in the HR profession.

(e) Instructional Design:

1. **Duration of the Programme:**

The course shall be of two years duration spread over into four semesters. The Maximum duration to complete the course shall be 4 years.

2. **Medium**

The medium of instruction shall be English.

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

3. **Instructional delivery mechanisms:**

The delivery of the programme is through conduct of Personal Contact Programme. In total 8 days **(40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.**

4. **Faculty and support of Staff:**
   - DDE faculty, University faculty from Management department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
   - Distance Education Staff are engaged in supporting other activities like dispatch of printed study materials.
5. **Media for instruction:**
   - Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
   - Students can see all information about DDE Programmes in the University website.
   - The student support services like help desk (grievances) will be solved through in person, phone, email and group SMSs.

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Puducherry – 605 014.

6. Curriculum design

MBA (Human Resource Management)

CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHR 3001	Human Resource Development	100	50
2	MBHR 3002	Performance Management	100	50
3	MBHR 3003	Knowledge Management	100	50
4	MBHR 3004	Industrial Relations Management	100	50
5	MBHR 3005	Employee Legislation	100	50

IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHR 4001	Organizational Development and Change	100	50
2	MBHR 4002	Human Resource Accounting	100	50
3	MBHR 4003	Compensation Management	100	50
4	MBHR 4004	Human Resource Information System	100	50
5	MBHR 4005	Global HR Practices	100	50
6	MBHR 4006	**Project Work**	100	50

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7. Detailed syllabus of the Programme
MBA – I Semester

PAPER – I

MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC 1001

Objectives

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*
Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*
Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*
Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*
Fred Luthans, ORGANISA TIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*
Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*
Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Paper Code: MBAC 1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

MBA - I Semester

PAPER –III
ACCOUNTING FOR MANAGERS

Paper code: MBAC 1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC 1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

Rudder Dutt & Sundaram, INDIAN ECONOMY, *Vikas Publishing House, New Delhi.*

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA-I Semester

PAPER-V
RESEARCH METHODOLOGY

Paper code: MBAC 1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC 2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage - Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

MBA- II Semester

PAPER-VII
MARKETING MANAGEMENT

Paper Code: MBAC 2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCE

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delihi, 2002,*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC 2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*.

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler &Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi,2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA – II Semester

PAPER – IX

OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC 2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2007.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA - II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC 2005

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi,2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA (HRM) - III Semester

PAPER – XI

HUMAN RESOURCE DEVELOPMENT

Course Code: 39 **Paper Code: MBHR 3001**

Objectives:

- To understand the evolution and functions of HRD
- To identify the content, process and the outcomes of HRD applications
- To evaluate and understand diversity issues and their impact on organizations

UNIT I

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

UNIT II

Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.

UNIT III

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

UNIT IV

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

UNIT V

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

REFERENCES

Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, *Cengage Learning, 2006*
William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey, 1982.*
Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, *Oxford University Press, 2009*
Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMNET, *PHI Learning, 2001*

MBA (HRM) -III Semester

PAPER – XII
PERFORMANCE MANAGEMENT

Course Code: 39 **Paper Code: MBHR 3002**

Objectives:

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

UNIT-I

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

UNIT-II

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

UNIT-III

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

UNIT-IV

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation -Performance Management in Multi National Corporations.

UNIT-V

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

REFERENCES

Srinivas Kandula, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

Robert Cardy, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

MBA(HRM) -III Semester

PAPER – XIII
KNOWLEDGE MANAGEMENT

Course Code: 39 **Paper Code: MBHR 3003**

Objectives:

- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

UNIT-I

Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

UNIT-II

Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

UNIT-III

Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.

UNIT-IV

ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.

UNIT-V

Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.

REFERENCES

Frances Horibe, MANAGING KNOWLEDGE WORKERS, *John Wiley & Sons*

Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, *Tata McGrawHill, New Delhi*

Fernandez & Leidner, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi,2008*

Mruthyunjaya, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2011*

MBA (HRM) -III Semester

PAPER - XIV
INDUSTRIAL RELATIONS MANAGEMENT

Course Code: 39 **Paper Code: MBHR 3004**

Objectives:

- To provide exposure of theories, techniques and approaches to manage Industrial Relations.
- To understand the importance of labour administration and Constitutional Provisions.

UNIT-I

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

UNIT-II

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.

UNIT-III

Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

UNIT-IV

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.

UNIT-V

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.

REFERENCES

Arun Monappa, INDUSTRIAL RELATIONS, *Tata Mc-Graw Hill, New Delhi*

Pramod Verma, MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, *Oxford University Press, New Delhi*

Sivarethinamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, *PHI Learning, New Delhi,2010*

MBA(HRM) -III Semester

PAPER - XV
EMPLOYEE LEGISLATION

Course Code: 39 **Paper Code: MBHR 3005**

Objectives:

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

UNIT -I

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

UNIT -II

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

UNIT -III

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

UNIT -IV

The Role of Human Capital – Organised and Unorganised Labour – Unorganised Labour Act - Workmen's Compensation Act – The Employees Pension Scheme.

UNIT –V

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

References

P.L. Malik, INDUSTRIAL LAW, *Eastern Book Company, New Delhi, 2011*

C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, *Response Books,2001*

Biswajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, *PHI Learning,New Delhi*

Vipin Gupta Et al , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, *Response Books*

MBA (HRM) - IV Semester

PAPER – XVI
ORGANIZATIONAL DEVELOPMENT AND CHANGE

Course Code: 39 **Paper Code: MBHR 4001**

Objectives:

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

UNIT-I

Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.

UNIT-II

Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change.

UNIT-III

Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

UNIT-IV

OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

UNIT-V

OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organisations.

REFERENCES

Kondalkar, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, *PHI Learning, New Delhi,2009*

French & Bell, ORGANISATIONAL DEVELOPMENT, *McGraw-Hill.*

Dipak Bhattacharyya, ORGANIZATIONAL CHANGE AND DEVELOPMENT, *Oxford University Press, New Delhi, 2011*

MBA (HRM) -IV Semester

PAPER - XVII
HUMAN RESOURCE ACCOUNTING

Course Code: 39 **Paper Code: MBHR 4002**

Objectives:

- To understand the values of Human Resources in Organisations
- To familiarise the process and approaches of Human Resources Accounting

UNIT -I

Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources –Quality of Work Force and Organizations' Performance - Efficient use of Human Resources – Modern Market Investment Theory - Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non- Marketable Assets – Human Capital.

UNIT -II

Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.

UNIT -III

Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.

UNIT -IV

HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Management Control Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.

UNIT -V

HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.

References

Eric G. Flamholtz ,HUMAN RESOURCE ACCOUNTING, *Springer*
Jac Fitz-enz, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, *McGraw Hill*
Rakesh Chandra Katiyar ,ACCOUNTING FOR HUMAN RESOURCES , *UK Publishing*
M. Saeed, D.K. Kulsheshtha , HUMAN RESOURCE ACCOUNTING, *Anmol Publications.*
D. Prabakara Rao, HUMAN RESOURCE ACCOUNTING , *Inter India Publications.*

MBA (HRM) -IV Semester

PAPER – XVIII
COMPENSATION MANAGEMENT

Course Code: 39 **Paper Code: MBHR 4003**

Objectives:

- To understand the various dimensions of Compensation Management.
- To familiarise the role of various bodies involved in Compensation Management.

UNIT-I

Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches

UNIT-II

Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

UNIT-III

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.

UNIT-IV

Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems.

UNIT-V

Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages

REFERENCES

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *PHI Learning, New Delhi,2008*

Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, *Prentice Hall India, New Delhi.*

Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, *Prentice Hall India, New Delhi.*

Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, *Crust Publishing House.*

MBA (HRM) -IV Semester

PAPER - XIX
HUMAN RESOURCE INFORMATION SYSTEM

Course Code: 39 **Paper Code: MBHR 4004**

Objectives:

- To understand the concept of Human Resource Information Systems
- To familiarise the applications of HRIS in Organisations

UNIT -I

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HPIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.

UNIT -II

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

UNIT -III

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

UNIT -IV

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

UNIT -V

Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

References

Michael Armstrong, A Handbook of Human Resource Management Practice, *Kogan Page*
Gueutal & Stone,The Brave New World of her, *Jossey-Bass,2005*
Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, *Thomson. 2006.*

MBA (HRM) -IV Semester

PAPER - XX
GLOBAL HR PRACTICES

Course Code: 39 **Paper Code: MBHR 4005**

Objectives:

- To understand the concepts of globalization in HR Perspective
- To familiarize the key aspects and contemporary issues to the students
- To understand the developments in global HR practices and its challenges

UNIT -I

Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.

UNIT -II

HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business

UNIT -III

HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems – Employee Empowerment – Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms

UNIT -IV

Change Management Model - Appreciating Change - Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Leadership and Change – Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organisational Learning Systems.

UNIT -V

Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM – Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life.

REFERENCES

Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, *M.E. Sharpe, 2009*

Monir Tayeb, INTERNATIONAL HRM, *Oxford University Press,2005*

Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, *Cengage Learning, NewDelhi,1999*

(f) **Procedure for admission, curriculum transaction and evaluation:**

1. Eligibility Criteria for Admission:

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

2. Fees Structure for MBA (HRM)

Fee Structure	Rs.
Registration Fee	**200**
Matriculation Fee	**25**
Recognition Fee (For Foreign University Degree – Rs.450)	**200**
Study Material Fee	**3,500**
University Development fund	**1,000**
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
Total	**24,925**

3. Evaluation:

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks:** 100 **Time:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions
Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions
Part – C (1 X 20 = 20 Marks) - One Case study **(Compulsory)**

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is 50%. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above

but less than 60% shall be placed in the **Second Class**. Students' who obtain 75% and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

- **Project Work:** The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks.** No Viva-voce examination will be conducted.

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	**: Rs. 5,00,000 (approx. for 100 students' enrolment)**
PCP Class	**: Rs. 1,00,000 (approx. for 100 students' enrolment)**

(i) Quality Assurance Mechanism:

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

MBA (GENERAL)

Submitted for Approval of UGC

With effect from 2018 -19 Onwards

(a) Mission and objectives of this Programme:

MBA degree Programme in General is designed to enable the learners to gain the knowledge and understanding in the overall (general) Business Management functions. .

The main objectives of the Programme are:

- to understand the basic functions of management and managerial skills.
- to understand the role and importance of Human Resource Management.
- to understand the concept and functions of Marketing Management marketing.
- to understand the importance of Financial Management.

(b) Relevance of the Programme:

Management is indispensable in all organizations whether a business firm, a government, a hospital, a college, etc. Management is a creative force which helps in the optimum utilization of resources. The importance of management has increased tremendously in recent years due to increase in the size and complexity of organizations, turbulent environment and growing responsibilities of business.

(c)Targeted Group of Learners:

This Programme is targeted fresh graduates in any discipline, working Executives/Professionals and who aspire to acquire the overall management skills.

(d) Appropriateness of Programme to be conducted through Open and Distance Learning mode:

The aim of the Programme is to reach to the unreachable who could not fulfill their dreams due to some reason like employment, financial background etc. In Distance learning Programme there is no time specific or age criteria, moreover it is cost effective. Therefore, it will be most suitable to provide them education under Distance Learning mode.

(e) Instructional Design:

1. **Duration of the Programme:**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

2. **Medium**

The medium of instruction shall be English.

3. **Instructional delivery mechanisms:**

The delivery of the Programme is through conduct of Personal Contact Programme. In total 8 days **(40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the Programme and the attendance is not mandatory.**

4. **Faculty and support of Staff:**
   - DDE faculty, University faculty from Management department and other senior faculty will be engaged in for handling classes of the first two semesters in Personal contact Programme.
   - Distance Education Staff are engaged in supporting other activities like dispatch of printed study materials.
5. **Media for instruction:**
   - Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
   - Students can see all information about DDE Programmes in the University website.
   - The student support services like help desk (grievances) will be solved in person, phone, email and group SMSs.

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Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

6. **Curriculum design**

MBA (GENERAL)

(Course code – 43)

CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBGN 3001	Consumer Behaviour	100	50
2	MBGN 3002	Performance Management	100	50
3	MBGN 3003	Merchant Banking and Financial Services	100	50
4	MBGN 3004	Management Control Systems	100	50
5	MBGN 3005	Entrepreneurship Management	100	50

IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBGN 4001	Investment and Portfolio Management	100	50
2	MBGN 4002	Services Marketing	100	50
3	MBGN 4003	Information Technology and E-Business	100	50
4	MBGN 4004	International Business	100	50
5	MBGN 4005	Training and Development	100	50
6	MBGN 4006	**Project Work**	100	50

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Pondicherry University
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7. Detailed Syllabus of the Programme:

MBA – I Semester

PAPER – I

MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC 1001

Objectives

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning – Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

Fred Luthans, ORGANISA TIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Paper Code: MBAC 1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets – Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

MBA - I Semester

PAPER –III

ACCOUNTING FOR MANAGERS

Paper code: MBAC 1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*
Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*
Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*
Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC 1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

Rudder Dutt & Sundaram, INDIAN ECONOMY, *Vikas Publishing House, New Delhi.*

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA-I Semester

PAPER-V
RESEARCH METHODOLOGY

Paper code: MBAC 1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC 2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

MBA- II Semester

PAPER-VII

MARKETING MANAGEMENT

Paper Code: MBAC 2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCES

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delihi, 2002,*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC 2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler &Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 200*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi,2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA – II Semester

PAPER – IX
OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC 2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programmeming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal Programmeming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA- II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC 2005

Objectives

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi,2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA (General) - III Semester

PAPER - XI

CONSUMER BEHAVIOUR

Course Code: 43 **Paper Code: MBGN 3001**

Objectives

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

UNIT - I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

UNIT - II

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT - III

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

UNIT - IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT - V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

REFERENCES

Bennet and Kassarjian, CONSUMER BEHA VIOUR, *Prentice Hall of India, New Delhi*

Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

Ramanuj Majumdar, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*

Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill. New Delhi,2007*

Berkman & Gilson, CONSUMER BEHA VIOUR:CONCEPTS AND STRATEGIES, *Kent Publishing Company.*

Efraim Turban, Jae Lee, David King, & H.Michael Chung: *Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.*

MBA (General) -III Semester

PAPER – XII

PERFORMANCE MANAGEMENT

Course Code: 43 **Paper Code: MBGN 3002**

Objectives:

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

UNIT-I

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

UNIT-II

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

UNIT-III

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

UNIT-IV

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation - Performance Management in Multi National Corporations.

UNIT-V

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

REFERENCES

Srinivas Kandula, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*
Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*
Robert Cardy, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*
S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

MBA (General) – III Semester

PAPER -XIII

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code: 43 **Paper code: MBGN 3003**

Objectives

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future and
- To determine the most suitable financial service, given the situations and contingencies

UNIT-I

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters' contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

UNIT-III

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

UNIT-IV

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

REFERENCES

Khan, M.Y., FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

Gurusamy, MERCHANT BANKING AND FINANCIAL SERVIES, *Tata McGraw Hill, Delhi, 2009.*

MBA(General)- III SEMESTER

PAPER XIV

MANAGEMENT CONTROL SYSTEMS

COURSE CODE: 43 PAPER CODE: MBGN 3004

UNIT I: The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Blancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT II : The traditional instruments of control in organizations

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT iII : Accountability in organizations

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT IV : The new dimensions of control with strategies

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

REFERENCES

Antony R.N. and Govindarajan V , MANAGEMENT CONTROL SYSTEMS

Gosh P.K. and Gupta, COST ANALYSIS AND CONTROL

Hersey P and Balanchard H.B, MANAGEMENT OF ORGANIZATIONAL BEHAVIOR

Emmanuel, ACCOUNTING FOR MANAGEMENT CONTROL

MBA(General)- III SEMESTER

PAPER XV
ENTREPRENEURSHIP MANAGEMENT

COURSE CODE: 43 **PAPER CODE: MBGN 3005**

UNIT-I

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT-II

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programmes – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

UNIT-III

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

UNIT-IV

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

UNIT-V

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health case, Transport and allied services.

REFERENCES

Donald L. Sexton & Raymond W.Smilor, THE ART AND SCIENCE OF ENTREPRENEURSHIP, *Ballinger*

Clifford M.Baumback & Joseph R.Mancuso, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, *Prentice Hall*

Gifford Pinchot, INTRAPRENEURING, *Harper & Row*

Ram K.Vepa, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, *Vikas*

Richard M.Hodgets, EFFECTIVE SMALL BUSINESS MANAGEMENT, *Academic Press*

Dan Steinhoff & John F.Burgess, SMALL BUSINESS MANAGEMENT – FUNDATMENTALS, *McGraw Hill*

MBA (General) – IV Semester

PAPER -XVI

INVESTMENT AND PORTFILIO MANAGEMENT

Course Code: 43 **Paper code: MBGN 4001**

Objectives

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

UNIT -I

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

UNIT- II

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

UNIT-III

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

UNIT-IV

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

UNIT-V

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

Note: Common paper to MBA(Finance) - IV Semester, Paper Code-MBAF 4001

REFERENCES

Punithavathy Pandian, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas Publications Pvt. Ltd, New Delhi. 2001.*

Kevin .S, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*

Yogesh Maheswari, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*

Bhalla V K, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, New Delhi, 2009*

Prasanna Chandra, PORTFOLIO MANAGEMET, *Tata McGraw Hill, New Delhi, 2008.*

MBA (General) - IV Semester

PAPER-XVII
SERVICES MARKETING

Course Code: 43 **Paper Code: MBGN 4002**

Objectives

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

UNIT-I

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

UNIT-II

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

UNIT-III

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

UNIT-IV

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT – V

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

REFERENCES

Ravi Shanker, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, New Delhi, 2008*

Rajendra Nargundkar, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill, New Delhi, 2008*

Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

R. Srinivasan, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

Zeithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan.* 2008

MBA (General) - IV Semester

PAPER - XVIII

INFORMATION TECHNOLOGY AND E-BUSINESS

Course Code: 43 **Paper Code: MBGN 4003**

UNIT I Foundation concepts

Foundations of information systems (IS) in business : System concepts – components of an IS – IS resources – fundamental roles of IS applications in business – e-business in business – trends in IS – types of IS – managerial challenges of information technology. *Competing with information technology (IT)* Fundamentals of strategic advantage – strategic uses of IT – the value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet

UNIT II Information technologies

Managing data resources: Data resource management – types of databases – database management approach – data warehouse, data mining and their business applications. *The networked enterprise* Networking the enterprise – trends in telecommunications – business value of telecommunication networks – the Internet revolution – the business value of Internet, Intranet and Extranet.

UNIT III Business applications – e-Business and e-Commerce

E-Business systems IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models – Enterprise e-Business systems – Customer relationship management (CRM) – Enterprise resource planning (ERP) and Supply chain management (SCM)

E-Commerce Systems: E-Commerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements – Clicks-and-bricks in e-Commerce-m-Commerce.

UNIT IV Development processes

Developing Business/IT Strategies : Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT – End user resistance and involvement – change management: *Developing Business/IT solutions*: IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process – End-user development – implementing new systems – evaluating hardware, software and services.

UNIT V Management challenges

Security and ethical challenges: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India. *Enterprise and global management of IT*: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and geoeconomic challenges Global business/IT strategies and applications – global IT platforms

REFERENCES:

Joseph,P.T, E-COMMERCE: AN INDIAN PERSPECTIVE, *PHI, New Delhi, 2005*

Canzer,B, *E-BUSINESS AND COMMERCE: STRATEGIC THINKING AND PRACTICE* (Indian adaptation), New Delhi: Biztantra (Originally published by Houghton Mifflin Co., USA) , 2005

MBA (General) - IV Semester

PAPER - XIX

INTERNATIONAL BUSINESS

Course Code: 43 **Paper Code: MBGN 4004**

UNIT – I

International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

UNIT – II

Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Copying with current account deficit.

UNIT – III

International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

UNIT – IV

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; information and communication; Foreign exchange trades.

UNIT – V

International Capital and Money Market Instruments; GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

REFERENCES:

Apte, P.G, INTERNATIONAL FINANCIAL MANAGEMENT, *Tata McGrawhill, New Delhi.*

Buckley, Adrian, MULTINATIONAL FINANCE, *Prentice Hall, New Delhi.*

Eitman, D.K. and A.I Stonehilf, MULTINATIONAL BUSINESS CASH FINANCE, *Addison Wesley, New York.*

Henning, C.N., W Piggot and W.H Scott, INTERNATIONAL FINANCIAL MANAGEMENT, *McGraw Hill, international Edition.*

Levi, Maurice D, INTERNATIONAL FINANCE, *McGraw-Hill, International Edition.*

MBA (General)- IV SEMESTER

PAPER XX

TRAINING AND DEVELOPMENT

COURSE CODE: 43 **PAPER CODE: MBGN 4005**

UNIT I

Job Analysis – Manpower Planning – At the Start of the Business and as Ongoing Process – Performance Appraisal – Standards, Methods, Errors.

UNIT II

Learning Objectives – Domains of Learning – Methods of Learning – Importance of Teaching Techniques – Instruction Technology – Instructor Behavior – Attention Versus Involvement.

UNIT III

Need for Training and Development – Role of Development Officers – Administrators, Consultants, Designers and Instructors – Determining Training Needs – Potential Macro Needs – Usefulness of Training – Development of Competency Based Training Programmes – Evaluation of Training Programmes,

UNIT IV

Methods of Training – On the Job Training – Off the Job Training – Choosing Optimum Method – The Lecture – Field Trips – Panel Discussion – Behaviour Modeling – Interactive Demonstrations – Brain Storming – Case Studies – Action Mazes - Incident Process - In-Baskets - Team Tasks - Buzz-groups and Syndicates - Agenda Setting - Role-plays - Reverse Role Plays - Rotational Role Plays - Finding Metaphors - Simulations - Business Games - Clinics - Critical Incidents - Fish Bowls - T-groups - Data Gathering - Grouping Methods - Transactional Analysis - Exception Analysis.

UNIT V

Need for Development – Differences Between Training and Development – Management Development Programme – Career Development Programme – Counseling Evaluation of Programmes – Job Evaluation – Methods and Techniques.

REFERENCES

B.Taylor & G.Lippitt, MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.

William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey*

(f) **Procedure for admission, curriculum transaction and evaluation:**

1. Eligibility Criteria for Admission:

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

2. Fees Structure for MBA (General)

Fee Structure	Rs.
Registration Fee	200
Matriculation Fee	25
Recognition Fee (For Foreign University Degree – Rs.450)	200
Study Material Fee	3,500
University Development fund	1,000
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
Total	24,925

3. Evaluation:

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks:** 100 **Time:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions
Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions
Part – C (1 X 20 = 20 Marks) - One Case study **(Compulsory)**

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'**.
- **Project Work:** The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks.** No Viva-voce examination will be conducted.

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material : **Rs. 5,00,000 (approx. for 100 students' enrolment)**

PCP Class : **Rs. 1,00,000 (approx. for 100 students' enrolment)**

(i) **Quality Assurance Mechanism:**

Feedback about the Programme, lectures and other issues will be collected in the written format from students during Personal contact Programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

Bachelor of Commerce (B.Com.)

Submitted for Approval of UGC

With effect from 2018 -19 Onwards

(a) Programme's Mission & Objectives:

Mission: B.Com. Degree Programme provides ample exposure to subjects from the fields of Commerce and Accountancy. The course equips the students for entry level jobs in industry, a key contributor to the economic development of the country.

Objectives: The aim of the programme is to construct a strong foundational grounding in core subjects such as Accounting, Taxation, Economics, Statistics, Auditing, along with a choice of Cost accounting, Finance, Marketing and Human Resources which enhances the prospects for career growth of students with thorough knowledge of Business Analytics concepts with variety of skills, tools and techniques to understand data, examine business problems and bring about key business solutions in a structured manner. Students are imparted commerce knowledge with data processing technique and to solve problems conceptually and practically from diverse industries, such as manufacturing, retail, banking and finance.

(b) Relevance of the Programme with HEI's Mission and Goals:

B.Com. core focuses predominantly in-depth knowledge and skills in Accounting, Commerce, Finance, Banking and Auditing which equips the students can pursue a career in Banking, Insurance, Investments, Equity Research Analyst, Financial Accounting & Auditing, Auditing & Cost Accounting, Company Secretarial Practice, Foreign Trade Practice & Procedures, Financial Consultancy, etc.

(c) Nature of Prospective target group of learners:

B.Com. programme is offered for the candidates who aspire to acquire the knowledge and skills of Accounting and Commerce and those who wish to get entry level jobs in the sectors of industry, banking and stock market etc. Further B.Com. programme is the base and auspicious for those who aspire to become Charted Accountant (CA), Cost Accountant (ICWA), Company Secretary (ACS), Finance & Accounting Manager (MBA-Finance).

(d) Learning Outcomes:

Towards the end of the programme, students will be able to:

- Develop an ability to effectively communicate both orally and verbally;
- Appreciate importance of working independently and in a team;

Prof. C. KARAMAIAH
Director (Vc.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

- Have exposure of complex commerce problems and find their solution;
- Understand required mathematical, analytical and statistical tools for financial and accounting analysis;
- Develop an understanding of various commerce functions such as finance, accounting, Financial analysis, project evaluation, and cost accounting; and
- Develop self-confidence and awareness of general issues prevailing in the society.

(e) Instructional Design:

1. **Duration of the Programme:**

The course shall be of three years Non-semesters pattern. The Maximum duration to complete the course shall be 6 years.

2. **Medium**

The medium of instruction shall be English.

3. **Instructional delivery Mechanisms:** The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

4. **Faculty and support of Staff:**

   - DDE faculty, University faculty from School of Management and and other college faculty will be engaged for handling classes in Personal contact programme.
   - Distance Education Staff will be engaged for supporting other activities like dispatch of printed study materials.

5. **Media for instruction:**

   - Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
   - Students can see all information about DDE Programmes in the University website.
   - The student support services like help desk (grievances) will be solved through in person, phone, emails and group SMSs.

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

6. Curriculum design:

Bachelor of Commerce (B.Com)

Curriculum

1st Year

Code	Course Title	Min. Passing Marks	Max. Marks
BCOM 1001	Principles of Management	40	100
BCOM 1002	Business Communication	40	100
BCOM 1003	Principles of Financial Accounting	40	100
BCOM 1004	Business Law	40	100
BCOM 1005	Business Economics	40	100

2nd Year

Code	Course Title	Min. Passing Marks	Max. Marks
BCOM 2001	Financial Management	40	100
BCOM 2002	Business Statistics	40	100
BCOM 2003	Corporate Accounting	40	100
BCOM 2004	Banking Theory, Law & Practice	40	100
BCOM 2005	E- Commerce	40	100

3rd Year

Code	Course Title	Min. Passing Marks	Max. Marks
BCOM 3001	Entrepreneurship Development	40	100
BCOM 3002	Elements of Marketing	40	100
BCOM 3003	Cost Accounting	40	100
BCOM 3004	Management Accounting	40	100
BCOM 3005	Auditing	40	100

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7. Detailed Syllabus of the Programme:

B.Com – 1st Year Paper Code: BCOM 1001

PAPER I - PRINCIPLES OF MANAGEMENT

UNIT I

Nature of Management - Importance of Management – Functions of Management – Administration and Management – Management Science or Art – Functional Areas of Management – Evolution of Management Thought - Contributions of F.W Taylor, Henri Fayol and Elton Mayo.

UNIT II

Planning and Decision Making: Planning - Purpose of Planning – Steps in Planning – Types of Plans – Objectives – Strategies – Policies – Procedures – Management by Objectives (MBO) – Process Benefits and Problems - Decision Making.

UNIT III

Organising: Principles of Organisation – Formal and Informal Organisation – Different Forms of Organisation – Line and Staff Conflict – Committee form of Organisation – Organisation Structure.

UNIT IV

Delegation of Authority & Responsibility: features of Authority – Distinction between Power and Authority – sources of Authority - Limits of Authority - Responsibility: Features of Responsibility – Accountability - Principles of Delegation – steps involved in Delegation process – Advantages and obstacles of Delegation.

UNIT V

Centralisation and Decentralisation: Importance – Advantages & Disadvantages – factors determining the degree of Decentralisation – Delegation and Decentralisation – Centralisation Vs. Decentralisation.

UNIT VI

Coordination – Meaning – Characteristics – Co-ordination – Co-operation –Co-ordination as the Essence of Management – Principles of Co-ordination – Advantages& Disadvantages – Techniques of Co-ordination.

UNIT VII

Direction and Control: Direction – Meaning – elements – characteristic – importance, and principles of direction. Control – Introduction – Definition – Characteristics – objectives – necessity – elements - process of control – importance – limitations – Budgets and Budgetary Control.

UNIT VIII

Emerging concepts in Management: TQM, MBO, MBE - Core Competency – CSR.

TEXT BOOK:

Dinkar Pagare, Business Management

REFERENCES:

Gupta C.B., Business Management

Harold Koontz, Cyril O Donnel. Heinz Weihrich, Management

James A.B. Stoner & Charles Wankel, Management

Prasad L.M., Principles of Management

PAPER II - BUSINESS COMMUNICATION

UNIT-I

Introduction: Need - Objectives and Principles of Communication – Communication Media – Types of Communication Process – Interpersonal and Business Communication – Characteristics – Verbal and Non-Verbal Communications – Barriers to Communication.

UNIT-II

Business Letters: Need, Functions and Kinds of Business Letters – Essentials of an Effective Business Letter – Layout – Appearance – Size – Style – Form and Punctuation – Routine Request Letters – Responses to Letters – Refusal Letters – Claims Letters – Collection Letters – Mild and Strong Appeals.

UNIT-III

Letters of Inquiries, Quotations and Offers: Letters of Inquiry – Opening and Closing Sentences in Letters of Inquiry – Quotations – Specimen – Voluntary Offers and Quotations – Sentences regarding Offers and Quotations – Specimen – Placing an Order, Specimen – Cancellation, Acknowledgment, Refusal and Execution of Order.

UNIT-IV

Circular, Sales and Bank Correspondence: Circular Letters – Objectives – Situations that need Circular Letters – Specimen, Sales Letters – Objectives – Advantages – Three P's Functions, Bank Correspondence, Correspondence with Customers, Head office and with other Banks.

UNIT-V

Agency, Insurance, Import and Export Letters: Agency – Specimen Letters of Offer of Goods - Inquiry into the Reasons for Low Sales – Reply. Insurance – Claims – Letter inquiring about Premium Rate – Reply, Letter effecting Insurance – Letters between Insured and the Insurance Company – Letters between Importer and Exporter and Clearing and Forwarding Agents.

UNIT-VI

Company Secretary's Correspondence: Company Secretary – Correspondence with shareholders regarding Prospects of the Company – Series of Letters between the Secretary of Company and Shareholders, Auditors, Directors and Registrar of Companies – Preparation of Agenda and Minutes.

UNIT-VII

Official Correspondence and Public Relations: Official Correspondence – Distinction between Official and Business Correspondence – Classification – Official Letters – Specimen – Demi-Official Letters – Memorandum – Specimen – Endorsement – Specimen – Notification – Communiques – Specimen – Meaning of Public Relations – Press Conference – Press Release – Advertising – Direct Mail Advertising and Advertising Letters .

UNIT-VIII

Report Writing and Spoken Communication : Report – Importance – Oral and Written Reports – Types of Business Reports – Characteristics of a Good Report - Preparing a Report – Organisation of a Report – Spoken Communication – the Telephone – the Public Addressing System – Word Processor – Fax, E.Mail – Teleconferences – New age communication channels in internet – skype etc.,

TEXT BOOK:

Sinha K. K., Business Communication

REFERENCES:

Keval J.Kim, Business Communication.

Rajendra Pal & J.S.Korlahalli, Essentials of Business Communication.

Sharma, Krishna Mohan, Business Correspondence and Report Writing

PAPER III – PRINCIPLES OF FINANCIAL ACCOUNTING

UNIT - I

Meaning and Scope of Accounting – Need for Accounting – Development of Accounting – Nature and objectives –Book keeping and Accounting - Accounting Principles – Accounting Concepts and Conventions – Accounting Standards – International Accounting Standards.

UNIT - II

Books of Accounts: Double Entry System of Book keeping - Journal – Ledger posting — Trial Balance – Final Accounts – Preparation of Trading Account – Profit and Loss Account – Balance Sheet – Adjustments – closing stock, depreciation, bad debts and provision for bad debts, outstanding and prepaid expenses, advance and accrued income.

UNIT – III

Income and Expenditure Account & Receipts and Payments Account: – Nature – Preparation of Receipt and Payment Account and Income and Expenditure Account.

UNIT - IV

Depreciation Accounting: Meaning – causes – objectives – factors - Methods of Depreciation Accounting – Straight Line Method – Written Down Value Method – Sinking Fund Method – Annuity Method – Insurance Policy Method - Reserves and Provisions.

UNIT – V

Consignment Accounts – Entries in the books of Consignor and Consignee – Joint Venture Accounts – separate books and existing books.

UNIT – VI

Branch and Departmental Accounts: Meaning of Branches and Departments – Accounts of various types of branches – Departmental Accounts.

UNIT - VII

Single Entry System: Defects of Single Entry System – Ascertainment of profit – Statement of Affairs Method and Conversion Method – preparation of final accounts.

UNIT - VIII

Partnership Accounts: Admission – Retirement – Death of a Partner - Dissolution – Insolvency of a Partner – Piecemeal Distributions.

Note: Distribution of marks between problems and theory shall be 70% and 30%.

TEXT BOOK:

Jain & Narang, Financial Accounting

REFERENCES:

Arulanandam M.A.& Raman K.S., Advanced Accounting
Gupta R.L. & Gupta V.K., Advanced Accounting,
Reddy & Murthy T.S., Financial Accounting
Tulsian P.C., Financial Accounting

PAPER IV - BUSINESS LAW

UNIT I

Law: Rights, Duties and Liabilities – Legal Personality – Law and Fact – Cases and Legislation Mercantile Law and commercial Law – Sources.

UNIT – II

Law of Contracts – Contracts – Essentials of a valid Contract – Proposal – Acceptance Communication Revocation – Consideration – Capacity of Parties – Consent – Misrepresentation – Fraud – Undue Influence – Coercion – Mistake – Void and Voidable Contract – Discharge of Contract – Breach.

UNIT – III

Special Contracts – Indemnity and Guarantee – Rights and Liabilities of Surety – Bailment and Pledge – Duties of Bailor and Bailee – Bailer's Lien – Pledge – Pawner and Pawnee.

UNIT – IV

Agency – Contract of Agency – Kinds of Agency – Duties and Rights of the Agent – Scope of Agent's Authority - liabilities of Principal and Agent to Third Parties – Termination of Agency.

UNIT – V

Law of Sales of Goods – Contract of Sale – Conditions and Warranties – Transfer of Property and Title to Goods – Rights and Duties of Seller and Buyer – Rights of Unpaid seller. Law relating to Negotiable Instruments: Important Provisions regarding Cheque – bill of exchange and Promissory Note.

UNIT – VI

Evolution of Companies Act, 1956 – Forms of Companies – Characteristics of Company – Advantages of incorporation – Conversion of Private Company into Public Company Formation of Company – Promotion – Incorporation – Registration – Inviting Subscriptions – Commencement of Business

UNIT – VII

Memorandum, Articles of Association and Prospectus – Contents of Memorandum – Doctrine of ultra-vires – Contents of Articles of Association – Difference between Articles and Memorandum – Prospectus – Need – Issue of Prospectus – Contents – Exemptions from disclosure – Liability for misstatement – Civil Liability – Rights of Indemnity – Criminal Liability for misrepresentation.

UNIT – VIII

Dividends, Bonus and Interest: Payment of dividends – Interim Dividends – Payment of Interest on Capital – Capitalisation of Profits.

TEXT BOOK:

Kapoor N.D., Elements of Mercantile Law & Elements of Company Law

REFERENCES:

Bagrial A.K, Company Law

Kuchal M.C., Mercantile Law

Sreenivasan M.R., Business Laws.

Singh Avtar, Company Law

PAPER V - BUSINESS ECONOMICS

UNIT I

Definition and Concept of Economics – Nature of Economic Laws – Methods of Economic Enquiry – Meaning of Micro and Macro Economics – Fundamental Concepts – Wants – Utility- Value - Wealth - Welfare.

UNIT II

Demand Analysis – Meaning of Demand - Types of Demand – Determinants of Demand – Law of Demand – Types of Consumers – Marginal Utility Analysis – Elasticity of Demand – Consumer's Surplus.

UNIT III

Supply Analysis – Meaning - Factors of Production - Land, Labour Capital and Organisation – Law of Returns – Production Function – Return to Scale.

UNIT IV

Cost and Output Analysis – Different Cost concepts – Marginal and Average Cost – Relationship – Long run and Short run cost curves – Revenue curves of firms.

UNIT V

Pricing under Perfect competition – Monopoly – Monopolistic competition – Oligopoly – Price – Output – Determination in the Short run and Long run in the various Market situations.

UNIT VI

Wages – Interest – Rent and Profit – Marginal Productivity – Theory of wages – Ricardian Theory of Rent – Interest rate Theories.

UNIT VII

National Income – Concepts – Measurement of National Income – Difficulties in Measurement – Business Cycles – Various Phases – Important implications for Business – Appropriate Strategies and Policies both at the Macro and Micro Levels.

UNIT VIII

Globalisation – Implication to the Indian Economy – Theory of International Trade – Balance of Trade – Balance of Payments – Current Situation and Future Prospects.

TEXT BOOK:

Varshney R.L.& Maheswari, Managerial Economics

REFERENCES:

Joel Dean, Managerial Economics
Mithani and VSR.Murthy, Fundamentals of Business Economics
Reddy P.N and Appanniah H.R., Principles of Business Economics
Sundharam K.P.M and Sundharam E.N., Business Economics

PAPER VI – FINANCIAL MANAGEMENT

UNIT I

Nature of Financial Management – Finance Function – Meaning and Objectives of Financial Management – Scope of Financial Management – Functions of Financial Management.

UNIT II

Capitalization and Source of Finance: Capitalization – Over Capitalization – Under Capitalization – Advantages and Disadvantages. Sources of Finance – Long Term Sources and Short Term Sources – Legal Issues involved.

UNIT III

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison (simple problems).

UNIT IV

Cost of Capital: Measurement of Cost of Capital – Cost of Debt – Cost of Preference Shares – Cost of Equity Capital – Cost of Retained Earnings – Computation of Overall Cost of Capital – Optimum Capital Structure.

UNIT V

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage (simple problems).

UNIT VI

Dividend Decision: Meaning of Dividend – Determinants of Dividend Policies – Dividend Policies – Stable Dividend Policy – Bonus Issues - Relevance Theory – Walter's Model – Gordon's Model (simple problems) – Irrelevance Theory – M-M hypothesis.

UNIT VII

Working Capital Management: Types of Working Capital – Determinants of Working Capital - Sources of Financing of Working Capital – Significance of Working Capital Management – Working Capital Policy (simple problems).

UNIT VIII

Management of Working Capital Components: Cash Management – Objectives – Motives for holding cash – Short Term Cash Forecast – Long Term Cash Forecast – Monitoring Collections and Disbursements – Receivables Management – Objectives – Credit and Collection Policies – Inventory Management – Objectives – Inventory Management Techniques (theory only).

Note: Distribution of marks between problems and theory shall be 40% and 60%.

TEXT BOOK:

Khan and Jain, Financial Management

REFERENCES

Kuchhal S.C., Financial Management

Pandey I.M., Financial Management

Prasanna Chandra, Financial Management

Srivastava P.M., Financial Management

PAPER VII- BUSINESS STATISTICS

UNIT I

Statistics – A Conceptual Framework – Meaning and Scope of Business Statistics – Definition – Function – Role of Statistics for Business Decisions – Importance - Limitations.

UNIT II

Statistical Enquiry and Methods of Sampling – purpose, Types, Collection of Data – Methods of Enumeration – Sampling Need – Method of Sampling – Merits and Demerits – Classification and Tabulation of Data.

UNIT III

Measures of Central Tendency – Average – Objectives of an Average – Types – Characteristics – Merits and Demerits – Mean, Median, Mode – Geometric Mean – Harmonic Mean – Quartiles – Deciles.

UNIT IV

Measures of Dispersion – objectives – Absolute and Relative Measures – Range – Quartile Deviation – Mean Deviation – Standard Deviation – Skewness – Kurtosis – Respective Merits and Demerits.

UNIT V

Correlation Analysis – Meaning - Uses – Types – Methods – Graphic – Scattered Diagrams – Algebraic Methods – Karl Pearson's Coefficient of Correlation – Merits and Demerits of Calculation – Concurrent Deviation method – Merits and Demerits.

UNIT VI

Regression Analysis – Difference between Correlation and Regression – Principles of Least Square Methods of Regression Analysis – Graphic, Algebraic – Regression Coefficients – Uses of Regression Analysis for Business Decision – Coefficient of Determination.

UNIT VII

Interpolation and Extrapolation and Time Series Analysis: Interpolation, Extrapolation – Meaning, uses, Measurements – Estimation Methods – Time series Analysis – Techniques of Measurements – Business Forecasting.

UNIT VIII

Probability – Concept of Probability – Types – Marginal, Joint Conditional Laws of Probability – Additional Theorem – Multiplication Theorem – Bayes Rule.

Note: Distribution of marks between problems and theory shall be 70% and 30%.

TEXT BOOK:

Gupta S P, Statistics for Commerce Students

REFERENCES:

Elhance D N, Fundamentals of Statistics

Gupta S.P., Statistical Methods,

Sanchall D.C.& V.K. Kapoor, Statistics Theory, Methods & Applications,

PAPER VIII – CORPORATE ACCOUNTING

UNIT – I

Corporate Accounting: Nature and Significance – Corporate Reporting – Accounting Standards, Segment Reporting, Disclosure Norms - Generally Accepted Accounting Principles (GAAP) - Conceptual Framework for preparation and Presentation of Financial Statements in line with the Companies Act, 1956 - Provisions relating to Preparation of Company Final accounts – Form of Balance Sheet - Form of Statement of Profit and Loss - Computation of Managerial Remuneration.

UNIT - II

Issue of shares and debentures: Introduction - Various kinds - Forefeiture - Re-issue of forfeited shares – Rights Issues - Redemption of preference shares and debentures.

UNIT - III

Valuation of Goodwill and Shares: Methods of valuing Goodwill - Different methods of valuing shares (simple problems)

UNIT – IV

Liquidation: Statement of Affairs and Deficiency Accounts - Liquidator's Final Statement of Receipts and Payments.

UNIT – V

Acquisition of Business, Profits Prior to Incorporation, Amalgamation - Absorption and Reconstruction of a company – Calculation of Purchase Consideration – Accounting Entries – Books of Purchasing Company – Books of Vendor Company - (Inter-company holdings excluded). Alteration of share capital - Internal reconstruction (simple problems only).

UNIT - VI

Holding Companies: Introduction – Fundamental Principles in consolidation of Balance Sheet and Profit and Loss Account – Preparation of Consolidated Final Accounts (simple problems only).

UNIT – VII

Accounts of Insurance Companies: Types of Insurance – Explanation of special Terms in Insurance Business – Accounts of General Insurance Business – Form or Revenue Account and Balance Sheet – Preparation of Final Accounts for General Insurance.

UNIT – VIII

Accounts of Banks: Preparation of Profit and Loss Account and Balance Sheet – Rebate on Bills Discounted.

Note: Distribution of marks between problems and theory shall be 70% and 30%.

TEXT BOOK:

Jain and Narang, Company Accounts

REFERENCES:

Chakraborthi, Advanced Accounting

Gupta R.L., Corporate Accounting

Reddy T.S. and Murthy A., Corporate Accounting

Shukla and Grewal, Advanced Accounts

PAPER IX – BANKING THEORY, LAW & PRACTICE

UNIT I

Origin of Banks - Banking Regulation Act, 1949 (Definition of Banking, Licensing, Opening of branches, Functions of Banks, Inspection) - Role of Banks and Economic Development - Central Banking and Role of RBI and their functions.

UNIT II

Banker and Customer: Banker and Customer – Definition and General Relationship – Special relationship between a banker and a customer – General precautions in opening a current account.

UNIT III

Deposit Accounts: Fixed Deposit – Other deposit accounts – Current Deposit accounts – Savings deposit account – Recurring Deposit account – Foreign currency deposit – Non-resident external account – Pass book. Special Types of Customers: Individuals – Business Concerns and Individuals.

UNIT IV

Cheques: Cheques, Material alteration and marking – Crossing of Cheques – Endorsement.

UNIT V

Paying Banker: Paying Banker – When payment must be refused – Paying banker and statutory protection.

UNIT VI

Collecting Banker: Collection of Cheques – Banker as Holder in Due Course – Collecting Banker and Customer.

UNIT VII

Subsidiary Services: Subsidiary Services – Payment and collection, Purchase and sale of stocks and shares – Acting as Executors , Trustees and Attorneys – Bankers as Correspondents of Other banks and Financial Corporations – General utility services – Safe Custody of customer's valuables – Dealing in Foreign Exchange.

Issuing Letters of Credit, Travelers's Cheques etc - Serving as Referee as to the financial standing, business reputation and respectability of customer – Underwriting of Loans raised by Government, Public Bodies and Trading Corporations – Providing specialised Advisory Services – Recent trends – Credit Cards – Merchant Banking – Teller System – Automatic Teller Machines – Bid Bonds – Performance Guarantee – Gift Cheques.

UNIT VIII

Loans and Advances: Loans and advances – Cash Reserve ratio – Factors Governing Cash Reserve Ratio – Types of Lending – Principles of sound lending – Secured Advances – General Principles of Secured advantage – Mode of securing advances: Lien – Pledge – Mortgage – Hypothecation – Types of Securities - Goods – Classification of Goods – Advantage – Documents of Title to Goods – Stock Exchange Securities – Creation Charge – Unsecured Loans – Guarantee – Exact Liability.

TEXT BOOK:

Sundaram and Varshney, Banking Law, Theory and Practice

REFERENCES:

Maheswari, Banking Law, Theory and Practice

Natarajan & Gordon, Banking Theory and Practice

Reddy S.N. & Appanniah, Banking Theory and Practice

Sherlaker & Sherlaker, Banking Law, Theory and Practice

PAPER X - E – COMMERCE

UNIT -I

E – Commerce: Meaning, definition, features, functions of E-Commerce, Scope, Benefits and limitations of E-Commerce – The Internet and India – E-commerce opportunities and challenges for Industries.

UNIT –II

Business Models for E-commerce: The Birth of Portals – E-Business Models – Business-to-Consumer (B2C) – Business-to-Business (B2B) – Consumer-to Consumer (C2C) – Consumer-to-Business (C2B) – Brokerage Model – Value Chain Model – Advertising Model.

UNIT –III

E-marketing – Traditional Marketing Vs.E-Marketing – Impact of E-commerce on markets – Marketing issues in E-Marketing – Online Marketing – E-advertising – Internet Marketing Trends – E-Branding – Marketing Strategies.

UNIT – IV

E-payment Systems: Digital payment Requirements – Digital Token-based E-payment systems – Benefits to Buyers – Benefits to Sellers – Credit card as E-payment system – Mobile payments – smart card cash payment system – Micropayment system – E- Cash.

UNIT –V

E-Finance: Areas of Financing, E-Banking - Traditional Banking Vs. E-Banking – Operations in E-Banking – E-Trading – Stock Market trading – Importance and advantages of E-Trading.

UNIT –VI

Legal Framework for E-Commerce: E-Commerce Legal Framework – Rights and Obligations in the World of E-commerce – Copyrights – Defamation – Privacy – Contracts – Taxation – Signing a contract Electronically – Domain name and Registration.

UNIT –VII

E-Security: Security for E-commerce – Security Design – Analysing risk – E-Banks and Security – safety of E-Commerce – Online Shopping with confidence – Firewalls for system Integrity –Virus Protection and Protection from intruders.

UNIT –VIII

Mobile Commerce: Challenges of E-commerce – Global Mobile E-Commerce – Secure Mobile Commerce – Secured Payments through Mobile – First Mobile Commerce Service.

TEXT BOOK:

Joseph P. T., E - Commerce – An Indian Perspective

REFERENCE:

Jaiswal S., E-Commerce

Mohammad Mahmoudi Maymand, E-Commerce

Murthy C.S.V., E-Commerce - Concepts, Models and Strategies

B.Com – 3rd Year Paper Code: BCOM 3001

PAPER XI - ENTREPRENEURSHIP DEVELOPMENT

UNIT I

Entrepreneurship: Meaning – Importance of Entrepreneur in economic development – Factors affecting entrepreneurial growth – Common entrepreneurial traits – Classification of Entrepreneurs - Functions of Entrepreneurs.

UNIT II

Business ideas: Search for a business idea – Sources of ideas – observing market's prospective consumers – development in other nations – study of project profits – Government organisations – Trade fairs – preliminary evaluation and testing the ideas.

UNIT III

Project Formulation: Project classification – Project identification – Internal and external constraints – feasibility prospects – project objectives and appraisal – project design and net work analysis – active performance – time schedule.

UNIT IV

Financial Analysis: Capital Cost estimate – Operating costs – Methods of cost estimation using ratio analysis for short term and long term costs – Cost estimation and budgeting estimation under uncertainty, risk and inflationary conditions – Operating revenue – Cash flow statements – Cost benefit analysis – Project appraisal and appraisal methods.

UNIT V

Entrepreneurial Development Programmes (EDP) - Role, relevance, and achievements Motivation Training for Entrepreneurs - Role of Government in organizing EDPs - Critical evaluation.

UNIT VI

Small Business Environment: Definition and Meaning of Small Business – Legal Framework - role and contribution of small business for economic development – policies and regulations governing small scale industries.

UNIT VII

Institutional Finance to small business: Negotiating financial needs – Suitable agencies – Types of credit facilities – Evaluation by financial institutions – Terms and conditions – Role of consultancy organizations – Leasing arrangements – Role of development financial institutions and Commercial banks.

UNIT VIII

Incentives and subsidies for Small Business Development: Capital investment subsidy – incentives to SSI – Excise Duty – Sales Tax and Income tax Concessions – Preferential Purchases – Procedure for import of capital goods and raw materials.

TEXT BOOK:

Srinivasan N.P. - Entrepreneurial Development

REFERENCES:

Gupta C.B. & Khanka S.S., Entrepreneurship and Small Business.

Peter F.Drucker, 'Innovation & 'Entrepreneurships',

Saravanavel, Entrepreneurial Development

Saini J.S. & Dhameja S.K., Entrepreneurship and Small Business.

PAPER XII – ELEMENTS OF MARKETING

UNIT I

Definition and functions of Marketing – Market – Types of Market – Importance of Marketing – Marketing in Developed and Developing Countries – Buyer's Market – Seller's Market – Marketing and Selling – Marketing Concept – Selling Concept – Consumer Orientation – Modern Marketing Concept – Marketing Mix.

UNIT II

Consumer Behaviour – Understanding Consumer – Consumer Behaviour and Consumption Behaviour – Consumer Buying Process – Psychological approach to understand the buyers – Sociological approach to understand the buyers – Economic approach to understand the buyer – Family Brand – Brand Loyalty.

UNIT III

Market Segmentation – Meaning - Nature of Market Segmentation – Market Segmentation Procedure – Bases of Market Segmentation – Geographic – Demographic – Socio Economic – Psychographic – Market Conditions.

UNIT IV

Meaning of Product – Classification – Product mix – Product Item – Width, depth and Consistency of the Product Mix – Product Life Cycle – Meaning – Introduction Stage – growth Stage – Maturity Stage – decline Stage – Product Modification- New Product Development – Process – Idea Generation – Screening – Business Analysis – Development – Testing – Commercialization.

UNIT V

Meaning of Pricing – Role of Pricing – Pricing Theory – Pricing in Practice – Administered Price – Regulated Price – Pricing Objectives – Pricing for a Target Return – Pricing for Market Penetration – Pricing for Market Skimming – Methods of Price Determination – Cost Based – Demand Based – Cost and Demand Based – Competition Based – Import Cost Based.

UNIT VI

Channels of distribution – Meaning and Role of Distribution Channel – Factors Governing Choice of Channel – Product Characteristics - Supply Characteristics – Customer Characteristics – Middle Men Characteristics – Company Characteristics – Social and Ethical Considerations – Marketing Intermediaries – Dueit Marketing.

UNIT VII

Advertising – Meaning and Role of Advertising – Objectives of Advertisement – Planning Advertisement Campaign – Advertisement Copy – Media – Evaluating Advertisement Effectiveness.

UNIT VIII

Personal Selling – Process of Personal Selling – Recruitment – Selection and Training of Salesman – Remuneration – Personal Selling and Salesmanship – Sales Promotion – External Factors Influencing Sales Promotions – Consumer Promotions – Trade Promotions – Sales for Promotion – Wholesaler and Retailer Promotion.

TEXT BOOK:

Nirmala Prasad K. and Sherlaker, Marketing Management

REFERENCES

Philip Kotler, Principles of Marketing

Rajan Saxena, Marketing Management

Still and Cundiff, Marketing Management

Stanton W. J., Fundamentals of Marketing

PAPER XIII - COST ACCOUNTING

UNIT I

Evolution of Cost Accounting – Importance of Cost Accounting – Limitations of Cost Accounting – Definition and Cost Concepts – Classification of Costs – Cost Unit and Cost Centre – Installation of Cost Accounting System – Essentials of a good Cost Accounting System.

UNIT II

Preparation and Presentation of Cost Data and Information – Tabulation of Cost Data – Preparation of Cost Sheets – Tenders and Quotations.

UNIT III

Material Cost – Material Purchase Procedure – Material Control – Objectives of Material Control – Inventory Control Methods – ABC Analysis – Perpetual Inventory Control System – fixation of Stock Levels – Maximum Level, Minimum Level, economic Order Quantity – Reorder Level, Stores Records – Bind Cards and Stores Ledger – Material Issues - Pricing of Material Issues – FIFO Method , Simple Average Method and Weighted Average Method.

UNIT IV

Labour Cost – Importance of Labour Cost Control – Time Keeping – Methods of Time Keeping – Control of Idle Time and Overtime and their Treatment in Cost Accounting – labour Turnover – Causes – Effects – Methods of measuring Labour Turnover – Methods of Remunerating the Labour – Time Rate System – Piece Rate System – Incentive Plans – Halsey Plan , Rowan Plan, Taylor's Differential Piece Rate System, Merrick's Multiple Piece Rate System – Preparation of Labour Cost.

UNIT V

Overheads – Classification of Overheads – Allocation and Apportionment of Overheads – Reapportionment of Service Department Overheads to Production Departments – Absorption of Overheads – Bases of Absorption of Overheads.

UNIT VI

Unit or Output Costing – Operating Costing – Job Costing – Contract Costing – Batch Costing – Characteristics – Preparation of Cost Sheets and Cost Statements – Distinction between Methods of Costing.

UNIT VII

Process Costing – Meaning – Objectives – Process Costing as distinguished from other methods of costing – Preparation of Process Accounts (excluding equivalent production and inter-process profits) – Joint Product and By-product Costing – Difference between Joint Product and By-product – Separation of Joint Cost – various Bases of Separation of Joint Costs.

UNIT VIII

Recent Cost Concepts: Activity Based Costing (ABC) for profit reporting and stock valuation, Transfer pricing - Determination of Inter-Departmental or Inter-Company Transfer Price, Treatment of special expenses in costs such as – Research and Development expenses, Preliminary expenses, Costs of obsolescence, etc.

Note: Distribution of marks between problems and theory shall be 70% and 30%.

TEXT BOOK:

Maheswari S.N., Problems in Cost Accounting

REFERENCES

Arora M.N., Cost Accounting

Das Gupta, Cost Accounts

Jain S.P. &. Narang K.L., Kalyani, Cost Accounts

Khanna, Ahjua & Others, Practical Costing

PAPER XIV – MANAGEMENT ACCOUNTING

UNIT I

Management Accounting – Nature and Scope: Limitations of Financial Accounting – Emergence of Management Accounting –scope – Limitations of Management Accounting – Financial Accounting Vs Management Accounting – Cost Accounting Vs Management Accounting – Tools of Management Accounting.

UNIT II

Analysis and Interpretation of Financial Statements: The basic Financial Statements – Importance of Financial Statements – Limitations of Financial Statements – Analysis and Interpretation – Techniques of Financial Analysis – Comparative Financial Statements – Common size Financial Statements – Trend Percentages.

UNIT III

Ratio Analysis: Nature – Interpretation of Ratios – Uses of Ratio Analysis – Limitations of Ratio Analysis – Classification of Ratios – Liquidity Ratio – Leverage Ratio – Turnover or Activity Ratio – Profitability Ratio – DuPont Analysis.

UNIT IV

Fund Flow Analysis: Concept of Fund Flow Statement – Uses of Fund Flow Statement – Limitations of Fund Flow Statement – Changes in Working Capital – Calculation of Funds from operation – Treatment of Provision for Taxation and Proposed Dividend – Construction of Fund Flow Statement.

UNIT V

Cash Flow Analysis. Concept of Cash – Actual and National – Calculation of Cash from Operations – Preparation of Cash Flow Statement – Uses or Advantages of Cash Flow Analysis – Distinction between Cash Flow and Fund Flow analysis.

UNIT VI

Budget and Budgetary Control: Definition of Budget and Budgetary Control – Objectives of Budgetary Control – Advantages and Limitations of Budgetary Control – Classification of Budgets – Functional Budgets – Fixed and Flexible Budgets – Preparation of Budgets.

UNIT VII

Marginal Costing – Concept of Marginal Costing –Contribution – Key Factor – Profit Planning – Break even Analysis – Margin of Safety – Marginal Costing as a key to Managerial Problems.

UNIT VIII

Standard Costing and Variance Analysis: Meaning of Standard Costing – Importance of Standard Costing – Variance Analysis – Types of Variances - Material Cost Variance - Labour Cost Variance - Overhead Variance – Sales Variance - Profit Variance – Calculation of Variances (simple problems only) – Managerial uses of Variance Analysis.

Note: Distribution of marks between Problems and Theory shall be 70% and 30%.

TEXT BOOK:

Maheswari S.N., Principles of Management Accounting

REFERENCES

Srinivasan N. P., Management Accounting

Sharma Shashi R.K. & Gupta K., Management Accounting

Sharma and Gupta, Management Accounting

Vinayakam & I.B. Sinha, Management Accounting: Tools and Techniques

B.Com – 3rd Year Paper Code: BCOM 3005

PAPER XV - AUDITING

UNIT I

Origin of Audit – Definition – Qualities of an Auditor Objects – Detection of Errors – Detection of Frauds – Manipulation of Accounts – Different Classes of Auditors – Conduct of an Audit – Continuous Audit. Internal Check – Meaning – Objects – Audit Programmes – Advantages and Disadvantages.

UNIT II

Vouching – Meaning – Vouching the Debit side of the Cash Book – Vouching the Credit side of the Cash Book – Wages – Capital Expenditure – Loans – Salaries – Commission – Insurance Premium – Petty Cash.

UNIT III

Audit of Importance Ledger – Outstanding Assets and Liabilities – Income Receivable – Prepaid Expenses – Deferred Revenue Expenditure – Outstanding Liabilities – Allocation of Expenditure between Capital and Revenue – Capital Expenditure – Revenue Expenditure.

UNIT IV

Meaning of Verification - Problems in valuation of Assets – Fixed Asset – Intangible Assets – Verification and Valuation of Different Classes of Assets – Methods used in the Valuation of Different Classes of Goods – Depreciation – Causes – Objects – Principal Methods of providing Depreciation – Auditor's Duty as regards Depreciation.

UNIT V

General Reserve – Meaning – Special Reserve or Provision – Difference between General Reserve and Provision – Reserve for Bad debts – Sinking Fund – Duty of an Auditor as regards Sinking Fund – Reserve or Development Funds – Capital Reserve – Duty of an Auditor in connection with the Secret Reserve.

UNIT VI

Qualification of an Auditor – Disqualification – Appointment – Rotation – Casual Vacancy – Powers of Board to Appoint Auditors – Removal of an Auditor – Remuneration – Joint Auditors – Branch Auditors – Powers and Duties – Status of an Auditor.

UNIT VII

The Audit of Banking Companies – Audit of Nationalized banks – Audit of Bank Branches – Special Points to be noted in the case of a Bank Audit – The Audit of Co-operative Banks and Institutions – Insurance Companies – Government Accounts and their Audit.

UNIT VIII

Management Audit – Importance – Definition – Objectives – Distinction between Statutory Audit and Management Audit – Management Audit Programme – Investigation – Difference between Investigation and Auditing – Objects – Techniques of Investigation.

TEXT BOOK:

Spicer & Pegler, Practical Auditing

REFERENCES

Dinakar Pagare, Principles and Practice of Auditing

Kamal Gupta, Auditing

Tandon B.N., Practical Auditing

Premavathy, Auditing

(f) Procedure for Admission, Curriculum transaction and Evaluation

1. Eligibility Criteria for Admission

The Student should have passed in any of the stream of:

- 10 + 2 or
- 11 + 1 or
- 11 + (2 years or 3 years diploma).

The candidate who have passed Diploma in Commerce or Diploma in Modern Office Practice (3years) or equivalent awarded by Directorate of Technical Education/National Council of Vocation Training are eligible for lateral entry to 2nd year.

2. Fees Structure for B.Com degree Programme:

Sl.No.	Fee Particulars	DDE
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Study Material & Handling Charges	1,250
5	Tuition Fee	7,500*
	Total	**9,975**

3. Evaluation:

- **Examination**

Examinations will be held once in a year.

- **Question Paper Pattern**

Maximum Marks: 100 Time: 3 Hours

Part – A (5X 8= 40 Marks) – Answer any 5 out of 8 Questions

Part – B (4 X 15 = 60 Marks) – Answer any 4 out of 6 Questions

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **40%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'**.

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	:	**Rs. 3,00,000** (approx. for 100 students enrolment)
PCP Class	:	**Rs. 75,000** (approx. for 100 students enrolment)

(i) Quality Assurance Mechanism:

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

Bachelor of Business Administration (BBA)

Submitted for Approval of UGC

With effect from 2018 -19 Onwards

(a) Programme's Mission & Objectives:

Mission: "To offer quality educational services and empower talented students to achieve their utmost potentiality as being business professionals with high ethics and community leaders with an understanding of the global context of businesses and its social impact."

Objectives: The B.B.A. Degree Programme provides ample exposure to subjects from the field of Management for meeting the needs for skilled human resource of our nation.

(b) Relevance of the Programe with HEI's Mission and Goals:

This program is one of the comprehensive management degrees offering business information and ways of applying it. Academically, students benefit by gaining a broad range of knowledge about all facets of the business world and prepare them to use their skills to become entrepreneurs.

(c) Nature of Prospective target group of learners:

BBA programme is offered for those who aspire to acquire the knowledge and skills of various Managerial aspects and those who wish to get entry level jobs in the sectors of industry, banking and stock market etc., Further BBA programme is fortunate for those who have passed Diploma in Commerce or Diploma in Modern Office Practice (3years) or equivalent awarded by Directorate of Technical Education/National Council of Vocation Training to enter in the 2nd year of the programme.

(d) Learning Outcomes:

On the successful completion of the Bachelor of Business Administration, graduates will be able to:

- Develop leadership skills, creativity and entrepreneurship;
- Handle future challenges of business;
- Exhibit technical proficiency in domestic as well as global business through the study of major disciplines within the fields of business and management;
- Analyze and develop solutions for business problems and issues by using logical reasoning patterns for evaluating information, materials and data;
- Conceptualize a complex business issue and articulate into a written statement and oral presentation;

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University

- Exhibit competence in the use of technology and information systems in modern organizational operations;
- Demonstrate entrepreneurial skills for creating and managing innovation, new business development and high-growth potential entity;
- Choose careers in the public, private and Government sectors; and
- Further study in advanced level programs in management studies.

(e) Instructional Design:

1. **Duration of the Programme:**

The course shall be of three years Non-semesters pattern. The Maximum duration to complete the course shall be 6 years.

2. **Medium**

The medium of instruction shall be English.

3. **Instructional delivery Mechanisms:** The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

4. **Faculty and support of Staff:**
   - DDE faculty, University faculty from School of Management and and other college faculty will be engaged for handling classes in Personal contact programme.
   - Distance Education Staff will be engaged for supporting other activities like dispatch of printed study materials.

5. **Media for instruction:**
   - Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
   - Students can see all information about DDE Programmes in the University website.
   - The student support services like help desk (grievances) will be solved through in person, phone, emails and group SMSs.

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
[illegible] – 605 014.

6. Curriculum design:

Bachelor of Business Administration (BBA)
Curriculum

1st Year

Code	Course Title	Min. Passing Marks	Max. Marks
BBA 1001	Principles of Management	40	100
BBA 1002	Business Communication	40	100
BBA 1003	Principles of Financial Accounting	40	100
BBA 1004	Business Law	40	100
BBA 1005	Business Economics	40	100

2nd Year

Code	Course Title	Min. Passing Marks	Max. Marks
BBA 2001	Financial Management	40	100
BBA 2002	Business Statistics	40	100
BBA 2003	Organisational Behaviour	40	100
BBA 2004	Business Environment	40	100
BBA 2005	Business Ethics	40	100

3rd Year

Code	Course Title	Min. Passing Marks	Max. Marks
BBA 3001	Entrepreneurship Development	40	100
BBA 3002	Elements of Marketing	40	100
BBA 3003	Human Resource Management	40	100
BBA 3004	Production & Materials Management	40	100
BBA 3005	Accounting for Management Decisions	40	100

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Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

7. **Detailed Syllabus of the Programme:**

BBA – 1st Year **Paper Code: BBA 1001**

PAPER I - PRINCIPLES OF MANAGEMENT

UNIT I

Nature of Management - Importance of Management – Functions of Management – Administration and Management – Management Science or Art – Functional Areas of Management – Evolution of Management Thought - Contributions of F.W Taylor, Henri Fayol and Elton Mayo.

UNIT II

Planning and Decision Making: Planning - Purpose of Planning – Steps in Planning – Types of Plans – Objectives – Strategies – Policies – Procedures – Management by Objectives (MBO) – Process Benefits and Problems - Decision Making.

UNIT III

Organising: Principles of Organisation – Formal and Informal Organisation – Different Forms of Organisation – Line and Staff Conflict – Committee form of Organisation – Organisation Structure.

UNIT IV

Delegation of Authority & Responsibility: features of Authority – Distinction between Power and Authority – sources of Authority - Limits of Authority - Responsibility: Features of Responsibility – Accountability - Principles of Delegation – steps involved in Delegation process – Advantages and obstacles of Delegation.

UNIT V

Centralisation and Decentralisation: Importance – Advantages & Disadvantages – factors determining the degree of Decentralisation – Delegation and Decentralisation – Centralisation Vs. Decentralisation.

UNIT VI

Coordination – Meaning – Characteristics – Co-ordination – Co-operation –Co-ordination as the Essence of Management – Principles of Co-ordination – Advantages& Disadvantages – Techniques of Co-ordination.

UNIT VII

Direction and Control: Direction – Meaning – elements – characteristic – importance, and principles of direction. Control – Introduction – Definition – Characteristics – objectives – necessity – elements - process of control – importance – limitations – Budgets and Budgetary Control.

UNIT VIII

Emerging concepts in Management: TQM, MBO, MBE - Core Competency – CSR.

TEXT BOOK:

Dinkar Pagare, Business Management

REFERENCES:

Gupta C.B., Business Management

Harold Koontz, Cyril O Donnel, Heinz Weihrich, Management

James A.B. Stoner & Charles Wankel, Management

Prasad L.M., Principles of Management

PAPER II - BUSINESS COMMUNICATION

UNIT-I

Introduction: Need - Objectives and Principles of Communication – Communication Media – Types of Communication Process – Interpersonal and Business Communication – Characteristics – Verbal and Non-Verbal Communications – Barriers to Communication.

UNIT-II

Business Letters: Need, Functions and Kinds of Business Letters – Essentials of an Effective Business Letter – Layout – Appearance – Size – Style – Form and Punctuation – Routine Request Letters – Responses to Letters – Refusal Letters – Claims Letters – Collection Letters – Mild and Strong Appeals.

UNIT-III

Letters of Inquiries, Quotations and Offers: Letters of Inquiry – Opening and Closing Sentences in Letters of Inquiry – Quotations – Specimen – Voluntary Offers and Quotations – Sentences regarding Offers and Quotations – Specimen – Placing an Order, Specimen – Cancellation, Acknowledgment, Refusal and Execution of Order.

UNIT-IV

Circular, Sales and Bank Correspondence: Circular Letters – Objectives – Situations that need Circular Letters – Specimen, Sales Letters – Objectives – Advantages – Three P's Functions, Bank Correspondence with Customers, Head office and with other Banks.

UNIT-V

Agency, Insurance, Import and Export Letters: Agency – Specimen Letters of Offer of Goods - Inquiry into the Reasons for Low Sales – Reply. Insurance – Claims – Letter inquiring about Premium Rate – Reply, Letter effecting Insurance – Letters between Insured and the Insurance Company – Letters between Importer and Exporter and Clearing and Forwarding Agents.

UNIT-VI

Company Secretary's Correspondence: Company Secretary – Correspondence with shareholders regarding Prospects of the Company – Series of Letters between the Secretary of Company and Shareholders, Auditors, Directors and Registrar of Companies – Preparation of Agenda and Minutes.

UNIT-VII

Official Correspondence and Public Relations: Official Correspondence – Distinction between Official and Business Correspondence – Classification – Official Letters – Specimen – Demi-Official Letters – Memorandum – Specimen – Endorsement – Specimen – Notification – Communiques – Specimen – Meaning of Public Relations – Press Conference – Press Release – Advertising – Direct Mail Advertising and Advertising Letters .

UNIT-VIII

Report Writing and Spoken Communication : Report – Importance – Oral and Written Reports – Types of Business Reports – Characteristics of a Good Report – Preparing a Report – Organisation of a Report – Spoken Communication – the Telephone – the Public Addressing System – Word Processor – Fax, E.Mail – Teleconferences – New age communication channels in internet – skype etc.,

TEXT BOOK:

Sinha K. K., Business Communication

REFERENCES:

Keval J.Kim, Business Communication.

Rajendra Pal & J.S.Korlahalli, Essentials of Business Communication.

Sharma, Krishna Mohan, Business Correspondence and Report Writing

PAPER III – PRINCIPLES OF FINANCIAL ACCOUNTING

UNIT - I

Meaning and Scope of Accounting – Need for Accounting – Development of Accounting – Nature and objectives –Book keeping and Accounting - Accounting Principles – Accounting Concepts and Conventions – Accounting Standards – International Accounting Standards.

UNIT - II

Books of Accounts: Double Entry System of Book keeping - Journal – Ledger posting — Trial Balance – Final Accounts – Preparation of Trading Account – Profit and Loss Account – Balance Sheet – Adjustments – closing stock, depreciation, bad debts and provision for bad debts, outstanding and prepaid expenses, advance and accrued income.

UNIT – III

Income and Expenditure Account & Receipts and Payments Account: – Nature – Preparation of Receipt and Payment Account and Income and Expenditure Account.

UNIT - IV

Depreciation Accounting: Meaning – causes – objectives – factors - Methods of Depreciation Accounting – Straight Line Method – Written Down Value Method – Sinking Fund Method – Annuity Method – Insurance Policy Method - Reserves and Provisions.

UNIT – V

Consignment Accounts – Entries in the books of Consignor and Consignee – Joint Venture Accounts – separate books and existing books.

UNIT – VI

Branch and Departmental Accounts: Meaning of Branches and Departments – Accounts of various types of branches – Departmental Accounts.

UNIT - VII

Single Entry System: Defects of Single Entry System – Ascertainment of profit – Statement of Affairs Method and Conversion Method – preparation of final accounts.

UNIT - VIII

Partnership Accounts: Admission – Retirement – Death of a Partner - Dissolution – Insolvency of a Partner – Piecemeal Distributions.

Note: Distribution of marks between problems and theory shall be 70% and 30%.

TEXT BOOK:

Jain & Narang, Financial Accounting

REFERENCES:

Arulanandam M.A.& Raman K.S., Advanced Accounting
Gupta R.L. & Gupta V.K., Advanced Accounting,
Reddy & Murthy T.S., Financial Accounting,
Tulsian P.C., Financial Accounting

PAPER IV - BUSINESS LAW

UNIT I

Law: Rights, Duties and Liabilities – Legal Personality – Law and Fact – Cases and Legislation Mercantile Law and commercial Law – Sources.

UNIT – II

Law of Contracts – Contracts – Essentials of a valid Contract – Proposal – Acceptance Communication Revocation – Consideration – Capacity of Parties – Consent – Misrepresentation – Fraud – Undue Influence – Coercion – Mistake – Void and Voidable Contract – Discharge of Contract – Breach.

UNIT – III

Special Contracts – Indemnity and Guarantee – Rights and Liabilities of Surety – Bailment and Pledge – Duties of Bailor and Bailee – Bailer's Lien – Pledge – Pawner and Pawnee.

UNIT – IV

Agency – Contract of Agency – Kinds of Agency – Duties and Rights of the Agent – Scope of Agent's Authority - liabilities of Principal and Agent to Third Parties – Termination of Agency.

UNIT – V

Law of Sales of Goods – Contract of Sale – Conditions and Warranties – Transfer of Property and Title to Goods – Rights and Duties of Seller and Buyer – Rights of Unpaid seller. Law relating to Negotiable Instruments: Important Provisions regarding Cheque – bill of exchange and Promissory Note.

UNIT – VI

Evolution of Companies Act, 1956 – Forms of Companies – Characteristics of Company – Advantages of incorporation – Conversion of Private Company into Public Company Formation of Company – Promotion – Incorporation – Registration – Inviting Subscriptions – Commencement of Business

UNIT – VII

Memorandum, Articles of Association and Prospectus – Contents of Memorandum – Doctrine of ultra-vires – Contents of Articles of Association – Difference between Articles and Memorandum – Prospectus – Need – Issue of Prospectus – Contents – Exemptions from disclosure – Liability for misstatement – Civil Liability – Rights of Indemnity – Criminal Liability for misrepresentation.

UNIT - VIII

Dividends, Bonus and Interest: Payment of dividends – Interim Dividends – Payment of Interest on Capital – Capitalisation of Profits.

TEXT BOOK:

Kapoor N.D., Elements of Mercantile Law & Elements of Company Law

REFERENCES:

Bagrial A.K, Company Law

Kuchal M.C., Mercantile Law

Sreenivasan M.R., Business Laws.

Singh Avtar, Company Law

PAPER V - BUSINESS ECONOMICS

UNIT I

Definition and Concept of Economics – Nature of Economic Laws – Methods of Economic Enquiry – Meaning of Micro and Macro Economics – Fundamental Concepts – Wants – Utility- Value - Wealth - Welfare.

UNIT II

Demand Analysis – Meaning of Demand - Types of Demand – Determinants of Demand – Law of Demand – Types of Consumers – Marginal Utility Analysis – Elasticity of Demand – Consumer's Surplus.

UNIT III

Supply Analysis – Meaning - Factors of Production - Land, Labour Capital and Organisation – Law of Returns – Production Function – Return to Scale.

UNIT IV

Cost and Output Analysis – Different Cost concepts – Marginal and Average Cost – Relationship – Long run and Short run cost curves – Revenue curves of firms.

UNIT V

Pricing under Perfect competition – Monopoly – Monopolistic competition – Oligopoly – Price – Output – Determination in the Short run and Long run in the various Market situations.

UNIT VI

Wages – Interest – Rent and Profit – Marginal Productivity – Theory of wages – Ricardian Theory of Rent – Interest rate Theories.

UNIT VII

National Income – Concepts – Measurement of National Income – Difficulties in Measurement – Business Cycles – Various Phases – Important implications for Business – Appropriate Strategies and Policies both at the Macro and Micro Levels.

UNIT VIII

Globalisation – Implication to the Indian Economy – Theory of International Trade – Balance of Trade – Balance of Payments – Current Situation and Future Prospects.

TEXT BOOK:

Varshney R.L.& Maheswari, Managerial Economics

REFERENCES:

Joel Dean, Managerial Economics
Mithani and VSR.Murthy, Fundamentals of Business Economics
Reddy P.N and Appanniah H.R., Principles of Business Economics
Sundharam K.P.M and Sundharam E.N., Business Economics

PAPER VI – FINANCIAL MANAGEMENT

UNIT I

Nature of Financial Management – Finance Function – Meaning and Objectives of Financial Management – Scope of Financial Management – Functions of Financial Management.

UNIT II

Capitalization and Source of Finance: Capitalization – Over Capitalization – Under Capitalization – Advantages and Disadvantages. Sources of Finance – Long Term Sources and Short Term Sources – Legal Issues involved.

UNIT III

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison (simple problems).

UNIT IV

Cost of Capital: Measurement of Cost of Capital – Cost of Debt – Cost of Preference Shares – Cost of Equity Capital – Cost of Retained Earnings – Computation of Overall Cost of Capital – Optimum Capital Structure.

UNIT V

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage (simple problems).

UNIT VI

Dividend Decision: Meaning of Dividend – Determinants of Dividend Policies – Dividend Policies – Stable Dividend Policy – Bonus Issues - Relevance Theory – Walter's Model – Gordon's Model (simple problems) – Irrelevance Theory – M-M hypothesis.

UNIT VII

Working Capital Management: Types of Working Capital – Determinants of Working Capital - Sources of Financing of Working Capital – Significance of Working Capital Management – Working Capital Policy (simple problems).

UNIT VIII

Management of Working Capital Components: Cash Management – Objectives – Motives for holding cash – Short Term Cash Forecast – Long Term Cash Forecast – Monitoring Collections and Disbursements – Receivables Management – Objectives – Credit and Collection Policies – Inventory Management – Objectives – Inventory Management Techniques (theory only).

Note: Distribution of marks between problems and theory shall be 40% and 60%.

TEXT BOOK:

Khan and Jain, Financial Management

REFERENCES

Kuchhal S.C., Financial Management

Pandey I.M., Financial Management

Prasanna Chandra, Financial Management

Srivastava P.M., Financial Management

PAPER VII- BUSINESS STATISTICS

UNIT I

Statistics – A Conceptual Framework – Meaning and Scope of Business Statistics – Definition – Function – Role of Statistics for Business Decisions – Importance - Limitations.

UNIT II

Statistical Enquiry and Methods of Sampling – purpose, Types, Collection of Data – Methods of Enumeration – Sampling Need – Method of Sampling – Merits and Demerits – Classification and Tabulation of Data.

UNIT III

Measures of Central Tendency – Average – Objectives of an Average – Types – Characteristics – Merits and Demerits – Mean, Median, Mode – Geometric Mean – Harmonic Mean – Quartiles – Deciles.

UNIT IV

Measures of Dispersion – objectives – Absolute and Relative Measures – Range – Quartile Deviation – Mean Deviation – Standard Deviation – Skewness – Kurtosis – Respective Merits and Demerits.

UNIT V

Correlation Analysis – Meaning - Uses – Types – Methods – Graphic – Scattered Diagrams – Algebraic Methods – Karl Pearson's Coefficient of Correlation – Merits and Demerits of Calculation – Concurrent Deviation method – Merits and Demerits.

UNIT VI

Regression Analysis – Difference between Correlation and Regression – Principles of Least Square Methods of Regression Analysis – Graphic, Algebraic – Regression Coefficients – Uses of Regression Analysis for Business Decision – Coefficient of Determination.

UNIT VII

Interpolation and Extrapolation and Time Series Analysis: Interpolation, Extrapolation – Meaning, uses, Measurements – Estimation Methods – Time series Analysis – Techniques of Measurements – Business Forecasting.

UNIT VIII

Probability – Concept of Probability – Types – Marginal, Joint Conditional Laws of Probability – Additional Theorem – Multiplication Theorem – Bayes Rule.

Note: Distribution of marks between problems and theory shall be 70% and 30%.

TEXT BOOK:

Gupta S P, Statistics for Commerce Students

REFERENCES:

Elhance D N, Fundamentals of Statistics

Gupta S.P., Statistical Methods.

Sanchall D.C.& V.K. Kapoor, Statistics Theory, Methods & Applications,

PAPER VIII - ORGANISATIONAL BEHAVIOUR

UNIT I

Organizational Behaviour- Meaning, Need and Importance – Organization and individuals – Organisational culture – Societal Culture and organisations

UNIT II

Organisational Structure – Importance of Structure – Learning – Learning styles and process

UNIT III

Perception – Process of perception – Personality- Attitude – Development of Attitude and Values – Stress Management

UNIT IV

Motivation and Leadership – Need – Theories of Motivation – Importance of Motivation – Motivation, Morale and Productivity. Leadership – Styles of Leader – Effective leadership.

UNIT V

Group Dynamics – Groups in an organization – Influences – informal Leaders – Group Behaviour – Cohesiveness

UNIT VI

Organizational Change – Change Models – Organizational resistance to change Management of change process

UNIT VII

Organizational Development – Objectives – Teams – OD Models and Process

UNIT VIII

Organizational culture, conflict and effectiveness: organizational culture – concept distinction between organizational culture and organizational climate – factors influencing organizational culture – morale - concept and types - managing conflict - organizational effectiveness - indicators of organizational effectiveness - Achieving organizational effectiveness.

TEXT BOOK: Stephen Robinson, Organisational Behaviour,
REFERENCES:
ArunKumar, Meenakshi, Organisational Behaviour,
Fred Luthans, Organizational Behaviour ,
Udai Pareek, Understanding OB,

PAPER IX - BUSINESS ENVIRONMENT

UNIT I

Business Environment – Concept – Significance – Factors – Environmental influence on Business.

UNIT II

Social environment - Cultural heritage - social attitudes - impact of foreign culture - castes and communities – joint family systems - linguistic and religious groups - Types of social organization - Social Responsibilities of business.

UNIT III

Political Environment - Directive Principles of State Policy – Centre – State Relations – Impact of Political Environment on Business.

UNIT IV

Economic Environment - Economic systems and their impact of business - Macro economic parameters like GDP - growth rate population - Urbanisation - Fiscal deficit – Plan investment - Per capita income and their impact on business decisions - Five Year Planning.

UNIT V

Financial Environment - Financial System – Commercial banks - Financial Institutions - RBI Stock Exchange - IDBI - Non Banking Financial Companies NBFCs.

UNIT VI

Technological Environment – choice of Technology – Problems in Selecting Appropriate Technology – Importance to Business.

UNIT VII

Legal Environment of Business – Implementations on business – Corporate Governance.

UNIT VIII

Global Environment: Global Trends in Business and Management - MNCs - Importance, Advantages and Weakness of MNCs - Foreign Capital and Collaboration - Trends in Indian Industry.

TEXT BOOK:

Francis Cherunilam, Business Environment

REFERENCES:

Aswathappa K, Essentials of Business Environment

Garg V K, Economic Environment of Business

Sherlekar S A, Modern Business Organization and Management

PAPER X - BUSINESS ETHICS

UNIT I

Introduction to Business Ethics: Meaning, Definition and importance - nature, purpose of ethics and morals for organizational interests – Cultural and Human values in management – Indian and Global perspective

UNIT II

Consequential and non- consequential theories – Ethical dilemma – Ethical decision making

UNIT III

Environment Issues - Protecting the Natural Environment - Prevention of Pollution and Depletion of Natural Resources - Conservation of Natural Resources.

UNIT IV

Workplace Ethics – personal and professional ethics in the organisation - discrimination, harassment - gender equality

UNIT V

Organisation Ethics Development System – Organisational Culture and values – Code of Ethics – Value based Leadership and its effectiveness

UNIT VI

Marketing Ethics and Consumer Protection – Healthy competition and protecting consumer's interest – Advertising ethics -Ethics in Accounting and Finance: Importance, issues and common problems

UNIT VII

Corporate social responsibility – Strategic components- Different approaches to CSR - Globalization - Sustainability - CSR standards- Best practices

UNIT VIII

Corporate Governance – Audit committees – Role of Independent Directors – Protection of Stake holders

TEXT BOOK:

Crane & Matten, Business Ethics,

REFERENCES:

Chakraborthy,S.K., Management by Values,

Ferrell, Fraedrich, Business Ethics: A Case Perspective,

Velasquez, Business Ethics.

BBA – 3rd Year

Paper Code: BBA 3001

PAPER XI - ENTREPRENEURSHIP DEVELOPMENT

UNIT I

Entrepreneurship: Meaning – Importance of Entrepreneur in economic development – Factors affecting entrepreneurial growth – Common entrepreneurial traits – Classification of Entrepreneurs - Functions of Entrepreneurs.

UNIT II

Business ideas: Search for a business idea – Sources of ideas – observing market's prospective consumers – development in other nations – study of project profits – Government organisations – Trade fairs – preliminary evaluation and testing the ideas.

UNIT III

Project Formulation: Project classification – Project identification – Internal and external constraints – feasibility prospects – project objectives and appraisal – project design and net work analysis – active performance – time schedule.

UNIT IV

Financial Analysis: Capital Cost estimate – Operating costs – Methods of cost estimation using ratio analysis for short term and long term costs – Cost estimation and budgeting estimation under uncertainty, risk and inflationary conditions – Operating revenue – Cash flow statements – Cost benefit analysis – Project appraisal and appraisal methods.

UNIT V

Entrepreneurial Development Programmes (EDP) - Role, relevance, and achievements Motivation Training for Entrepreneurs - Role of Government in organizing EDPs - Critical evaluation.

UNIT VI

Small Business Environment: Definition and Meaning of Small Business – Legal Framework - role and contribution of small business for economic development – policies and regulations governing small scale industries.

UNIT VII

Institutional Finance to small business: Negotiating financial needs – Suitable agencies – Types of credit facilities – Evaluation by financial institutions – Terms and conditions – Role of consultancy organizations – Leasing arrangements – Role of development financial institutions and Commercial banks.

UNIT VIII

Incentives and subsidies for Small Business Development: Capital investment subsidy – incentives to SSI – Excise Duty – Sales Tax and Income tax Concessions – Preferential Purchases – Procedure for import of capital goods and raw materials.

TEXT BOOK:

Srinivasan N.P. - Entrepreneurial Development

REFERENCES:

Gupta C.B. & Khanka S.S., Entrepreneurship and Small Business.

Peter F.Drucker, 'Innovation & 'Entrepreneurships',

Saravanavel, Entrepreneurial Development

Saini J.S. & Dhameja S.K., Entrepreneurship and Small Business.

PAPER XII – ELEMENTS OF MARKETING

UNIT I

Definition and functions of Marketing – Market – Types of Market – Importance of Marketing – Marketing in Developed and Developing Countries – Buyer's Market – Seller's Market – Marketing and Selling – Marketing Concept – Selling Concept – Consumer Orientation – Modern Marketing Concept – Marketing Mix.

UNIT II

Consumer Behaviour – Understanding Consumer – Consumer Behaviour and Consumption Behaviour – Consumer Buying Process – Psychological approach to understand the buyers – Sociological approach to understand the buyers – Economic approach to understand the buyer – Family Brand – Brand Loyalty.

UNIT III

Market Segmentation – Meaning - Nature of Market Segmentation – Market Segmentation Procedure – Bases of Market Segmentation – Geographic – Demographic – Socio Economic – Psychographic – Market Conditions.

UNIT IV

Meaning of Product – Classification – Product mix – Product Item – Width, depth and Consistency of the Product Mix – Product Life Cycle – Meaning – Introduction Stage – growth Stage – Maturity Stage – decline Stage – Product Modification- New Product Development – Process – Idea Generation – Screening – Business Analysis – Development – Testing – Commercialization.

UNIT V

Meaning of Pricing – Role of Pricing – Pricing Theory – Pricing in Practice – Administered Price – Regulated Price – Pricing Objectives – Pricing for a Target Return – Pricing for Market Penetration – Pricing for Market Skimming – Methods of Price Determination – Cost Based – Demand Based – Cost and Demand Based – Competition Based – Import Cost Based.

UNIT VI

Channels of distribution – Meaning and Role of Distribution Channel – Factors Governing Choice of Channel – Product Characteristics - Supply Characteristics – Customer Characteristics – Middle Men Characteristics – Company Characteristics – Social and Ethical Considerations – Marketing Intermediaries – Ducit Marketing.

UNIT VII

Advertising – Meaning and Role of Advertising – Objectives of Advertisement – Planning Advertisement Campaign – Advertisement Copy – Media – Evaluating Advertisement Effectiveness.

UNIT VIII

Personal Selling – Process of Personal Selling – Recruitment – Selection and Training of Salesman – Remuneration – Personal Selling and Salesmanship – Sales Promotion – External Factors Influencing Sales Promotions – Consumer Promotions – Trade Promotions – Sales for Promotion – Wholesaler and Retailer Promotion.

TEXT BOOK:

Nirmala Prasad K. and Sherlaker, Marketing Management

REFERENCES

Philip Kotler, Principles of Marketing
Rajan Saxena, Marketing Management
Still and Cundiff, Marketing Management
Stanton W. J., Fundamentals of Marketing

PAPER XIII - HUMAN RESOURCE MANGEMENT

UNIT I

HRM – Meaning, Scope and Importance – Nature of HRM – Objectives and Functions of HRM – Role of HR Manager – Qualities and characteristics necessary for a good HR Manager

UNIT II

HR Planning – Objectives – importance – Premises of planning – Process of Planning – control and review mechanisms

UNIT III

Recruitment – Sources – Selection procedure - Job terminologies - Job design, Job rotation, job enlargement , job enrichment, job analysis, job description, job specification - promotion- demotion - separation

UNIT IV

Training and Development- significance of training – Training Methods– Executive development – Methods of executive development

UNIT V

Performance Appraisal - Purpose of performance appraisal – Methods of appraisal – Conventional and non conventional methods – Morale – meaning and significance – measurement of morale – measures to tone up morale.

UNIT VI

Compensation - Terminology and concepts – Management of Compensation - Objectives and scope of compensation management - Managerial compensation – Fringe benefits and types of fringe benefits.

UNIT VII

Management of Labour Relations - Labour turnover - Absenteeism – Employee grievances – Discipline – Misconduct – Trade Union – Collective bargaining – Workers participation in management – employee counseling

UNIT VIII

Labour Welfare and Social Security – Indian and Global scenario

TEXT BOOK:

Aswathappa, Human Resource Mangement,

REFERENCES

Alan Price, Human Resource Management,

Garry Dessler &Varkkey, Human Resource Management,

Pravin Durai, Human Resource Mangement,

Snell, Bohlander & Vohra, Human Resources Management,

Venkata Ratnam C. S. & Srivatsava B. K.,Personnel Management and Human Resources,

BBA – 3rd Year Paper Code: BBA 3004

PAPER XIV - PRODUCTION AND MATERIALS MANAGEMENT

UNIT I

Production Management Introduction: Production Management – Meaning, Scope and Functions – Problems of Production Management – Different types of Production Systems.

UNIT II

Production Planning and Control: Meaning and Definition of Production Planning – Objectives and Planning –Steps involved in Production Planning – Importance of Production Planning – Meaning and Definition of Production Control – Objectives of Production Control – Techniques of Production Planning and Control.

UNIT III

Productivity – Meaning and Definition of Productivity – Importance of Productivity – Measurement of Productivity – Tools of Productivity – Factors affecting Industrial Productivity – Production and Productivity.

UNIT IV

Production Routing and scheduling: Routing – Meaning and Objectives – Scheduling – Meaning – Relationship between Routing and Scheduling – Dispatching – Sequences Analysis – Network Analysis – CPM and PERT – Advantages and Limitations of the Two Methods – Difference between CPM and PERT.

UNIT V

Materials Management – Purchasing and Store-keeping: Meaning and Definition of Materials Management – Objectives of Materials Management – Purchasing Functions of the Purchasing Department – Purchasing Procedure – Centralized and Decentralized Purchasing – Other Methods of Purchasing –Store-keeping – Organisation of Store-keeping.

UNIT VI

Inventory Control and Management Meaning – Objectives and Importance of Inventory Management – Essentials of a Good Inventory Control System – Various Inventory Costs – Minimum and Maximum Stock Limits – Reorder Point – EOQ – ABC techniques of Inventory Control.

UNIT VII

Quality Control and Inspection Meaning and Objectives – Advantages of Quality Control System – Inspection – Different kinds of Inspection – Statistical Quality Control – Types of Control Charts.

UNIT VIII

Materials Management and Information System: Use of Computers in Materials Management – Requirements for computerizing the system – Advantages for Materials Management – A computerized Materials Management – Computers and Inventory Management.

TEXT BOOK:

Varma and Agarwal, Production Management

REFERENCES:

Desai and Rao, Modern Production Management

Datta A.K., Materials Management: Procedures, Text and Cases

Datta A.K, Integrated Materials Management: A Functional Approach

James L.Riggs, Production Systems: Planning, Analysis and Control

BBA – 3rd Year Paper Code: BBA 3005

PAPER XV – ACCOUNTING FOR MANAGEMENT DECISIONS

UNIT I

Management Decisions Accounting – Meaning, significance and scope of Cost Accounting and Management Accounting – Functions of Management Accounting - Financial Vs. Cost Accounting – Management Vs. Cost Accounting – Cost Unit – Cost Centre – Cost Element – Cost Sheet.

UNIT II

Marginal Costing: Marginal Costing – Break-even Point – Profit/Volume ratio – Margin of safety – Marginal Costing as a key to Managerial Problems – Key Factor.

UNIT III

Standard Costing and Variance Analysis: Meaning of Standard Costing – Importance of Standard Costing – Variance Analysis – Types of Variances – Material Cost Variance - Labour Cost Variance - Overhead Variance – Sales Variance - Profit Variance. Calculation of Variances (simple problems only) – Managerial uses of Variance Analysis.

UNIT IV

Financial Statements Analysis: Comparative Financial Statements – Common Size Financial Statements – Trend Percentages.

UNIT V

Ratio Analysis: Uses of Ratio Analysis – Classification of Ratios – Liquidity Ratios – Leverage Ratios – Turnover or Activity Ratios – Profitability Ratios – DuPont Analysis.

UNIT VI

Fund flow Analysis: Concept of Fund flow statement – Uses of Fund Flow Statement – Changes in Working Capital - Calculation of Funds from Operations – Construction of Fund Flow Statement.

UNIT VII

Cash Flow Analysis: Concept of Cash Flow statement – Uses - Calculation of Cash from operation – Preparation of Cash Flow Statement – Distinction between Fund Flow and Cash Flow Analysis.

UNIT VIII

Budget and Budgetary Control: Definition of Budget and Budgetary Control – Objectives of Budgetary Control – Advantages and Limitations of Budgetary Control – Organisation of Budgetary Control – Classification of Budgets – Functional Budgets – Fixed and Flexible Budgets – Preparation of Budgets.

Note : Distribution of marks between Problems and Theory shall be 70% and 30%.

TEXT BOOK:

Maheswari S.N., Principles of Management Accounting

REFERENCES:

Nigam L.and.Sharma G.L, Cost Accounting
Pattanshetty P.T.and Palekar R., Cost Accounting: A Basic Approach
Roy Chowdhury A.P., Cost and Management Accounting Methods and Techniques
Srinivasan N.P., Management Accounting

(f) Procedure for Admission, Curriculum transaction and Evaluation:

1. **Eligibility Criteria for Admission**

The Student should have passed in any of the stream of:

- 10 + 2 or
- 11 + 1 or
- 11 + (2 years or 3 years diploma).

2. Fees Structure for BBA degree Programme:

Sl. No.	Fee Particulars	DDE
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Study Material & Handling Charges	1,250
5	Tuition Fee	7,500*
	Total	**9,975**

3. Evaluation:

- **Examination**

Examinations will be held once in a year.

- **Question Paper Pattern**

Maximum Marks: 100 Time: 3 Hours

Part – A (5X 8= 40 Marks) – Answer any 5 out of 8 Questions

Part – B (4 X 15 = 60 Marks) – Answer any 4 out of 6 Questions

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **40%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'**.

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	**: Rs. 3,00,000** (approx. for 100 students enrolment)
PCP Class	**: Rs. 75,000** (approx. for 100 students enrolment)

(i) Quality Assurance Mechanism:

Appointment of dedicated coordinator schedule regular meetings with faculty and provide resources to support teaching and learning thus maintain quality and consistency of instruction.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

Bachelor of Arts (B.A.) Political Science

Submitted for Approval of UGC

With effect from 2019 -2020 Onwards

(a) Programme's Mission & Objectives:

Mission: B.A. Degree Programme in Political Science provides ample exposure to subjects from the fields of Arts and Social Sciences. The course equips the students for entry level jobs in educational field, a key contributor to the social and political development of the country.

Objectives: The aim of the programme is to construct a strong foundational ground in core subjects such as Political Science, Sociology, History, International Relations along with a choice of additional subjects such as political philosophy, political theory, political sociology, which enhances the prospects for career growth of students thorough knowledge of concepts with variety of skills, tools and techniques to understand social and political issues, examine problems and bring about key solutions in a structured manner. Students are imparted arts knowledge with analytical technique and to solve problems conceptually and practically from diverse analysis, such as socio, political and economic.

(b) Relevance of the Programme with HEI's Mission and Goals:

B.A. Programme focuses in-depth knowledge and skills in Political Science, which equip the students with various knowledge skills and can pursue a career in educational and other related fields.

(c) Nature of Prospective target group of learners:

B.A programme is offered for the candidates who aspire to acquire the knowledge and skills of Arts and Social Sciences and those who wish to get entry level jobs in the educational and various other sectors, social work, media and various competitive examinations etc., Further B.A programme is the base for those who aspire to become educationists, government empioyees, private sector employees, journalists, and enlightened citizens.

(d) Learning Outcomes:

Towards the end of the programme, students will be able to:

- Develop an ability to effectively communicate both orally and verbally;
- Appreciate importance of working independently and in a team;
- Have exposure of complex social problems and find their solution;
- Understand required analytical and experimental tools for social and political analysis;
- Develop an understanding of various problems solving attitude such as analytical development, project evaluation and presentation; and
- Develop self-confidence and awareness of general issues prevailing in the society.

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

(e) Instructional Design:

1. Duration of the Programme:

The course shall be of three years Non-semesters pattern. The Maximum duration to complete the course shall be 6 years.

2. Medium

The medium of instruction shall be English.

3. Instructional delivery Mechanisms: The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

4. Faculty and support of Staff:

- DDE faculty, University faculty from the University and other college faculty will be engaged for handling classes in Personal contact programme.
- Distance Education Staff will be engaged for supporting activities like dispatch of printed study materials.

5. Media for instruction:

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information about DDE Programmes in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, emails and group SMSs.

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

6. **Curriculum design:**

B. A. (POLITICAL SCIENCE)
CURRICULUM

BA First Year

CODE	COURSE TITLE	MIN. PASSING MARKS	MAX. MARKS
BAPS 1001	PRINCIPLES OF POLITICAL SCIENCE	40	100
BAPS 1002	MODERN GOVERNMENTS	40	100
BAPS 1003	INDIAN GOVERNMENT AND POLITICS	40	100
BAPS 1004	POLITICAL THOUGHT	40	100
BAPS 1005	PRINCIPLES OF PUBLIC ADMINISTRATION (WITH SPECIAL REFERENCE TO INDIA	40	100

BA Second Year

CODE	COURSE TITLE	MIN. PASSING MARKS	MAX. MARKS
BAPS 2001	MODERN POLITICAL THEORY	40	100
BAPS 2002	MODERN INDIAN SOCIAL AND POLITICAL THOUGHT	40	100
BAPS 2003	GANDHI AND THE CONTEMPORARY WORLD	40	100
BAPS 2004	POLITICAL SOCIOLOGY-I	40	100
BAPS 2005	GOVERNANCE: ISSUES AND CHALLENGES	40	100

BA Third Year

CODE	COURSE TITLE	MIN. PASSING MARKS	MAX. MARKS
BAPS 3001	INTERNATIONAL RELATIONS	40	100
BAPS 3002	CONSTITUTIONAL DEVELOPMENT AND NATIONAL MOVEMENT IN INDIA	40	100
BAPS 3003	FOREIGN POLICIES OF MAJOR POWERS	40	100
BAPS 3004	INTERNATIONAL ORGANISATION	40	100
BAPS 3005	HUMAN RIGHTS	40	100

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

7. Detailed Syllabus of the Programme:

BA 1st Year

PAPER I- PRINCIPLES OF POLITICAL SCIENCE

Unit I: Introduction

a) Political Science : Definition, Nature and Scope

b) Relationship of Political Science with History, Economics and Sociology

c) Methods of Political Science : Historical, Experimental, Comparative and Philosophical

Unit II: The State

a) Modern State: Nature; Constituent Elements; Sovereignty.

b) Origins of the State: Divine, Force, Contract and Evolutionary Theories

c) Theories of the Sphere of State Activity.

Unit III: Law, Liberty and Rights

a) Law: Nature Sources and Kinds

b) Liberty, Equality and Justice; Relationship between Liberty and Equality; Liberty and Authority.

c) Rights and Duties.

Unit IV: Political Ideologies

a) Liberalism and Conservatism

b) Constitutionalism and Democracy

c) Totalitarian Dictatorship: Communism, Fascism and Nazism

Unit V: Forms of Government

a) Democracy and Dictatorship : Meaning, Distinction, Merits and Demerits

b) Parliamentary and Presidential : Meaning, Distinction, Merits and Demerits

c) Unitary and Federal : Meaning, Distinction, Merits and Demerits

Suggested Readings

1. Ernest Barker, *Principles of Political and Social Theory*
2. Harold A. Laski, *Grammar of Politics*
3. Carl J. Friedrich *Constitutional Government and Democracy*
4. Axford, *Politics;* an Introduction
5. Eddy Arirvatham, *Political Theory.*
6. J.W. Garner, *Political Science and Government*
7. Rodee and Others, *Introduction to Political Science*

BA 1st Year

PAPER II-MODERN GOVERNMENTS

Unit I: The United Kingdom

a) Salient Feature of the Constitution : Rule of Law, Supremacy of Parliament

b) The British Monarchy : King and Crown

c) The Parliament: House of Commons and the House of Lords

d) The Cabinet System : Position of the Prime Minister

Unit II: United States of America I

a) Salient Features of the Constitution: Separation of Powers, Checks and Balances

b) Essential Features of the American Federal System, Growth of Strong Centre

c) The President : Powers and Position

Unit III: United States of America II

a) The Congress : House of Representatives and the Senate

b) The Supreme Court : Composition, Jurisdiction and Powers

c) Political Parties : Nature and Organisation, Pressure Groups and Lobbies

Unit IV: France

a) Salient Features of the Constitution : Written and Unitary Const., Combination of Parliamentary and

Presential Systems, Rigidity of the Constitution and Administrative Law

b) The Legislature : The National Assembly and the Senate

c) The Executive – The President : Powers and Position

d) The Cabinet and the PM : Powers and Position

Unit V: Switzerland

a) Salient Feature of the Constitution, Federalism and Direct Democracy

b) The Federal Council : Composition and Functions

c) Federal Legislature : Council of the States and National Council, Composition and Functions

Suggested Readings:

1. F.S. Strong, *Modern Political Constitutions* (latest edition)
2. Herman Finer, *Theory and Practice of Modern Government*
3. Roy C. Macridis, *Modern Political Systems: Europe*
4. Ferguson, *American System of Government.*

BA 1st Year

PAPER III- INDIAN GOVERNMENT AND POLITICS

Unit I: Nature of the Constitution

a) Main Features of the Indian Constitution: Parliamentary Democracy, Secularism, Socialism and

Federalism.

b) Fundamental Rights and Duties

c) Directive Principles of State Policy

Unit II: Government of the Union

a) The President, Prime Minister and Council of Ministers : Position, Functions and Role

b) Parliament: Composition and Functions; Legislative and Financial Procedure; Parliamentary Committees.

c) The Supreme Court: Composition, Jurisdiction and Role; Nature and Scope of Judicial Review

Unit III: Government of the States

a) Governor : Constitutional Status and Powers; Constitutional and Political Role

b) State Legislature: Composition and Functions

c) Chief Minister : Position and Role

Unit IV: Issues in Indian Politics I

a) Communalism

b) Casteism

c) Regionalism

Unit V: Issues in Indian Politics II

a) Local Government in India: Urban and Rural

b) The Indian Party System; the Role of the Opposition

c) Electoral Reforms in India

Suggested Readings:

1. D.D. Basu, *Introduction to the Constitution of India (Latest Edition)*
2. M.V. Pylee, *India's Constitution (Latest Edition)*
3. R.L. Hardgrave, *India : Government and Politics of a Developing Nation*
4. W.H. Morris-Jones, *The Government and Politics of India (Latest Edition)*
5. Bidyut Chakrabarty, *Indian Government and Politics.*

BA 1st Year

PAPER IV- POLITICAL THOUGHT

I: Greek Political Thought

a) Salient Features of Greek Political Thought

b) Plato's Republic: Ideal State; Education and Communism, Justice

c) Aristotle's Politics: Classification of Governments; The Best Practicable State; Causes of Revolution

Unit II: Medieval Political Thought

a) Salient Features of Medieval Political Thought

b) St. Thomas Aquinas : Church, State and Law

c) Machiavelli : State Sovereignty; Power Politics; Separation of Ethics and Politics

Unit III: Early Modern Political Thought

a) Thomas Hobbes : State of Nature, Social Contract, of Sovereignty of the Leviathan

b) John Locke : Sate of Nature; Social Contract; Natural Rights; The Idea of Limited Government

c) J.J. Rousseau : State of Nature, Social Contract, General Will

Unit IV: Later Modern Political Thought

a) Bentham : Utilitarianism; Political and Legal Reforms

b) J.S. Mill : On Liberty; Representative Government; Women's Rights

c) Karl Marx : Dialectical Materialism; Class Struggle; Proletarian Revolution Historical Materialism;

Unit V: Indian Political Thought

a) Kautilya: Theory of Kingship; amoral statecraft; Mandal Theory

b) M.K. Gandhi: *Ahamsa; Satyagraha; Swaraj;* Village Democracy; Trusteeship

c) Sir Syed Ahmad Khan : Compulsions of his Times; Collaboration with the British; Avoidance of Imitational Politics; Concentration on Education and Social Reform

Suggested Readings:

1. Ernest Barker, *Greek Political Theory: Plato and His Predecessors.*
2. Ernest Barker (tr.) *Aristotle's Politics.*
3. William E blustein, *Great Political Thinkers.*
4. Maxie, *Political Philosophies.*
5. William Ibenstein. *Today's Isms*

BA 1st Year

PAPER V- PRINCIPLES OF PUBLIC ADMINISTRATION (WITH SPECIAL REFERENCE TO INDIA)

Unit I: Foundation of Public Administration

a) Definition, Nature and Scope of Public Administration

b) Importance of Public Administration, Difference between Private and Public Administration

c) Growth of the Study of Public Administration, Characteristics of the New Concept of Public Administration

Unit II: Organisation of Public Administration

a) Principles of Organisation: Hierachy, Unity of Command and Span of Control

b) Agencies of the Administration Organisation: Line, Staff and Auxiliary Agencies

c) The Chief Executive: Presidential and Parliamentary Executive, Administrative Functions of the Chief Executive

Unit III: Personnel Administration

a) Meaning and Growth of Civil Services in India. Classification of Services; All India services, Central Services and State Public Services

b) Union Public Service Commission: Genesis and Functions

c) Recruitment: Principles and Problems

Unit IV: Control Over Administration

a) Parliamentary Control: Role of Parliament in Administration, Means of Parliamentary Control in India

b) Judical Control: Means of Judicial Control, Legal Remedies under Rule of Law

c) Corruption in Bureaucracy: Role of Central Vigilance Commission

Unit V: Administration of Planning

a) Meaning and Kinds of Budget

b) Budget: Enactment and Execution

c) Machinery for Planning: The Planning Commission; Planning Machinery at the State and District Levels

Suggested Readings:

1. L.D. White, *Introduction to the Study of Public Administration*
2. F.W. Willouby by, *Principles of Public Administration*
3. Pfiffner and Presthus, *Public Administration*
4. Avasthi and Maheshwari, *Public Administration*
5. C.P. Bhambri, *Public Administration in India*
6. S.R. Maheshwari, *Indian Administration*
7. Nigro and Nigro, *Modern Public Administration*

BA 2nd Year

PAPERVI- MODERN POLITICAL THEORY

UNIT I:

a) Meaning, Nature and Scope of Modern Political Theory

b) Approaches of Modern Political Theory-Traditional, Modern and Marxian

c) State of Political Theory Today-Decline or Resurgence

UNIT II:

a) Political System-Meaning, Characteristics and Functions

b) Capabilities and Performance of Political System-Extractive, Regulative, Distributive, Symbolic and Responsive Capabilities

c) Democratic and Totalitarian Political Systems-Meaning and Characteristics

UNIT III:

a) Behaviouralism and Post Behaviourlism – Meaning, Nature and Characteristics

b) Concept of Power-Definition, Characteristics, Kinds and Manifestations

c) Political Modernisation-Meaning, Characteristics and Agents

UNIT IV:

a) Political Socialisation – Meaning, Importance and Major Determinants

b) Political Culture-Meaning, Objects, Components and Dimensions

c) Political Development-Meaning, Characteristics and Agents

UNIT V:

a) Political Participation-Nature and Objective

b) Political Parties-Internal Organisation, Social Base, Models and Theories (Lenin, Duverger, Michaels)

c) Determinants of Voting and Non-Voting Behaviour

Suggested Readings:

1. S.P. Verma, *Modern Political Theory*
2. Almond and Powell, *Comparative Politics*
3. H. Eckstein and D. Apter ed., *Comparative Politics – A Render Comparative Study of Politics*
4. D.F. Roth and F. Wilson, *Political Science : The Discipline and Its Dimensions*
5. Grazia, *Political Behaviour*
6. Wasby, *Political Science*, The Discipline and Its Dimensions

BA 2nd Year

PAPERVII-MODERN INDIAN SOCIAL AND POLITICAL THOUGHT

UNIT I: THE RESURGING INDIA

The Indian Renaissance: Background, Evolution, Importance

The Impact of British Rule on Indian on Social, Economic, Religious and Political Systems

Raja Rammohan Roy's: Contributions Social reforms, Impact on Society

UNIT II: SOCIO-RELIGIOUS REFORM

Social and Religious Reforms in the Early Nineteenth Century

Swamy Dayananda Saraswati: Mission, Reforms

Swami Vivekanand - Concept of Freedom, Nationalism and Politics

UNIT III: POLITICO-SOCIAL REFORM

Dadabhai Nouroji: Socio-Economic and Political Views

Gopalakrishna Gbokle: Social and Political Views

Bala Gangadhara Tilak - Views on Social Reform, Militant Nationalism

Suggested Readings:

1. V.P. Verma, *Modern Indian Political Thought*
2. K.P. Karunakaran, *Modern Indian Political Tradition*
3. K.P. Karunakaran, *Continuity and Change in Indian Politics*
4. Appadorai, *Indian Political Thinking in Twentieth Century from Nouroji to Nehru*
5. J.L. Nehru, *Discovery of India*
6. D. Mackenzie, *Indian Political Thought*
7. D. Mackenzie, *White Umbrella*
8. M.K. Gandhi, *Hind Swaraj*
9. Thomas Pantham and Kenneth L. Deutsch, *Political Thought in Modern India*
10. R.P. Masani, *Dadabhai Nouroji: The Grand Old Man of India*
11. H.K. Sherwani, *Studies in Muslim Political Thought*
12. V.N. Dutt, *Maulana Azad*

BA 2nd Year

PAPER VIII -Gandhi and the Contemporary World

Unit 1

Gandhi on Modern Civilization and Ethics of Development

a. Conception of Modern Civilisation and Alternative Modernity

b. Critique of Development: Narmada Bachao Andolan

Unit 2

Gandhian Thought: Theory and Action

a. Theory of Satyagraha

b. Satyagraha in Action

i. Peasant Satyagraha: Kheda and the Idea of Trusteeship

ii. Temple Entry and Critique of Caste

iii. Social Harmony: 1947and Communal Unity

Unit 3

Gandhi's Legacy

a) Tolerance: Anti - Racism Movements (Anti - Apartheid and Martin Luther King)

b) The Pacifist Movement

c) Women's Movements

d) Gandhigiri: Perceptions in Popular Culture

Unit 4

Gandhi and the Idea of Political

a) Swaraj

b) Swadeshi

Suggested Readings:

B. Parekh, (1997) 'Religious Thought', in Gandhi: A Brief Insight, Delhi: Sterling Publishing Company.

R. Iyer, (1993) The Essential Writings of Mahatma Gandhi, New Delhi: Oxford University Press, pp. 299-344; 347-373.

R. Iyer, (2001) The Moral and Political Thought of Mahatma Gandhi, New Delhi: Oxford University Press. pp. 344-358.

BA 2nd Year

PAPER IX -Political Sociology-I

Unit 1. Emergence, Nature and Scope of Political Sociology

Unit 2. Approaches to the Study of Political Sociology:

A) Behavioral Approach

B) Systems Approach

C) Marxist Approach

Unit 3. Political Socialization

Unit 4. Political Participation

Unit5. Political Power: Concept of Elites and Masses, Leadership

Suggested Readings:

Ali Ashraf and L.N. Sharma, **Political Sociology,** Madras. University Press (India) Pvt. Ltd., 1983.

L.S. Rathore(ed), **Political Sociology**, Meenakshi Prakashan, Meerut, 1967.

Mukhopadhyay, A.K. **Political Sociology**, Colcutta, K.P.Bagchi, 1997 (Reprint).

Tom Bottomore, **Political Sociology,** B.I. Publications, New Delhi, 1980

Althoff, Phillip and Michael Rush, **An Introduction to Political Sociology**, Prentice Hall, New York , 1982

BA 2nd Year

PAPER X - Governance: Issues and Challenges

Unit 1 **Government and Governance: Concepts**
a) Role of State in The Era of Globalisation
b) State, Market and Civil Society

Unit 2 **Governance and Development**
Changing Dimensions of Development Strengthening Democracy through Good Governance

Unit 3 **Environmental Governance**
a) Human-Environment Interaction
b) Green Governance: Sustainable Human Development

Unit 4 **Local Governance**
a) Democratic Decentralisation
b) People's Participation in Governance

Unit 5 **Good Governance Initiatives in India: Best Practices [20 lectures]**
a) Public Service Delivery
b) Electronic Governance
c) Citizens Charter & Right to Information
d) Corporate Social Responsibility

Suggested Readings:

B. Chakrabarty and M. Bhattacharya, (eds.) The Governance Discourse. New Delhi: Oxford University Press,1998
Surendra Munshi and Biju Paul Abraham (eds.), Good Governance, Democratic Societies and Globalisation, Sage Publishers, 2004
United Nation Development Programme, Reconceptualising Governance, New York, 1997
Carlos Santiso, Good Governance and Aid Effectiveness: The World Bank and Conditionality, Johns Hopkins University, The Georgetown Public Policy Review, Volume VII, No.I, 2001
Vasudha Chotray and Gery Stroker, Governance Theory: A Cross Disciplinary Approach,

Palgrave Macmillan, 2008
J. Rosenau, 'Governance, Order, and Change in World Politics', in J. Rosenau, and E. Czempiel (eds.) Governance without Government: Order and Change in World Politics, Cambridge: Cambridge University Press, 1992

BA 3rd Year

PAPEk XI - INTERNATIONAL RELATIONS

Unit I: Nature of International Relations

a) Nature and Scope of International Relations; Classical Approach to the Study of International Relations

b) Foreign Policy: Nature and Determinants

c) National Power: Nature and Constituent Elements

Unit II: Cold War and Détente

a) Cold War: Ideological or Power-Political? Causes of the collapse of the USSR

b) Détente: Factors and forces

c) Globalization: Arguments for and Against

Unit III: International Relations Since 1991

a) A unipolar world order?

b) The Rise of China

c) Contemporary International Issues: (i) Human Rights (ii) Arab Israeli Conflict.

Unit IV: Foreign Policy of India

a) India's Foreign Policy: Main Features

b) Non-Alignment: Meaning and Impact on World Politics

c) NAM: Its Relevance Today (With a Study of the Decisions of the NAM Summit 2009)

Unit V: UN and Regional Organisations

a) The League of Nations and United Nations: General Features

b) The General Assembly and the Security Council: and Problems of Peace

c) Regional Organisations: EU,SAARC and ASEAN

Suggested Readings:

1. Peter Calvocoressi: *World Politics Since 1945 (latest edition)*
2. Quincy Wright: *The Study of International Relations.*
3. Hans Morgenthau: *Politics among Nations*
4. Smith and Baylis: *Globalisation of World Politics (latest edition)*
5. N.D. Palmer and H.C. Perkins: *International Relations*
6. Evan Luard: *The Cold War*
7. Lennox A Mills and C.H. McLaughlin: *World Politics in Transition*
8. A. Vandana: *Theory of International Politics*

BA 3rd Year

PAPER XII – CONSTITUTIONAL DEVELOPMENT AND NATIONAL MOVEMENT IN INDIA

UNIT I

1. Rule of the East India Company and the Revolt of 1857: Causes and Consequences.

2. India under the Crown: The Government of India Act, 1858.

3. The Indian Councils Acts, 1861 and 1892.

UNIT II

1. The birth of the Indian National Congress (1885); the objectives and methods of the early Congress; the rise of the extremists and their programme; the Swadeshi and Boycott movement; the Partition of Bengal (1905).
2. The rise of the Aligarh movement; the Simla Deputation and the foundation of the All-India Muslim League (1906).
3. The establishment of the All-India Hindu Mahasabha and the Rashtriya Suwyam Sevak Sangh (RSSS): Objectives and methods.

UNIT III

1. The Morley-Minto Reforms (1909).
2. Congress-League Joint Scheme for Constitutional Reforms (1916).
3. The Montagu Declaration (1917) and the Montagu-Chelmsford Reforms (1919).

UNIT IV

1. Rise of Gandhi in Indian Politics; Satyagraha against the Rowlatt Act; the Khilafat, Non-Cooperation and Civil Disobedience movements.
2. Delhi Proposals (1927); Nehru Report (1928) and Jinnah's Fourteen Points (1929).

3. The Simon Commission's Report; the Round Table Conference; the Government of India Act, 1935: (a) All-India Federation, (b) Provincial Autonomy, (c) The Communal Award, 1932, as modified by Gandhi-Ambedkar Pact

UNIT V

1. Congress-League Conflict since 1937; outbreak of World War II; British Declaration (1940); Muslim League's Lahore Resolution (1940); Cripps's Proposals and the Quit-India movement (1942).
2. The Wavell Plan (1945); Cabinet Mission's Union Plan (1946); Causes of its failure.

3. The Mountbatten or Partition Plan (1947); the Indian Independence Act (1947).

Recommended Books:

1. Tara Chand: *History of Freedom Movement. 4 Vols.*
2. A.C. Banerji: *Constitutional History of India, 3 Vols.*
3. A.C. Banerji : *Indian Constitutional Documents* 4 Vols.
4. Abul Kalam Azad, *India Wins Freedom.*
5. Chaudhury Khaliquzzaman, *Pathway to Pakistan.*
6. V.P. Menon, *Transfer of Power in India*
7. Leonard Mosley, *Last Days of the British Raj.*

BA 3rd Year

PAPER XIII- FOREIGN POLICIES OF MAJOR POWERS

Unit I: Nature of Foreign Policy

a) Nature of Foreign Policy; Foreign Policy and Domestic Policy; Foreign Policy and Diplomacy; Foreign Policy and International Politics

b) Determinants, Objectives and Instruments of Foreign Policy

c) Approaches to Foreign Policy Analysis: Traditional and Scientific

Unit II: Foreign Policy of the USA

a) Salient Features of American Foreign Policy

b) American Approach to Major Global Issues : United Nations; Developing Countries; Nuclear Proliferations; Human Rights Terrorism; Globalisation

c) American Policy towards Europe, West Asia and South Asia

Unit III: Foreign Policy of Japan

a) Salient Features of Japanese Foreign Policy

b) Japanese Approach to Major Global Issues : United Nations, Developing Countries; Nuclear Proliferation; Globalisation

c) Japan's Relations with USA, Russia, India and China

Unit IV: Foreign Policy of China

a) Salient Features of Chinese Foreign Policy

b) Chinese Approach to Major Global Issues : United Nations, Developing Countries; Human Rights; Globalisation

c) China's Relations with USA, Russia and India

Unit V: Foreign Policy of India

a) Salient Features of Indian Foreign Policy

b) Indian Approach to Major Global Issues: United Nations, Developing Countries; Nuclear Proliferation, Human Rights, Globalisation

c) India's Relations with U.S.A., Russia China and Pakistan

Suggested Readings:

1. Charles A. Lerche and Edward A. Said, *Concepts of International Politics (Chapter I)*
2. Roy C.Macridis, ed., *Foreign Policy in World Politics (Chapter I)*

3. George Modelski, *Foreign Policy Analysis*
4. James N.Rosenau, ed., *Foreign Policy and International Politics*
5. F.S.Northedge (ed.), *Foreign Policies of the Powers*
6. R.A. Scalapino (ed.), *Foreign Policy of Modern Japan*
7. L.A. Ziring (ed.), *Foreign Policy of Japan*
8. V.P. Dutt, *India's Foreign Policy*

BA 3rd Year

PAPER XIV - INTERNATIONAL ORGANISATION

UNIT I: NATURE AND EVOLUTION

a) Nature, Scope and Importance of International Organisation; Kinds and Functions of International Organisation, Governmental and Non-Governmental Organisations

b) Evolution of International Organisation: Congress of Vienna to the League of Nations

c) The League of Nations: Function and Causes of Failure

UNIT II: THE UN: GENESIS AND FUNCTIONS

a) Making of the UN: (1) Atlantic Character to Francisco Conference

b) Principle Organs and Their Function

c) The Secretary General: Functions and Role

UNIT III: UN AND Security AFFAIRS

a) Role of General Assembly and the Security Council in Maintaining International Peace and Security

b) The UN Peace Keeping Operations Around the World: Suez Crisis and Congo Crisis

c) UN and the Concept of Collective Security: Korean Crisis and Iraq-Kuwait Crisis

UNIT IV: SOCIO POLITICAL AND ECONOMICS ISSUES

a) The UN and the Process Disarmament

b) Socio-Economics Development: (i) The North-South System (ii) WTO and (iii) UNCEF

c) Human Rights: The Universal Declaration and the International Convenants

UNIT V: SPECIAL AGENCIES AND REGIONAL SYSTEMS

a) (i) UNESCO; (ii) ILO, and IMF; (iii) IBRD and IMF

b) Importance and Role of Regional Organisations (i) The European Union; and (ii) ASEAN

c) (i) OAS: Organisation of American States; and (ii) OIC, Organisation of the Islamic Conference

Suggested Readings:

1. Roy L. Bennett : *International Organisations: Principal and Issues*
2. Evan Luard : *International Agencies*
3. Evan Luard : *The UN: How it Works and What it is?*
4. H.G. Nicholas : *The UN as a Political Institution*

BA 3rd Year

PAPER XV- HUMAN RIGHTS

UNIT I: INTRODUCTION

a) Understanding the Concept of Human rights and Duties
b) Nature and Scope of Human Rights.
c) Theories of Rights: Natural Rights Theory, Positive Theory of Rights and Marxist Theory

UNIT II: INTERNATIONAL BILL OF HUMAN RIGHTS

a) The UN Charter and Universal Declaration of Human Rights.
b) ICCPR: Provisions, Implementation Mechanism
c) ICESCR: Provisions, Implementation Mechanism

UNIT III: GROUP RIGHTS IN HUMAN RIGHTS FRAMEWORK: INDIAN CONTEXT

a) Minority Rights: Protection from Communal Violence; Power-Sharing.
b) Caste System and Social Justice: Equality of Opportunity and Protective Discrimination.
c) Gender Discrimination and Empowerment.

UNIT IV: HUMAN RIGHTS COMMISSIONS

a) NHRC: Composition, Powers, Functions and Role
b) NCM: Composition, Powers, Functions and Role
c) NCW: Composition, Powers, Functions and Role

UNIT V: NON-WESTERN PERSPECTIVES ON HUMAN RIGHTS

a) Indian Human Rights Traditions (Hindu-Buddhist and Islamic)
b) Islam and Human Rights
c) Human Rights in Chinese and African Traditions

Suggested Readings:

1. Donnelly, Jack, *Universal Human Rights: Theory and Practice*, Manas, 2005
2. Lewis, J.R. and C.S. Skutsch (Ed.), *The Human Rights Encyclopedia*, M.E. Sharpe, 2001

3. South Asia Human Rights Documentation Centre (ed.) :*Introducing Human Rights*, Oxford, 2006
4. United Nations (ed.), *Human Rights: A Compilation of International Instruments*, 2 Vols., Bookwell, 2002
5. Kumar, C.R. and K. Chockalingam (ed.), *Human Rights, Justice and Constitutional Empowerment*, Oxford, 2007
6. Saksena, K.P. (ed.), *Human Rights and the Constitution: Vision and the Reality*, Gyan, 2003
7. Massey, J., *Minorities in A Democracy: The Indian Experience*, Manohar, 1991
8. Abdulrahim Vijapur, *Human Rights in International Relations*, 2008

Sl.No.	Fee Particulars	DDE
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Study Material & Handling Charges	1,250
5	Tuition Fee	7,500*
	Total	9,975

(f) Procedure for Admission, Curriculum transaction and Evaluation

1. Eligibility Criteria for Admission

The Student should have passed in any of the stream of:

- 10 + 2 or
- 11 + 1 or
- 11 + (2 years or 3 years diploma).

2. Fees Structure for B.A. (Political Science) degree Programme:

3. **Evaluation:**

- **Examination**

Examinations will be held once in a year.

- **Question Paper Pattern**

Maximum Marks: 100 Time: 3 Hours

Part – A (5X 8= 40 Marks) – Answer any 5 out of 8 Questions

Part – B (4 X 15 = 60 Marks) – Answer any 4 out of 6 Questions

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **40%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	:	**Rs. 3,00,000** (approx. for 100 students enrolment)
PCP Class	:	**Rs. 75,000** (approx. for 100 students enrolment)

(i) **Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERISTY
DIRECTORATE OIF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

BACHELOR OF ARTS (SOCIOLOGY)

Submitted for Approval of UGC
With effect from 2020-21 Onwards

B.A (SOCIOLOGY)

(a) Programme's Mission & Objectives:

Mission: B.A. Degree programme provides exposure to subjects from the field of Sociology. The course equips the student to entry academics, civil services and NGO sector.

Objectives: This programme intends to familiarise the students with the basic concepts, theories, and perspectives in sociology. The three years course is designed to provide the students with a comprehensive understanding of society which will ultimately equip them with analytical ability to interpret the complex social reality meaningfully. The course also intends to provide a kind of job oriented and subject-related skills which will be useful in their personal and professional life.

(b) Relevance of the Programme with HEI's Mission and Goals:

B.A. core focuses predominantly in-depth knowledge in sociology which equips the students can pursue a career in teaching and research.

(c)Nature of Prospective target group of learners:

B.A programme is offered for the candidates who aspire to acquire the knowledge and skills of Accounting and Commerce and those who wish to get entry level jobs in the sectors of industry, banking and stock market etc. Further B.A. programme is the base and useful for those who aspire to be in Academics, Civil Service and NGO sectors.

(d) Learning Outcomes:

Towards the end of the programme, students will be able to:

- Develop an ability to effectively communicate both orally and verbally;
- Appreciate importance of working independently and in a team;
- Have exposure of compiex commerce problems and find their solutions;
- Understand required mathematical, analytical and statistical tools for financial and accounting analysis;
- Develop an understanding of various commerce functions such as finance, accounting, financial analysis, project evaluation, and cost accounting.; and
- Develop self-confidence and awareness of general issues prevailing in the society.

(e) Instructional Design:

1. Duration of the Programme:

The course shall be of three years Non-semesters pattern. The maximum duration to complete the course shall be 6 years.

2. Medium

The medium of instruction shall be English.

3. Instructional delivery Mechanisms:

Prof. C. KRAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

The delivery of the programme is through conduct of Personal Contact Programme. In total 40 hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

4. Faculty and support of Staff:

- DDE faculty, University faculty from school of Management and other college faculty will be engaged for handling classes in Personal contact programme.
- Distance Education Staff will be engaged for supporting other activities like dispatch of printed study materials.

5. Media for instruction:

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in)
- Students can see all information about DDE programmes in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, and emails and group SMS.

6. Curriculum design:

I Year

Code	Course Title	Min. Passing Marks	Max. Marks
SOCL	Introduction to Sociology	40	100
SOCL	Rural Sociology	40	100
SOCL	Crime and Society	40	100
SOCL	Indian Society	40	100
SOCL	Social Problems in India – I	40	100

2 Year

Code	Course Title	Min. Passing Marks	Max.Marks
SOCL	Urban Sociology	40	100
SOCL	Social Change and Development	40	100
SOCL	Health and Society	40	100
SOCL	Social Problems in India – II	40	100
SOCL	Pioneers of Indian Sociology	40	100

3 Year

Code	Course Title	Min. Passing Marks	Max. Marks
SOCL	Sociological Thinkers	40	100
SOCL	Population and Society	40	100
SOCL	Gender and Society	40	100
SOCL	Basic Research Methods	40	100
SOCL	Mass Media and Society	40	100

Prof. B.K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

Detailed Syllabus Outline:

B.A. (Sociology) programme curriculum is designed with annual pattern which is of three years duration. The first year is having 5 papers which includes Introduction to Sociology, Rural Sociology, Crime and Society, Indian Society and Social Problems in India – I. The Second year includes Urban Sociology, Social Change and Development, Health and Society, Social Problems in India – II and Pioneers of Indian Sociology. The third year includes Sociological Thinkers, Population and Society, Gender and Society, Basic Research Methods and Mass Media and Society.

Sources of Study Materials

As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.

Selected References:

Berger,Peter.1963. *Invitation to Sociology: A Humanistic Perspective.* Chapter I Sociology as Individual Pastime. New York: Anchor Books Doubley and co. Pp.1-24.

Desai, A.R. 2005, Rural Sociology in India, Bombay: Popular Prakashan Pvt.Ltd.

Doshi, S.L. & Jain, P.C. 2002, Rural Sociology, New Delhi: RawatPublications.

John LewissGillim 1945.*Criminology and Penology*, New York: GreenwoodPress

J.P. Sirohi : *Criminology and Criminal Administration,* Allahabad Lawagency

Mohanty,BB.2005.WeareLiketheLivingDead:FarmerSuicidesinWesternIndia, *The Journal of Peasant Studies*, Vol. 32, No. 2.

Simon Parker, 2004. *Urban Theory* and the Urban Experience: Encountering the City, London: Routledge

Ahuja, Ram 2000, *Social Problems in India*, New Delhi: RawatPublications
Schneider, Mary Jane. 2006. *Introduction to Public Health*, Second Edition, Sudbury: Jones and Barttett Publishers, Pp:3-16.

Thomas, Richard. K. 2002. *Society and Health- Sociology for Health Professionals*, New York: Kluwer Academic Publishers, Pp: 213-246,125-154.

Prof. C. [illegible] RAMAIAH
Director (I/c.)
Directorate of Distance Education

SOCL INTRODUCTION TO SOCIOLOGY

Course Objective:

The course is meant to be a formal introduction to the discipline of sociology. It introduces the student to the basic concepts in sociology in order to show how sociology is premised on society as an object of study.

Course Outline:

UnitI: The Field of Sociology: What is sociology? A brief history of the development of sociology. The scope ofsociology.

UnitII Relationship with other social Sciences Relationship with other social sciences – History; Psychology, Economics and SocialAnthropology.

UnitIII Basic Concepts: Group, Community, Association, Institution, Norms, Values, Folkways and Mores, Status andRole.

UnitIV Culture: Characteristics; Material Culture and non-material Culture; Culturallag.

UnitV Human Society: Human Versus Animal Society. Types of society: The Earliest Societies: Hunters and gatherers; Pastoral and agrarian societies; non-industrial civilizations and traditional states; Industrial societies. The newly industrializing countries.

UnitVI Individual and society: Early Development of the infant. The life course. Socialization. Internalized objects. Stages of Socialization. Agents of Socialization. Gendersocialization.

Suggested References:

1. Berger,Peter.1963. *Invitation to Sociology: A Humanistic Perspective.* Chapter I Sociology as Individual Pastime. New York: Anchor Books Doubley and co. Pp.1-24.
2. Bottomore. T.B. 1962. *Sociology: A Guide to Problems and Literature.* Barns &Noble.
3. Inkeles, Alex. 1991. *What is Sociology*- Prentice Hall India Ltd. New Delhi. (Three paths to adefinition)
4. Gisbert, Pascual. *Fundamentals of Sociology.* OrientalLongman.
5. Davis, Kingsley. 1981. *Human Society* [Indian Reprint] Surjeet Publications,Delhi.
6. Giddens, Anthony. 1997. *Sociology.* Third Edition, Polity Press NewYork.

7. Bierstedt, Robert. 1970. The Social Order. Tata McGraw Hill Publishing Co. Ltd., Bombay.

8. Smelser, Neil. 1993. *Sociology*. Prentice Hall India Ltd. NewDelhi.

SOCL RURAL SOCIOLOGY

Course Objective:

The objective of this course is to orient students with sociological approach to the study of rural society. It attempts to provide a comprehensive understanding of the socio-economic and political structure of rural society in India. This course also offers a synoptic overview of rural governance and developmentin India.

Course Outline:

UnitI Introduction: Concept of Rural Sociology; Origin, Development and Scope of Rural Sociology; significance of Rural Sociology inIndia.

UnitII Rural Community: Concept; Distinctive Features of Rural Community; Rural-Urban differences andLinkages.

UnitIII Rural Economy: Concept and Features of a Rural Economy; Pre Colonial and Post Colonial Rural Economy in India; Changes in Jajmani system; Green Revolution; The Impact of the New Economic Policy on the Rural Economy in India.

UnitIV Rural Social Institutions: Features of Rural Family; Joint Family Institution; Rules and Forms of rural Marriage; Role of Dominant Caste in Rural!India,

UnitV Rural Governance: Emergence of Panchayat Raj System in India; 73rd Constitution Amendment and Rural Governance; Structure and Functions of Rural Local Governance inIndia.

UnitVI Rural Development: Concept, Objectives and Importance of rural development; an overview of Contemporary Rural development (with special reference to SGSY and MGNREG schemes) inIndia.

Suggested References:

1. Desai, A.R. 2005, Rural Sociology in India, Bombay: Popular Prakashan Pvt.Ltd.
2. Doshi, S.L. & Jain, P.C. 2002, Rural Sociology, New Delhi: RawatPublications.
3. Dube, S.C. 2003, India's Changing Villages, London:Routledge.
4. Srinivas, M.N. 1966, India's Villages, Bombay: Asia PublishingHouse.
5. Kartar Singh 1999, *Rural Development: Principles, Policies and Management,* Delhi:Sage.
6. Andre Beteille, 1974, *Six Essays in Comparative Sociology,* Oxford: Oxford University Press.

SOCL. CRIME AND SOCIETY

Course Objective:

The course seeks to introduce the student to the nature, extent, causes, and control of criminal behavior in both the individual and in society. It course also includes the incidence, forms, causes and consequences of crime, as well as social and governmental regulations and reaction to crime.

Course Outline:

Unit1	Introduction: Coacept of Crime: Meaning; Causes ofCrime.
UnitII	Sociological Explanation of Criminal Behaviour: Theory of Differential association; Theory of delinquent sub-culture; Anomie Theory; LabellingTheory.
UnitIII	White Collar Crime: Meaning and nature of white collar crime; Genesis of white collar crime; Scope of white collar crime; Preventivemeasures.
UnitIV	Punishment and correctional methods: Punishment Theories: Retributive, Deterrent, Reformative; Correctional methods: Prison based, community based; Probation, Parole, OpenPrison.
UnitV	An introduction to IPC (Indian Pinal Code): An outline of Indian Pinal Code; Offences related to marriage; Offences related toReligion
UnitVI	Judiciary: Criminal Procedure Code- Outline; Role of Police; Indian Judicial system.

Suggested References:

1. RatanlalDhivajlal, 1860. The Indian Pinal Code: Wadhwa and Co-Agra ActXLV
2. Russell, William, 1964.*Crime: Vol. I & II*, London: Stevens andsons.
3. Tapas K Banarjee, 1963.*Background to Indian Criminal Law*, Kolkata:Cambray.
4. John LewissGillim 1945.*Criminology and Penology*, New York: GreenwoodPress
5. J.P. Sirohi : *Criminology and Criminal Administration*, Allahabad Lawagency
6. Criminal Procedure Code1978
7. Teeters Negley and Harvey Elnar Barnes, 1959. *New Horizons in Criminology*, New Delhi: Prentice Hall ofIndia.
8. Sutherland Edwin H. and Donald R. Cressey, 1968.*Principles of Criminology*, London: Times of India Press.

SOCL INDIAN SOCIETY

Course Objective:

This course intends to introduce students to the social structure of Indian society. It also aims to familiarize the basic social institutions and village and tribal life of India. This course gives them insights about the social change in India.

Course outline:

Unit I Unity and Diversity; Concepts of Unity and Diversity; Racial, religious, ethnic and linguistic composition ofIndia.

Unit II Marriage; Endogamy, Exogamy, Monogamy, Polygamy. Marriage as a Sacrament; Marriage asContract.

UnitIII Family; Extended, Nuclear; Matrilineal, Patrilineal, Matriarchal and Patriarchal families; Joint Family, Characteristics, Functions and Disintegration; Changes in the Indian family

Unit IV Caste system in India: Conceptual analysis, Features of caste system, Origin of caste in India; Changes in castesystem

Unit V Village in India: Evolution of village community in India; Village as a social unit, Changes in village communities

Unit VI Tribes in India: Concept of tribe, Features; Problems of the tribalpeople.

Suggested References:

1. Ambedkar, B.R. 1945. *Annihilation of caste* (3rd edition). Delhi: Gautam BookCentre.
2. Dube, S.C . 1990. *Indian Society.* New Delhi: National Book Trust, Pp: 1-46.
3. Ghurye, G.S. 1932. *Caste and Race in India.* Mumbai: Popular Prakashan Private Limited, Pp: 1-30,162-151.
4. Kapadia, K.M. "TheFamily inTransition" in Patel, Tulsi (ed). 2005. *The Family in India: Structure and Practice*. New Delhi: Sage Publications India Pvt Ltd, Pp:172-203.
5. Madan, G.R. 1990. *India's Developing Villages*. New Delhi: Allied Publishes, Pages:3-28.
6. Patel, Tulsi (ed). 2005. *The Family in India: Structure and Practice*. New Delhi: Sage Publications India Pvt. Ltd, Pp:19-33.
7. Shah, A.M. 1998. *The Family in India: Critical Essays*. New Delhi: Orient Longman, Pp: 52-63.
8. Sharma,K.L.2008. *Indian Social Structure and Change*. Jaipur: Rawat Publications, Pp: 1-52, 96-106, 107-129,131-158.

9. Singh, Yogendra. 1986. *Modernization of Indian Tradition.* Jaipur: Rawat Publication, Pp: 1-22,61-63.

10. Srinivas, M.N. 1982. *Indian Social Structure.* Delhi: Hindustan Publishing Corporation (India).

11. Srinivas, M.N. *Social Change in Modern India.* New Delhi: Orient Longman Private Limited, Pp:1-94.

12. Xaxa, Virginius. 2008. *State, Society and Tribes: Issues in Post-colonial India.* New Delhi: Dorling Kindersley (India) Pvt Ltd, Pp:1-11.

SOCL SOCIAL PROBLEMS IN INDIA - I

Course Objective:

The objective of this course is to introduce the student to the problems of contemporary society in India and enable them to understand these problems from a sociological perspective.

Course Outline:

UnitI Social Problems, Theoretical approaches to Social Problems; Social Problems and Disorganization.

UnitII Population Explosion: Increase in Population, Causes, Effects, PopulationPolicy.

UnitIII Violence against Women: Nature, Types, Theoretical Explanation of Violent Behaviour, Controlling Violence againstWomen.

Unit IV Child Abuse and Child Labour: Child Population and working children; Types of child abuse; Causes of child abuse; Effects of abuse on Children; The problem of childlabour.

UnitV Suicide: Meaning, Types, Causes; Durkheim's views onSuicide.

UnitVI Corruption: Meaning, Forms and causes, Anti-corruption movements inIndia.

Suggested References:

1. Ahuja Ram. 1999. *Social problems in India*, Rawat Publication: NewDelhi.
2. Durkheim, Emile. 1951. *Suicide*, New York: Free Press
3. Elliot, Mabel A and E. F. Merrill. 1961.*Social Disorganization*, Harper andBrothers,
4. Gurr, Ted Robert 1970. *Why Men Rebel*. Princeton: Princeton UniversityPress.
5. Madan G.R. 1976. *Indian Social problems*, Allied Publisher, NewDelhi.
6. Mohanty,BB.2005.WeareLiketheLivingDead:FarmerSuicidesinWesternIndia, *The Journal of Peasant Studies*, Vol. 32, No. 2.
7. Robert K. Merton and Robert Nisbet, (ed.). 1971. *Contemporary social problems*, Harcourt Brace, New York.

SOCL URBAN SOCIOLOGY

Course Objective:
This course will pay special attention to the emergence and growth of Urban Sociology, the consequences of urbanization, social structure in Urban Society and challenges in urban governance.

Course Outline:

Unit I Introduction to Urban Sociology: Origin, Nature and scope, Importance of the study of Urban Sociology in India.

Unit II Basic concepts: The City, Urbanization, Urbanism, Urbanity, Suburb, Metropolitan, Corporation and Neighborhood

Unit III Process of Urbanization in India: Growth of Urban Population in India, Emergence of Cities, Causes and Consequences of Urbanization

Unit IV Urban Social Structure: Urban family, urban social stratification – Caste and Class, Occupational Divisions.

Unit V Urban Slums: Problems and challenges, urban development programmes.

Unit VI Urban Governance: Meaning and Principle of Urban Governance, Urban Governance in India, urban violence: Challenges to Urban Governance.

Suggested References:

1. Berge E.E. 1962. *Urban Sociology*, New York: Free Press.

2. Bose, Ashish 1973. *Studies in India's Urbanization*, New Delhi: Tata McGraw Hill.

3. D Souza Alfred, 1978. *The Indian city: Poverty Ecology and Urban Development*, New Delhi: Manohar.

4. David A.Karp, Gregory P.Stone, William C. Yoels, 1991. *Being Urban: A Sociology of Urban Life*, London: Praeger.

5. Mahala, O. M. 2011. Urban governance in India: emerging challenges in liberalized era, New Delhi: Authors press.

6. Rajendra K. Sharma, 1997. *Urban Sociology*, New Delhi: Atlantic Publishers.

7. Rao M.S.A. 1974. *Urban Sociology in India*, New Delhi: Orient Longman.

8. Shrivastava, A.K. 1989. *Urbanization: Concept & Growth*, New Delhi: H.K. Publishers.

9. Simon Parker, 2004. *Urban Theory* and the Urban Experience: Encountering the City, London: Routledge.

10. Wilson R.A, and Schlutz David, 1978. *Urban Sociology*, London: Prentice Hall.

SOCL SOCIAL CHANGE AND DEVELOPMENT

Course Objective:

This course provides conceptual and theoretical understanding of social change and development. It addresses in particular the Indian experience of social change anddevelopment.

Course Outline:

UnitI Basic concepts: Concept of social change and its forms; Concept and Features of Development.

UnitII Theories of Social Change: Linear (Spencer), Cyclical (Pareto), Fluctuation (Sorokin); Conflict Theory(Marx)

UnitIII Factors of Social change: Technological, Cultural andIdeological

UnitIV SocialChangeinContemporaryIndia:TrendsandProcessesofChange– Sanskritisation, Westernisation, Modernisation and Secularisation

UnitV Socio Cultural Dimensions of Development: Culture and development, caste and economicdevelopment.

UnitVI Five Year Plans and Development in India: Objectives, Strategies, Achievements, andShortfalls.

Suggested references:

1. Appadurai, Arjun.1997.*Modernity At Large: Cultural Dimensions of Globalization*. New Delhi:OUP
2. Bernd, Hamns& Pandurang K. Mutagi. 1998.*Sustainable Development and Future of Cities, Intermediate Technology Publication*,UNSECO
3. Dereze, Jean and Amartya Sen. 1996.*India: Economic Development and Social Opportunity*. New Delhi:OUP.
4. Desai, A.R. 1985, *India's Path of Development: a Marxist Approach*. Bombay: Popular Parkashan.(Chapter2).
5. Dube, S.C. 1988.*Modernization and Development. The Search for Alternative Paradigm*, Vistaar Publication, New Delhi.
6. Moore, Wilbert and Robert Cook. 1967.*Social Change*. New Delhi: Prentice-Hall(India)
7. Sharma, K.L.1986.*Development: Socio-Cultural Dimensions*. Jaipur:Rawat.(Chapter1).
8. Srinivas, M.N. 1966.*Social Change in Modern India*. Berkley: University ofBerkley.
9. S.C. Dube .1998.*Modernization and Development*, New Delhi: VistaarPublishers.

SOCL HEALTH AND SOCIETY

Course Objective:

This course provides general understanding of sociological aspects of health and health care. It also familiarize the students the health policy and planning in India.

Course Outline:

UnitI	Concept of Health: Definition of Health, Dimensions of Health, Right to Health, Responsibility for Health, HealthCare.
UnitII	Social Dimensions of Sickness Behavior: Informal Sickness Behavior, Formal Sickness Behavior; the Sick Role, Social Correlates of SicknessBehavior.
UnitIII	The Hospital and Physician in Society: Hospital as a Social Institution, Doctor-Patient Interaction in HealthCare, Functions of a Physician.
UnitIV	Concepts of Community and Public health: Community Health, Public Health, Public Health in India.
UnitV	Health Policy and Planning in India: Health System in India, Health Planning in India.

Suggested references:

1. Bury, Michael. 1997. *Health and Illness in a Changing Society*, London: Routledge, Pp: 77-109.
2. Cockerham, William. C. 2007. *Medical Sociology*, 10th edition, New Jersey: Pearson Prentice Hall, Pp: 147-153, 188-203, 212-216,271-275.
3. Park. K, 2011. *Park's text book of Preventive and Social Medicine* (21th eds.), Jabalbur: BanarsidasBanot Publishers, Pp: 12-22, 43-46, 640-643,821-826.
4. Rao S.P. Ranga, 1993, Administration of Primary Health Centers in India, New Delhi: Mittal Publications, Pp:14-36.
5. Schneider, Mary Jane. 2006. *Introduction to Public Health*, Second Edition, Sudbury: Jones and Barttett Publishers, Pp:3-16.
6. Thomas, Richard. K. 2002. *Society and Health- Sociology for Health Professionals*, New York: Kluwer Academic Publishers, Pp: 213-246,125-154.

SOCL SOCIAL PROBLEMS IN INDIA - II

Course Objective:

The objective of this course is to introduce the student to the problems of contemporary society in India and enable them to understand these problems from a sociological perspective.

Course Outline:

UnitI Poverty and Unemployment: Conceptual debate; Causes; Rural Poverty; Effective Measures in Poverty Alleviation; Unemployment in India, Types, Causes, Consequences,Remedies

Unit II Deviance among Children: Concept of Juvenile delinquency; children in conflict with law and children in need of care and protection; Causes and Types of deviance among Juveniles ; Preventive measures; Juvenile justicesystem.

UnitIII Alcoholism and Drug Addiction: The concept, Extent of Alcoholism, Causes, Treatment of Alcoholics; Drug addiction, Causes, Role of family and peer groups, Preventing drug abuse and combating drugaddicts.

UnitIV Problems of Weaker Sections: Scheduled Caste, Scheduled Tribe, and Backward Castes

UnitV Female infanticide and Foeticide: Female infanticide – concept, causes, types, preventive measures; Female foeticide, Causes, Consequences, Possiblesolution.

UnitVI Communalism and Secularism: Concept of communalism, Communal violencein India; Understanding Secularism inIndia.

Suggested Readings

1. Ahuja, Ram 2000, *Social Problems in India*, New Delhi: RawatPublications.
2. Beteille, Andre 1992. *Backward Classes in Contemporary India*, New Delhi:OUP
3. Beteille, Andre 1974. *Social Inequality*, New Delhi:OUP
4. Bereman, G.D. 1979. *Caste and Other Inequalities: Essay in Inequality*, Meerut: Folklore Institute.
5. Dube,Leela 1997.*Women and Kinship,ComparativePerspectives onGender in South and Southeast Asia*, New Delhi: SagePublication.
6. Desai,Neera&UshaThakkar2007. *Women in Indian Society*, New Delhi: National BookTrust.
7. Gadgil, Madhav and Ramchandra Guha 1996. *Ecology and Equality: The use and Abuse of Nature in Contemporary India*, New Delhi:OUP.
8. Gill, S.S. 1998, The *Pathology of Corruption*, New Delhi: Harper CollinPublishers.

9. Lewis, Oscar 1966. *Culture of Poverty "Scientific American"* Vol-II and V No.IV PP- 19-25.
10. Madan, G. R 1976. *Indian Social Problems*, New Delhi: AlliedPublishers.
11. Satya Murty, T.V. 1996. *Region, Religion, Caste, Gender and Culture in Contemporary India*, New Delhi:OUP.

SOCL PIONEERS OF INDIAN SOCIOLOGY

Course Objective:

This course exposes the students to the contribution of sociologists who have built-up sociology in India.

Course Outline:

UnitI RadhakamalMukerjee: Social structure of values. SocialEcology.

UnitII D.P.Mukerjee: Cultural diversities, Modernization. A.R Desai: State andsociety.

UnitIII G.S.Ghurye: Caste, Rural Urban Community,

UnitIV IravatiKarve : Kinship Map ofIndia.

UnitV M.N.Srinivas: Sanskritization, Secularization, and Dominant Caste, S.C. Dube: Indian Village, Tradition, Modernization andDevelopment.

UnitVI Andre Beteille: Social Stratification, Peasant Society and Folk Culture, M.S.A. Rao: Social Movements inIndia,

Suggested references:

1. Dube, S.C. 2005. *Society in India*, New Delhi: National Book Trust.
2. Dube, S.C.1995. *Indian Village*, London:Routledge.
3. Dube, S.C. 1958. *India's Changing Village*, London:Routledge.
4. Srinivas, M.N. 1980. *India: Social Structure*, New Delhi: HindustanPublishing.
5. Srinivas, M. N. 1963, *Social Change in Modern India*, California, Berkeley: California UniversityPress.
6. Singh,Yogendra. 1973, *Modernization of Indian Tradition*, Delhi: ThomsonPress.
7. Karvelrawati. 1961. *Hindu Society: An interpretation*. Poone: DeccanCollege
8. Ghurye G.S. 1950. *Caste, Class and Occupation*, Bombay: PopularPrakashan.
9. Ghurye G.S. 1945. *Culture and Society*. Bombay: PopularPrakashan.
10. Majumdar, D.N. 1958. *Races and Culture of India*, Bombay: Asia PublishingHouse.
11. Mukerjee, D.P. 1958. *Diversities*, Delhi: Peoples PublishingHouse.
12. Ooman,T.K. and R.N.Mukerjee, 1986. *Indian Sociology: Reflections and Introspections*, Bombay: PopularPrakashan.
13. Andre Beteille, 1974. *Essays in Comparative Sociology*. New Delhi: Oxford University Press.
14. Nagla B.K. 2007. *Indian Sociological Thought*, New Delhi:Rawat

SOCL SOCIOLOGICAL THINKERS

Course Objective:

To understand the origin and development of Sociology as a subject. To learn the classical theories propounded by various thinkers. To learn how the various aspects of social life are analysed by early sociological thinkers.

Course Outline:

Unit I Emergence of Sociology

Unit II August Comte: The Law of Human Progress, Positivism, Hierarchy of Science and Social Static and Dynamic.

Unit III Herbert Spencer: Theory of Evolution, Organic Analogy, Militant and Industrial Societies.

Unit IV Emile Durkheim: Social Facts, Division of Labour, Suicide.

Unit V Max Weber: Theory of Social Action, Concept of Ideal Type, Protestant ethic and Spirit of Capitalism.

Unit VI Karl Marx: Dialectical Materialism, Alienation, Class Struggle.

Suggested References:

1. Coser, Lewis A. "*Masters of Sociological Thought*", New York, Harcourt Brace Jovanovich, Inc., 1971.

2. Aron, Raymond "*Main Currents in Sociological Thought*" Vol. 1 & 2, Hammondsworth, Middleses, Penguin Books, 1965.

3. Abraham, Francis, and Morgan, John Henry, *Sociological Thought from Comte to Sorokin*, Madras: Macmillan India, 1985.

4. Ritzer, Lewis, A. *Master of Sociological Thought: Ideas in Historical and Social Context*. 2nd ed. Jaipur: Rawat Publications, 1996.

SOCL POPULATION AND SOCIETY

Course Objective:

The course introduces the student to understand Population as a social phenomenon. It acquaints the students to the demographic features and trends of Indian Society vis-à-vis World Population. It also reviews population control measures and their implementation.

Course Outline:

UnitI Introduction to Population Studies: Nature, scope and importance of population studies, sources of demographic data. Interface between Population andsociety.

UnitII Theories of Population: Malthus. Optimum Population Theory, Demographic TransitionTheory.

UnitIII World Population: An Overview of world population;

UnitIV Population profile of India: Trend of population growth anddistribution.

UnitV Population dynamics: Fertility, Mortality and migration; Causes and consequences of population growth inIndia.

UnitVI Population policy: Population policy in India, Evaluation of PopulationPolicy.

Suggested References:

1. Bose, Ashish 1991. *Demographic diversity of India*. Delhi: B.R. PublishingCorporation.
2. Chandrashekhar, S. (ed.). 1974. *Infant Mortality, Population Growth & Family Planning in India*. London : George Allen & Unwin Ltd.
3. Finkle, Jason, L & C Alison Melntosh (ed) 1994. *The New Policies of Population*. New York : The PopulationCouncil.
4. Hatcher Robert at 1997. *The Essentials of Contraceptive Technology*, Baltimore: John Hopkins School of PublicHealth.
5. Premi, M.K. et al 1983. *An Introduction to Social Demography*. New Delhi:Vikas PublishingHouse.
6. Sinha, V.C. and Zacharia, E. 2009. *Elements of Demography*, New Delhi: Allied Publishers.
7. Asha Bhende& Tara Kanitkar. 2003. *Principles of Population Studies*, Himalaya Publishing House,Bombay.

SOCL GENDER AND SOCIETY

Course Objective:

The course introduces the student to basic concepts in feminism. It explores the varied forms of violence against women and examines the differing ways in which inequality between sexes has been explained. It also introduces the student to the concerns of the women's movement in India.

Course Outline:

Unit I Basic concepts: Sex and Gender; Femininity and masculinity; Patriarchy; Cultural Images of Women; Negative Stereotypes of Women.

Unit II Feminism: Meaning and emergence of feminism; Types of feminism; Post-feminism and anti-feminism.

Unit III Violence against women/Women against violence: Rape; Dowry and domestic violence; Prostitution; Sex determination tests; Missing girls: Sex pre-selection; Eve teasing and Sexual harassment at work.

Unit IV Women Development and the State: Women and work, women in informal sector; income generation and micro credit schemes.

Unit V Women's Studies: Emergence of Women's Studies in India.

Unit VI Women's Movement in India: Women and National freedom movement, Women's movement in post-independent India.

Suggested References:

1. Bhasin, Kamla&Nighat Said Khan. 1986. *Some Questions on Feminism and its relevance in South Asia.* Raj Press. New Delhi.
2. Bhasin, Kamla. 2000. *Understanding Gender.* Kali for Women. New Delhi.
3. Bhasin, Kamla. 2004. *Exploring Masculinity.* Kali for Women. New Delhi.
4. Bhasin, Kamla. 2004. *What is Patriarchy?*
5. Chacko, Shubha. 2001. *Changing the Stream: Backgrounder on the Women's Movement in India.* CED. Bangalore.
6. Freedman, Jane. 2002. *Feminism.* Viva Books. New Delhi.
7. John, E Mary. 2004. 'Gender and Development in India, 1970-90's: some reflections on the constitutive role of context' (ed.) Chaudhuri, Maitrayee. *Feminism in India*, New Delhi: Kali for women.
8. Kabir, Naila. 1995. 'Empowerment from below: Learning from the grassroots'. Pg 223-265. (Ed) Kabir, Naila. *Reversed Realities: Gender Hierarchies in Development Thought*. New Delhi: Kali for women.
9. Sexual Harassment at the workplace – A Guide. Sakshi, New Delhi.
10. Saheli 1981-2006. 2006. New Delhi: Saheli Publication.

SOCL BASIC RESEARCH METHODS

Course Objective:

On completion of this course students will be able to understand the general principles and methods involved in doing social research.

Course Outline:

Unit I Basics of research: Meaning of social research, Principles of scientific method, Steps in social research.

Unit II Research design: Meaning, Types of research design – Exploratory, Descriptive, Experimental.

Unit III Hypothesis: Meaning, Types, Characteristics of usable hypothesis, Formulation of hypotheses.

Unit IV Sampling: Meaning and Types – Probability and non-probability sampling

Unit V Tools for data collection: Observation, Questionnaire, Interview, Case study, Content Analysis.

Unit VI Basic statistical techniques: Frequency distribution, Graphs, Measures of central tendency –Mean, Median, Mode.

Suggested References:

1. Schutt, R. K. 2006. *Investigating the Social World: The process and Practice of Research,* Sixth Edition. Thousand Oaks, CA: Pine Forge Press.

2. Neuman, W.L. 2009. *Understanding Research.* Boston, MA: Pearson.

3. Goode, William J and P. K .Hatt 1952. *Methods in Social Research,* New Delhi: McG raw - Hill.

4. Young, P.V.1966. *Scientific Social Surveys and Research, New Deli: Prentice Hall*

5. Galtung, J.1967. *Theory and Methods of Social Research,* London: Allen &Unwin.

SOCL MASS MEDIA AND SOCIETY

Course Objective:

The course intends to provide and understanding of different types of media and forms of communication. It seeks to provide a basic understating of relationship between media and society. Finally, to analyze the changes in media, society and culture.

Course Outline:

Unit I Social Interaction and Everyday Life: The study of everyday life; Types of communication Verbal and Non-verbal communication; interpersonal, intrapersonal, group, mass communication. Communication and modern technology.

Unit II Mass media: Nature, characteristics and functions of mass media. Folk and traditional media, printing and publications, electronic media, radio, Television, cyberspace, virtual communication, internet, blogging.

Unit III Sociological perspective of mass media: Functionalist, Feminist, Interactionist.

Unit IV Media and popular culture: Cultural studies as an interface between humanities and social sciences; popular culture, high culture, low culture.

Unit V Media and Globalization: Impact of media in developing societies; democracy and issues of media regulation.

Unit VI Media and Globalization: Time, place and space.

Suggested References:

1. Giddens, Anthony. 1997. *Sociology*. Third Edition, New York: Polity Press.

2. Nick Stevenson, 1995.*Understanding media cultures: social theory and mass communication*, London: Sage.

3. Williams, Raymond, 1983. *Keywords: a vocabulary of culture and society*, New York: OUP

4. Schaefer 2011. *Sociology*, New York: Tata McGraw-Hill.

5. TerhiRantanen. 2005. *The media and globalization*, New Delhi: Sage.

PONDICHERRY UNIVERSITY
DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

BACHELOR OF JOURNALISM & MASS COMMUNICATION (B.JMC)

Submitted for Approval of UGC

With effect from 2020 - 21 Onwards

(a) Programme's Mission & Objectives:

Mission:

With the emerging media scenario around the world, a course like Journalism and Mass Communication can bolster the growing needs of a media organization and moreover of society. The subject of Media and Communication is a perfect blend of theoretical and practical components. It intends to give a real picture of the working of media in the present. The course content helps students to look within the context of communication, media and society and understand the applications of media for a better society and employability through speaking, writing, designing, photography, audio-visual communication, radio, film, web and new media.

Objectives:

The modules have been crafted as per the international standards from fundamental to competent level of learning. The aim of the programme is to prepare the students to understand the basic principles of communication and its responsibilities towards the society, mass media and its convergence, responsive journalistic etiquettes, learning public relation skills, advertising grammar, maintaining ethical standards and tapping the new media for a digital growth.

The learners will be given a strong foundational grounding in core subjects such as Journalism: Researching, Reporting, Writing & Editing; along with Computer Skills for Media: Data-gathering, Language, and Presentation Skills; Basics of Photography & Visual Communication; Photojournalism; Entrepreneurship & Communication Management; Event & Brand Management; Instructional Design & E-Learning and Soft Skills & Public Speaking Skills for Effective Communication.

The programme objectives are to enhance the prospects for career growth of students with thorough knowledge in the spheres of journalism, photojournalism, television production, radio production, advertising, public relations, film studies, digital media, multi-media production, development communication, photography and media ethics and laws.

(b) Relevance of the Programme with HEI's Mission and Goals:

The major objective of the programme is to provide access to different ASK (Attitude, Knowledge and Skills) enhancing components of a distance education programme at an affordable cost to the disadvantaged and to provide the facility for lifelong learning to intending learners. It seeks to promote educational quality development and strives to ensure student centered learning environment through blended learning and mobile learning. Our aim is to nurture cutting edge media professionals with effective communication and critical thinking skills. We are aligned towards the mission and goals of preparing young minds with a strong foundation in values and principles, who proactively intervene in the development of a humane society with social responsibility.

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

(c) Nature of prospective target group of learners:

B.JMC programme is offered for candidates who aspire to acquire the knowledge and skills for Journalism and Mass Communication and those who wish to get jobs as freelancers, regular staff or aim to become media entrepreneurs in the sectors of Journalism, Photojournalism, Photography, Visual Communication, Photojournalism, Digital Media Production including audio and video editing. Further, B.JMC programme can be a springboard for learners to take off from a strong base of soft skills development through training in Public Speaking, Critical Thinking, Problem Solving and Communication Management Skills.

(d) Learning Outcomes:

Towards the end of the programme, students will be able to:

1. Demonstrate effective speaking and listening skills for communication-interpersonal, group, mass and non-verbal – in personal, public and media areas.

2. Demonstrate effective writing skills for communication in personal, public and media areas.

3. Demonstrate the ability to observe events, gather information, write news reports and news releases, report on events and edit other people's writings.

4. Demonstrate the ability to understand media critically and recognize how media shape and are shaped by politics, society, culture, economics and daily lives.

5. Demonstrate the ability to recognize the power of persuasion and ethical responsibilities of communicators in communication at all levels.

6. Demonstrate an understanding of the roles of communication in fostering interaction and interdependence across gender, race and culture.

7. Demonstrate the ability to apply communication skills including public speaking, deep listening, critical thinking and problem solving skills.

8. Demonstrate an understanding of the practice of media content production on multiple platforms.

9. Comprehend the foundations, process and practices of writing for and about the media and demonstrate proficiency in writing in one or more professional media writing applications.

10. Conceptualize, design and produce one or more works in media based on effective principles and practices of media aesthetics for a target audience.

11. Develop self-confidence and skills for contributing to communication for social change and betterment of society.

Prof. C. K. RAM[illegible]H
Director (I/c.)
Directorate of Distance [illegible]tion
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Puducherry – 605[illegible]

(e) Instructional Design:

1. Duration of the Programme:

The course shall be of three years non-semesters pattern. The maximum duration to complete the course shall be six years.

2. Medium

The medium of instruction shall be English.

3. Instructional delivery mechanisms: The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centres based on the number of students enrolled for the programme and the attendance is not mandatory.

4. Faculty and support of staff:

DDE faculty, University faculty from School of Media and Communication and other college faculty will be engaged for handling classes in the Personal Contact Programme.

Distance Education Staff will be engaged for supporting other activities like dispatch of study materials.

5. Media for instruction:

Printed study materials and online resource materials including video modules will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).

Students can see all information about DDE in the University website.

The student support services like help desk (grievances) will be solved through in person, phone, email, LMS (Learning Management System) and group sms.

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6. **Curriculum design:**

Bachelor of Journalism & Mass Communication (BJMC)
Curriculum

1st Year

Code	Course Title	Min. Passing Marks	Max. Marks
BJMC 1001	Understanding Media and Communication	40	100
BJMC1002	Journalism: Researching, Reporting, Writing & Editing	40	100
BJMC1003	Computer Skills for Media: Data-gathering, Language, and Presentation Skills	40	100
BJMC1004	Basics of Photography & Visual Communication	40	100
BJMC1005	Media Laws, Ethics & Social Responsibility	40	100

2nd Year

Code	Course Title	Min. Passing Marks	Max. Marks
BJMC2001	Photojournalism	40	100
BJMC2002	Public Relations & Advertising	40	100
BJMC2003	Soft Skills & Public Speaking Skills for Effective Communication	40	100
BJMC2004	Documentary for Social Change	40	100
BJMC2005	Entrepreneurship & Communication Management	40	100

3rd Year

Code	Course Title	Min. Passing Marks	Max. Marks
BJMC3001	Film Appreciation	40	100
BJMC3002	Media Content Production on Multiple Platforms	40	100
BJMC3003	Communication, Media & Society: Case Studies	40	100
BJMC3004	Event & Brand Management	40	100
BJMC3005	Instructional Design & E-Learning	40	100

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(f) Procedure for Admission, Curriculum transaction and Evaluation

1. Eligibility Criteria for Admission

The Student should have passed in any of the stream of:
10 + 2 or

11 + 1 or

11 + (2 years or 3 years diploma).

The candidate who have passed Diploma in Commerce or Diploma in Modern Office Practice (3years) or equivalent awarded by Directorate of Technical Education/National Council of Vocation Training are eligible for lateral entry to 2nd year.

2. Fees Structure for B.JMC degree Programme:

Sl. No.	Fee Particulars	DDE
1	Registration & Processing Fee	Rs. 200
2	Matriculation Fee	Rs. 25
3	University Development Fund	Rs. 1,000
4	Study Material & Handling Charges	Rs. 1,250
5	Tuition Fee	Rs. 7,500
	Total	**Rs. 9,975**

3. Evaluation:

Examination

Examinations will be held once in a year.

Question Paper Pattern

Maximum Marks: 100 Time: 3 Hours

Part – A (5X 8= 40 Marks) – Answer any 5 out of 8 Questions

Part – B (4 X 15 = 60 Marks) – Answer any 4 out of 6 Questions

Passing & Classification

The maximum marks for the examination for each paper is 100. The minimum marks for a pass is 40%. Candidates securing 60% marks and above shall be placed in the First Class, and those who obtain marks between 50% and above but less than 60% shall be placed in the Second Class. Students who obtain 75% and above marks in aggregate shall be placed in the category of 'First class with Distinction'.

Prof. C. K. RAMAIAH
Director (i/c.)
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Pondicherry University
Puducherry – 605 014.

(g) Library Resources:

A well stacked library is operational in the DDE building exclusively for distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) Cost Estimation of the Programme:

Study Material: Rs. 3,00,000 (approx. for 100 students' enrolment)

PCP Class: Rs. 75,000 (approx. for 100 students' enrolment)

(i) Quality Assurance Mechanism:

Feedback about the programme, lectures and other issues will be collected in the written format from students during personal contact programme. The curriculum will be revised in every five years.

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PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

Bachelor of Economics (B.A. Economics)

Submitted for Approval of UGC

With effect from 2019 -20 Onwards

1

(a) Programme's Mission and Objectives:

Mission: B.A. Economics Degree Programme provides exposure to the subjects from theoretical and empirical perspectives. A key contributor to the economic development of the country, the course equips the students to understanding the operations of the country's economy, for entry into jobs in Government sector, civil services, and IT industry, besides admission into PG courses.

Objectives:

The aim of the programme is to provide a strong foundation in core Economics subjects of Understanding Economics, Microeconomics, Macroeconomics, Public Finance, Indian Economy, International Economics, History of Economic Thought, Environmental Economics, Public Administration, Basic Statistics, Mathematics for Economists, Elements of Econometrics, Agricultural Economics, Monetary Economics, and Growth and Development. The objective is to provide an understanding about the complex economics mechanism that characterize modern society. It will offer in-depth knowledge about economic theory regarding the utilisation and allocation of resources, including labour, natural resources and capital, besides the manner in which the economy is influenced by economic policy, technological advances and demographic conditions. It would help to understand how markets for goods and services function and how income is generated and distributed. Such analyses may have a national and international perspective, and a time frame that may either be short-term (business-cycles and crises) or long term (economic growth). It will also give knowledge of mathematical economic models, use statistics, econometric and mathematical methods, and provide insight into public administration, environmental and resource economics, development economics and international trade and globalisation

(b) Relevance of the Programe with HEI's Mission and Goals:

B.A. core focuses predominantly on providing in-depth knowledge and skills in understanding the operations of an economy and policy impacts, besides evaluating the relevance of existing economic theories in their context. It equips the students to use relevant models and methods independently (but under supervision), in solving economic problems, and understanding how the theoretical framework and actual empirical conditions are connected

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(c) Nature of Prospective target group of learners:

B.A. Economics programme is offered for the candidates who aspire to acquire both theoretical and empirical knowledge and skills of understanding the functioning of the economy, and those who wish to write Civil Services and other competitive examinations, to get entry into jobs in the government and private sectors, IT sector, banks and stock market, and economic analysts, etc., besides gaining admissions into M.A. Courses.

(d) Learning Outcomes:

Towards the end of the programme, students will be able to:

- Gain theoretical and empirical knowledge of the Economics subjects;
- Understand required mathematical, analytical and statistical tools for empirical analysis of economic issues;
- Analyse and understand the problems and issues relating to the economy;
- Develop ability to effectively communicate both orally and verbally;and
- Develop self-confidence and awareness on general issues prevailing in the society.

(e) Instructional Design:

1. **Duration of the Programme**

The course shall be of three years non-semesters pattern. The maximum duration to complete the course shall be 6 years.

2. **Medium**

The medium of instruction shall be English.

3. **Instructional delivery Mechanisms**

The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

4. **Faculty and support of Staff:**

- DDE faculty, University faculty from Department of Economics, School of Management, and other college faculty will be engaged for handling classes in Personal Contact Programme.

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- Distance Education Staff will be engaged for supporting other activities like dispatch of printed study materials.

5. **Media for instruction**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information about DDE Programmes in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, emails and group SMSs.

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6. Curriculum design:

Bachelor of Economics (B.A.) Curriculum

PONDICHERRY UNIVERSITY

DDE B.A. Economics

Course structure & Syllabus

(2019-20)

B.A. I YEAR

Code	Course	Minimum Pass Mark	Maximum Marks
BAECN1001	Towards Understanding Economics	40	100
BAECN1002	History of Economic Thought	40	100
BAECN1003	Microeconomics	40	100
BAECN1004	Basic Statistics	40	100
BAECN1005	Public Administration	40	100
	B.A. II YEAR		
BAECN2001	Macroeconomics	40	100
BAECN2002	Public Finance	40	100
BAECN2003	Indian Economy	40	100
BAECN2004	Mathematics for Economists	40	100
BAECN2005	Environmental Economics	40	100
	B.A. III YEAR		
BAECN3001	Growth and Development	40	100
BAECN3002	Agricultural Economics	40	100
BAECN3003	International Economics	40	100
BAECN3004	Elements of Econometrics	40	100
BAECN3005	Monetary Economics	40	100

7. Detailed Syllabus of the Programme: B.A. Economics– I Year

Paper-I: TOWARDS UNDERSTANDING ECONOMICS

Unit 1: Exploring the Subject Matter of Economics

Why study economics? – scope of economics – the economic problem: scarcity and choice – the question of what to produce, how to produce and how to distribute output – science of economics – the basic competitive model – prices, property rights and profits: incentives and information, rationing – opportunity sets – economic systems.

Unit 2: Role of Markets, their Functioning and Welfare

Markets and competition – determinants of individual demand/supply, demand/supply schedule and demand/supply curve, market versus individual demand/supply, shifts in the demand/supply curve – demand and supply together – how prices allocate resources – elasticity and its application – controls on prices – taxes and the costs of taxation – consumer, producers and the efficiency of the markets.

Unit 3: The Households

The consumption decisions – budget constraints, consumption and income/price changes, demand for all other goods and price changes – description of preferences – the investment decision – investment alternatives for a household – desirable attributes of investments – labor supply and savings decision – choice between leisure and consumption – labour force participation – tax policy and labour supply -human capital and education – budget constraints and savings – savings and interest rate, other factors affecting savings.

Unit 4: The Firm and Perfect Market Structure

Financing, controlling and managing firms – the firm' s legal form, corporate finance – why corporations care about financial structure – takeover and the market for managers – making decisions – centralization and decentralization – the boundaries of the firm. behaviour of profit maximizing firms and the production process – short run costs and output decisions.

Unit 5: Introduction to Macroeconomics and National Income Accounting

The roots of macroeconomics – concerns over macroeconomic – the role of government in the macro economy – the components of the macro economy – the methodology of macroeconomics – concepts of national income – approaches to calculating national income – nominal and real income – issues on measurement of national income, the concept of black and green income.

Readings:

1. Karl E. Case and Ray C. Fair (2002), Principles of Economics, 6th Edition, Pearson Education Asia Low Price Edition.
2. N. Gregory Mankiw (2002), Principles of Economics, Thomson.
3. J.E. Stiglitz, and C.E. Walsh (2002), Principles of Economics, 3rd Edition, W.W. Norton & Company, New York.
4. R. Stone and G. Stone (1962), National Income and Expenditure, Bowes and Bowes, London.
5. Paul Hayne (1998), Economic Way of Thinking, Prentice Hall.

PONDICHERRY UNIVERSITY
B.A. Economics– I Year
Paper-II: HISTORY OF ECONOMIC THOUGHT

Unit 1: Early Period

Nature and importance of history of economic thought – ancient economic thought – Aristotle, Plato-Medieval economic thought – contribution of early Muslim scholars to economic thought: Abu Yusuf, Marwadi, Gazali, Ibn Themiah, Ibn Hazm and Ibn Khaldun, Mercantilism: Main characteristics – Physiocracy: main characteristics .

Unit 2: Classical Period

Adam Smith – David Ricardo – Thomas R. Malthus – German romantics and socialists – Sismondi, Karl Marx – economic ideas of J.B. Say – J.S. Mill – Historical School: Senior, List.

Unit 3: Marginalists

The precursors of marginalism – Cournot, Thunen, Gossen – the marginalist revolution – Jevons, Walras and Menger-Bohm-Bawerk, Wicksell and Fisher – the rate of interest – Wicksteed and Weiser – distribution-Marshall as a great synthesizer – Pigou:welfare economics – Schumpeter: role of entrepreneur and innovations.

Unit 4: J M Keynes and his Contributions

A Treatise on Money – The General Theory of Employment, Interest and Money.

Unit 5: Indian Economic Thought

Early economic ideas: Kautilya, Valluvar – Modern economic ideas: Naoroji, Ranade, R.C. Dutt, Gokhale, J.K. Metha and M.N. Roy – Economic ideas of Gandhi: Village, swadesi, place of machine and labor, cottage industries, trusteeship – Early approaches to planning – Cooperation as a strategy – Contributions of Vakil, Gadgil and VKRV Rao – Economic thought of Dr. Ambedkar.

Readings:

1. H.L. Bhatia (1994), History of Economic Thought, Vikas Publishing House, New Delhi.
2. B.N. Ganguli (1977), Indian Economic Thought: A Nineteenth Century Perspective, TMH, New Delhi.
3. Eric Roll (1923), A History of Economic Thought,Faber And Faber Ltd., London.
4. G.B. Seshari (1997), Economic Doctrines, B.R. Publishing Corporation, New Delhi.
5. Lewis H. Haney (1913), A History of Economic Thought, MacMillan Company, New York.
6. Charles Gide and Charles Rist (1923), A History of Economic Doctrines, George G. Harrap & Co. Ltd., London.
7. V. Shanmugasundaram (1981), Indian Economic Thought and Policy, S. Chand & Co., New Delhi.
8. B.N. Ghosh and R. Ghosh (1988), Concise History of Economic Thought.
9. Abul Hassan M. Sadeq and Aidit Ghazali (Eds.) (1992), Readings in Islamic Economic Thought, Longman, Malaysia.

PONDICHERRY UNIVERSITY

B.A. Economics– I Year

Paper-III: MICROECONOMICS

Unit 1: Consumer Behavior

Nature and scope of microeconomics – approaches to studying economics – comparison of cardinal and ordinal analysis - importance and limitations of microeconomics – role and limitations of free market economy – demand and law of demand – utility analysis and derivation of demand – ordinal approach-indifference curve – consumer equilibrium – price, income and substitution effect (Hicks and Slutsky) – derivation of demand curve analysis – Giffin goods – elasticity of demand: price, income and cross – consumer's surplus – Engel curve.

Unit 2: Theory of Supply and Production

Supply and law of supply – elasticity of supply – production decision – factors of production – production function – law of variable proportion – returns to scale – economies of scale – iso-quant approach and producer's equilibrium – factor substitution – elasticity of factor substitution.

Unit 3: Theories of Cost and Revenue

What are costs – production and costs –cost curves and their shapes – the relationship between short run and long run average total cost – elasticity of cost - average and marginal revenue – relation between AR and MR Curves – interactions of cost and revenues – conditions of equilibrium of a firm – conditions of equilibrium of a firm.

Unit 4: Market Structure and Equilibrium

Market concept – types - perfect and imperfect forms – importance of time element in price theory – firm and industry - equilibrium of a firm under perfect competition, monopoly, monopolistic competition, duopoly and oligopoly – price discrimination – control and regulation of monopoly – collusive price leadership – kinked demand curve - comparison of various markets.

Unit 5: General Equilibrium and Welfare Economics

Concept of equilibrium – static, dynamic and neutral equilibrium – partial vs general equilibrium – Walrasian general equilibrium theory – Welfare economics – problems in measuring welfare – classical welfare economics – Pigovian welfare condition – Pareto's criteria – value judgment – concept of a social welfare function-compensation principle –the Kaldor- Hicks criterion.

Readings:

1. A. Koutsoyannis (1979), Modern Micro Economics, MacMillan Press, London
2. H.R. Varian (1993), Intermediate Microeconomics a Modern Approach, Affiliated East West Press.
3. N.G. Mankiw (2009), Economics: Principles and Application, Cengage Learning, Printed in India.

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B.A. Economics– I Year

Paper-IV: BASIC STATISTICS

Module 1: Measures of Central Tendency

Meaning of average – types of average: arithmetic mean, median, mode, geometric mean, harmonic mean quartiles, deciles and percentiles.

Module 2: Measures of Dispersion

Meaning of dispersion – types of dispersion: range, quartile deviation, mean deviation, standard deviation and variance (along with absolute measure, the relative measure or coefficient of each type of dispersion) – coefficient of variation – combined standard deviation.

Module 3: Skewness and Kurtosis

Skewness – meaning of skewness and symmetry in a distribution – symmetrical distribution – asymmetrical or skewed distribution – negatively skewed and positively skewed – definition, types and measures of kurtosis.

Module 4: Correlation and Regression

Concept of correlation – types of correlation – simple correlation – Karl Pearson's product moment coefficient of correlation measure – partial correlation: definition and measure – multiple correlation: definition and measure – Spearman's rank correlation coefficient (when ranks are given, when ranks are not given and when equal ranks are given) – properties and uses of correlation – Introduction to Regression.

Module 5: Index Numbers

Definition of index number – types of index number – price index-quantity index –value index – simple index number – weighted index number – construction of index number – problems in construction – methods in construction – simple and weighted – Laspeyre's price index (cpi in india) – Paasche's price index – Fisher's ideal index – splicing of index number – deflating (finding real wages).

Readings:

1. A.L. Nagar and R.K. Das (2006), Basic Statistics, Second Edition Oxford University Press, New Delhi.

2. S.P. Gupta (2000), Statistical Methods, Sultan Chand and Sons, New Delhi.

PONDICHERRY UNIVERSITY

B.A. Economics– I Year

Paper-V: PRINCIPLES OF PUBLIC ADMINISTRATION

Module 1: Public Administration

Definition, nature and scope of public administration, politics – administration dichotomy - public and private administration - public administration and other social sciences.

Module 2: Organization

Organization - types, bases and principles of organization - structure of organization - Chief Executive, Line, staff and auxiliary agencies.

Module 3: Personnel Administration

Personnel administration - civil service, recruitment, training, promotion and retirement – Bureaucracy - meaning and features.

Module 4: Management and Governance

Management - policy formulation, planning, decision-making, leadership and communication - networking and collaborative governance - business process re-engineering, ICT and Governance – e-Government and e-Governance, e-Readiness and Digital Divide - accountability, openness and transparency - gender and governance.

Module 5: Financial Administration

Financial administration - principles of budgeting, enactment of budget - Control over public administration - legislative, executive and judicial control - auditing.

1. F.M. Marx (1965), Elements of Public Administration, Prentice Hall of India, New Delhi.
2. Dimock and Dimock (1965), Public Administration, Harper and Row, New York.
3. A. Awasthi and S.R. Maheswari (2001), Principles of Public Administration, Lakshmi Narayan Agarwal, Agra.
4. M.P. Sharma and S.L. Sadana (1992), Public Administration - Theory and Practice, Kitab Mahal, New Delhi.
5. L.D. White (1955), Introduction to the Study of Public Administration, Macmillan Company, Delhi.
6. A. R. Tyagi (1992), Public Administration, Atma Ram and Sons, New Delhi.

Rumki Basu (1986), Public Administration: Concepts and Theories, Sterling, New Delh.

PONDICHERRY UNIVERSITY

B.A. Economics– II Year

Paper-VI: MACROECONOMICS

Module 1: Nature and Scope

Nature and scope of macroeconomics – meaning and definition of key macroeconomic variables (output, unemployment, inflation etc.) – concepts of national income – methods of measuring national income – circular flow of income – issues in national income accounting.

Module 2: Employment and Output

The goal of full employment – frictional and structural unemployment – unemployment and inadequate demand – the concept of potential output – factors affecting output – production and employment with economic growth – growth of actual and potential output

Module 3: Classical System

The Classical revolutions – Say's law –quantity theory of money– wages, prices, employment, and production – rigid wages and monetary policy in the classical model.

Module 4: Keynesian Model

The problem of unemployment – the components of aggregate demand – equilibrium income – determination of equilibrium income – changes in equilibrium income – the role of fiscal policy and multiplier – the concept of balanced budget multiplier – exports and imports in Keynesian model.

Module 5: Money, Interest and Income

The money supply, money demand and interest rate – the relationship between bond prices and interest rates – the Keynesian theory of money demand and interest rate – the liquidity trap – the implications of increase in money supply – macroeconomic policies.

Readings

1. R T Froyen (2008), Macroeconomics, Theory and policies, Prentice Hall, Delhi.
2. N. Gregory Mankiw, (2002), Principles of Economics, Thomson, Delhi.
3. Gardner Ackley (1978), Macroeconomics, Theory and Policy, Macmillan Library.

PONDICHERRY UNIVERSITY
B.A. Economics– II Year
Paper-VII: PUBLIC FINANCE

Unit 1: Role of Government

Nature and scope of public finance - Rationale for government intervention – Musgrave's three function of government – types of government intervention – production versus provision – regulation of markets – sources of public revenue – deficit financing.

Unit 2: Taxation

Theories of taxation– ability and benefit principles of taxation (Lindhal) – Principle of maximum social advantage – taxable capacity – shifting, incidence and impact of taxes – types of taxes – characteristics of good tax system.

Unit 3: Public Expenditure

Theories of public expenditure – Wagner's law – Peacock hypothesis – Samuelson theory of public goods– basics of cost benefit analysis.

Unit 4: Deficit Financing

Deficit financing – monetarist versus Keynesian views – pattern of deficit financing – public debt management and implication for growth, inflation and interest rate.

Unit 5: Indian Fiscal System and Policies

Centre-state relationship - Finance Commissions – Its role in filling vertical and horizontal fiscal imbalance – plan transfers and discretionary transfers – latest finance commission report of the union and state governments - India's fiscal policy – tax reforms, expenditure pruning, fiscal deficit - fiscal and monetary policy nexus.

Readings:

1.Goode, R. (1986), Government Finance in Developing Countries, TMH, New Delhi

2.Jha. R. (1998), Modern Public Economics, Routledge, London.

3.Musgrave, R.A. and P.B. Musgrave (1976), Public Finance in Theory and Practice, McGraw Hill, Kogakusha, Tokyo

4.Atkinson, A.B. and J.E. Stiglitz (1980), Lectures on Public Economics, TMH, New York.

5.Herber, B.P. (1967), Modern Public Finance, Richard D. Irwin, Homewood.

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B.A. Economics– II Year

Paper-VIII: INDIAN ECONOMY

Unit I: Indian Economy during the colonial period

People, resources and institutions in the pre-independent India – Structure of Indian villages, land and agriculture, traditional industries and handicrafts, infrastructure – urban centres, roadways, railways and ports, economic consequences of the Colonial rule and the theory of drains.

UnitII: Indian economy at the time of independence

Structure of the Indian economy – natural resources –land, forest, mineral resources, fisheries; national income and contributions from various sectors; theory of demographic transition, age and sex ratio, density of population, social infrastructure.

UnitIII: Planning in India

Need for planning in India, objectives, overview of plans in India – approaches, outlays,targets and priorities, broad achievements and failures, new-economic reforms, Liberalization, Privatisation, and Globalisation – rationale behind new economic reforms, progresses during the post-reform period.

Unit IV: Planning and Indian Agriculture

Land and agriculture in India – land, climate and irrigational infrastructure; land reforms and its implementation across states, green revolution and the advent of HYV seeds, green revolution in retrospect – pros and cons; Nationalization of banks and farmers' access to formal credit and its social implications.

UnitV: Current Economic Issues in India

Adverse impact of Economic Reforms - impact of global financial crisis on the Indian economy - response of India to global crisis - Decelerating agricultural growth and growing service sector - Causes of environmental degradation - jobless growth and unemployment – inequality and economic power - poverty and deprivation - parallel economy - Growing regional inequalities - Rural urban disparities - problems of urbanization and migration- Make in India - inclusive growth– sustainable growth and development.

Readings

1. Ahlawalia, I.J. and I.M.D Little (Eds) (1999), India's Economic Reforms and Development, Oxford University Press, New Delhi.
2. Bardhan, P.K. (1999), The Political Economy of Development in India, Oxford University press, New Delhi.
3. Bawa,R.S. and P.S. Raikhy,(1997), Structural Changes in Indian Economy, Gurunanak Dev Universitypress, Amritsar.
4. Chakravarty, S.(1987), Development planning: The Indian Experience, Oxford University press,
5. Datt.R. (2001), Second Generation Economic Reforms in India, Deep and Deep publications,.
6. Ruddar Datt and K.P.M. Sundaram (2019), Indian Economy, Sultan Chand and Co., New Delhi.

B.A. Economics– II Year

Paper-IX: MATHEMATICS FOR ECONOMISTS

Module 1: Preliminaries

Elements of logic and proof – converse and contra-positive, necessary and sufficient conditions – mathematical induction – sets and set operations – Introduction to functions -composite functions, inverse function – Introduction to numbers

Module 2: Matrices and Determinants

Addition, scalar multiplication, matrix multiplication – the transpose – singularity and invertibility -Determinants – definition, properties, minors and cofactors

Module 3: Introduction to Vectors

Two, three and n – dimensional row and column vectors – vector addition and scalar multiplication – length of a vector, scalar products, orthogonality –linear and convex combinations of vectors..

Module 4: Elementary Calculus - Differentiation

The derivative of a function – differentiability and continuity – techniques of differentiation – sums, products and quotients of functions - composite functions and the chain rule – inverse functions – implicit differentiation, second and higher order derivatives – concavity and convexity of functions.

Module 5: Elementary Calculus - Integration

Introduction to integration– integration by substitution – integration by parts – area under a curve – properties of definite integrals

Readings

1. Knut Sydsaeter and Peter J. Hammond (2002), Mathematics for Economic Analysis. Pearson Educational Asia: Delhi (reprint of 1st 1995 edition).
2. Alpha C. Chiang (1984), Fundamental Methods of Mathematical Economics. McGraw Hill (3rd edition).
3. Hadley, G. (1987), Linear Algebra, Addison-Wesley.
4. Metha B.C. and GMK Madnani (2004), Mathematics for Economists, Sultan Chand & Sons, New Delhi.

B.A. Economics– II Year
Paper-X: ENVIRONMENTAL ECONOMICS

Unit 1: Theory and Concept

Nature and significance of environmental economics – definition and scope of environmental economics – basic theory – market system and the environment – welfare and environment – the economics of externalities.

Unit 2: Environment and Economics

Environment – economy linkage – environment as a necessity and luxury – population and environment linkage – environmental use as an allocative problem – environment as a public good – valuation of environmental damages: land, water, air and forest.

Unit 3: Environmental Problems

Economic development and environmental problems – air pollution – water pollution – sound pollution – energy use and environment problem – pollution and urbanization – global warming and green house effect – health, urbanization, transport and technology – environmental degradation.

Unit 4: Pollution Control

Prevention, control and abatement of pollution – choice of policy instruments in developing countries – environmental law – sustainable development – indicators of sustainable development – environmental planning – environmental accounting.

Unit 5: Policy measures

Basic approach – design of environmental policy – Indian environment policies and performance – pollution control boards and their function.

Readings

1. M. Karpagam (1993), Environmental Economics, Sterling Publishers, New Delhi.
2. S. Sankaran(1994) Environmental Economics, Margham , Madras
3. N.Rajalakshmi and Dhulasi Birundha (1994), Environomics, Economic analysis of Enviroment, Allied publishers, Ahmedabad.
4. S.Varadarajan and S. Elangovan(1992), Environmental economics, Speed, Chennai.
5. Singh G.N (Ed.) (1991) Environmental Economics, Mittal Publications, New Delhi.
6. Garge, M.R. (Ed.) (1996), Environmental Pollution and Protection, Deep and Deep Publications, New Delhi.
7. Lodha, S.L (Ed.) (1991), Economics of Environment, Publishers, New Delhi.
8. The Hindu survey of Environment: Annual Reports.

B.A. Economics– III Year

Paper-XI: ECONOMICS OF GROWTH AND DEVELOPMENT

Unit1: Basics in Economic Growth

Modern economic growth - basic features, trends and patterns - relevance of historical experience to contemporary Under Developed Countries - limited relevance - factors for differing initial conditions - role of international migration and international trade.

UnitII: Growth and Development

Growth and development- conceptual issues - i ssues in measurement- national income and per capita income – international comparison of per capita incomes – measurement of purchasing power parity. GNP - a biased index of development and welfare - construction of poverty weighted index of social welfare - alternative measures of development – human development index - gender based development index, gender empowerment measure- international poverty index, global hunger index – happiness index - social sector and development- education and health.

UnitIII: Growth Theories - I

Approach to the study of economic development – linear stage theory, structural change models, Neo-Marxian dependency approach, false paradigm model, dualistic approach, neo-liberal free market approach, endogenous growth theory.

UnitIV: Growth Theories - II

Growth models - Harrod-Domar knife edge equilibrium problem - Cambridge models- Joan Robinson, Kaldor, Neoclassical growth models - Solow swan Meade – criticism of neoclassical theory - emergence of endogenous growth models - technological progress - embodied and disembodied – Hicks and Harrod version, production function approach to growth, total factor productivity and growth accounting.

UnitV: Development Policies

Development and environment: market based approach to environmental analysis, harvesting of renewable a n d non-renewable resources, measuring environmental values, economic growth and environment – sustainable development - policy measures - ill effects - rain forest destruction, green house gases, global warming, climate change - policy options in developing and underdeveloped countries.

Readings

1. Debraj Ray (1998), Development Economics Oxford University Press, Oxford.
2. Simon Kuznets (1966), Economic Growth, Rate structure and Spread, Yale University Press, London.
3. Michael P. Tadaro (1998), Economic Development Longman,
4. Adam Szirmai (2005), Dynamics of Socio-Economic Development-An introduction, Cambridge UniversityPress, London.
5. Amartya Sen (1960), Growth Economics, Penguin Books, Harmondsworth.
6. Gerald Meir, (2003), Leading Issues in Economic Development, Oxford University Press.
7. A.P. Thirwall (1994), Growth and Development ELBS.
8. Benjamin Higgins (1966), Economic Development, Principles, Problems, and Policies, Central Book Depot, Allahabad.

B.A. Economics– III Year

Paper-XII: AGRICULTURAL ECONOMICS

Module-1: Agriculture and Economic Development

Definition and Scope of Agriculture Economics - Agriculture in a Growing Economy - Interdependence between Agriculture and Industry - Farming System: Traditional, Subsistence, Commercial, Cooperative, Collective and State Farming - Role of Agriculture in Economic Development.

Module-2: The Economics of Agriculture Production in India

Features of Indian Agriculture: Farm Size, and Productivity – Cropping Pattern - Extent of Employment and Unemployment in Agriculture - Technical Change and Labour Absorption - Women in Agriculture - Wage Discrimination.

Module-3: Factors Affecting Agriculture Growth and Productivity

Size of Land Holdings - Land Reforms – Production and Productivity - Supply of Inputs: Major and Minor Irrigation Facilities, Power, Seed and Fertilizer – Marketed and Marketable Surplus - - Horticultural Farms, Organic Farming Determination of the Prices of Agricultural Commodities - Agricultural Prices Policy in India - Crop Insurance.

Module-4: Agricultural Credit in India and Agricultural Markets

Demand and Supply of Agricultural Credit - Non-institutional and Institutional Agricultural Credit: National Bank for Agriculture and Rural Development (NABARD), Cooperatives, Commercial Banks, and Regional Rural Banks - Agricultural Markets and Marketing Channels - Types of Agricultural Markets: Cooperative Marketing and Regulated Markets - Vegetable and Fruit Markets - Whole-Sale and Retail Units - Structure and Functioning of Agricultural Market, Merits and Limitations - e-Marketing – Storage and Warehousing – Related Problems.

Moduie-5: Challenges to Indian Agriculture

Trends in Agricultural Development under the Five Year Plans - Policies and Programmes for Agricultural Development - Green Revolution and its Impact - Sustainable Agriculture - Agricultural Trade - New Agricultural Policy - World Trade Organization and Indian Agriculture.

References:

1. V.M. Dandekar (1996), The Indian Economy 1947-1992, Vol-I Agriculture, Sage Publications India Pvt., Ltd, New Delhi.
2. R.G. Desai (2018), Agricultural Economics, Himalaya Publishing House, Mumbai.
3. B.P. Tyagi (1990), Agricultural Economics and Rural Development, Jaiprakash Nath and Co. Meerut.
4. R. Dutt and KPM Sundaram (2019), Indian Economy, Chand & Co. New Delhi.

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B.A. Economics– III Year

Paper-XIII: INTERNATIONAL ECONOMICS

Module 1: Introduction to International Economics

Importance of international economics – international trade & economic growth – subject matter of international economics – purpose of international economic theories and policies – current international economic problems.

Module 2: Theories of International Trade

Distinguishing features of internal and international trade – free trade vs no trade – restricted trade vs no trade – the pure theory of international trade - theories of absolute advantage, comparative advantage and opportunity cost – Heckscher-Ohlin theory of trade – factor price equalization theory.

Module 3: Economic Growth and International Trade

Introduction – effect of growth on trade – trade as a engine of growth – production and consumption effects of growth, combined effect – effects of growth on terms of trade, immiserizing growth – technical progress and international growth – import substitution and export promotion strategy - gains from trade – factors determining the gains from trade – measurement of gains from trade– Customs union.

Module 4: Terms of Trade, Tariff and Protection

Concept of terms of trade – their uses and limitations –its empirical relevance and policy implications for less developed countries– theories of terms of trade – views of British school, Rawl, and Singer and Prebisch– theory of intervention – economic effects of tariff on national income, terms of trade and income distribution – effects of quotas – effective rate of protection.

Module 5: Balance of Payment and Trade Policies

Balance of Payments accounts: balance of trade, BoP on capital and current account - Gold Standard – Automatic adjustment mechanism under Balance of Payment – expenditure reducing and expenditure switching policies – direct control for adjustment – Trade policies for achieving internal and external balance – Changing trade policies of India.

Readings:

1. Paul Krugman and Maurice Obstfeld (2002), International Economics: Theory and Policy, Latest Edition.
2. D. Salvatore (1997), International Economics, PHI, New York.
3. M.S. Dana (2000), International Economics , Routledge Publications, London.
4. R.J. Carbough (1999), International Economics.
5. J . Bhagwati (1981), International Trade, Cambridge University Press, London.

PONDICHERRY UNIVERSITY

B.A. Economics– III Year

Paper-XIV: ELEMENTS OF ECONOMETRICS

Module 1: Nature and Scope of Econometrics

Meaning of econometrics – relationship between statistics, mathematics and economics – economic and econometric models – the aims and methodology of econometrics – historical origin of the term regression and its modern interpretation – statistical vs deterministic relationship – regression vs causation – regression vs correlation – terminology and notation – the nature and sources of data for econometric analysis.

Module 2: Two Variable and Multiple Regression Analysis

The basic two variable regression models: estimation – statistical inference– extensions of two variable regression model – regression through origin – scaling and units of measurement – functional forms of regression model – Multiple Regression Analysis: The problem of estimation – meaning of partial regression coefficients the multiple coefficient of determination – R2 and adjusted R2

Module 3: The Problem of Inference

The normality assumption – hypothesis testing about individual partial regression coefficients – testing the overall significance of the sample regression – testing the equality of two regression coefficients

Module4: Assumptions of the Classical Regression Model

Assumptions of Classical Linear Regression Model- Introduction to the problems associated with the relaxation of the assumptions.

Module 5: Regression on Dummy Independent Variables

The nature of dummy variables – regression on one quantitative variable and one qualitative variable – regression on one quantitative variable and one qualitative variable with more than two classes – regression on one quantitative variable and two qualitative variables –interaction effects

Readings

1. Gujarathi, D (2003) Basic Econometrics, 4th Edition, New York: McGraw Hill
2. Maddala, G (1992) Introduction to Econometrics, 2nd ed., New York: MacMillan.

PONDICHERRY UNIVERSITY

B.A. Economics– II Year

Paper-XV: MONETARY ECONOMICS

Unit 1: Definition, Functions and Theories of Money

Money and its function – the concepts and definitions of money – measurement of money – advantages of money – theories of demand for money: Classical approach, the transactions and cash balance approach, the Keynesian analysis, Post Keynesian developments, Monetarist approach.

Unit 2: Money Supply

Financial intermediaries – nature and functions – theories of money supply – mechanistic model of money supply determination – high powered money and behavioral model of money supply determination – methods of monetary control – Interest rates in closed and open economies – theories of term structure.

Unit 3: Monetary Transmission Mechanism:

Meaning – interest rate channel, credit channel, bank lending channel, balance sheet channel, exchange rate channel, other asset price channels.

Unit 4: Monetary Policy:

Instruments, targets, indicators, lags in monetary policy and rules versus discretion debate.

Unit 5: Central Banking:

Functions of a central bank – quantitative and qualitative methods of credit control – bank rate policy, open market operations, cash reserve ratio, selective methods, role and functions of Reserve Bank of India – objectives and limitations of monetary policy with special reference to India.

Readings

1. Pierce, D G and P J Tysome (1985) Monetary economics: theories, evidence and policy, Butterworths, London.
2. Saving, R T (1967), "Monetary policy targets and indicators", Journal of Political economy,75: 446-465
3. Carl E Walsh (1998), Monetary Theory and Policy, MIT Press, Cambridge.
4. Bennett McCallum (1989), Monetary Economics: Thoery and Policy, Macmillan.
5. C Rangarajan (1999), Indian Economy: Essays in Money and Finance, UBSPD.
6. Narendra Jadhav (1994), Monetary Economics for India, Macmillan.

(f) Procedure for Admission, Curriculum transaction and Evaluation

1. Eligibility Criteria for Admission

The Student should have passed in any of the stream of:

- 10 + 2 or
- 11 + 1 or
- 11 + (2 years or 3 years diploma).

The candidate who have passed Diploma in Economics or equivalent awarded by Directorate of Technical Education/National Council of Vocation Training are eligible for lateral entry to 2nd year.

2. Fees Structure for BBA degree Programme:

Sl.No.	Fee Particulars	DDE
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Study Material & Handling Charges	1,250
5	Tuition Fee	7,500*
	Total	**9,975**

3. Evaluation:

- **Examination**

Examinations will be held once in a year.

- **Question Paper Pattern**

Maximum Marks: 100 Time: 3 Hours

Part–A (5X 8= 40 Marks)–Answer any 5 out of 8 Questions

Part– B (4 X 15 = 60 Marks)–Answer any 4 out of 6 Questions

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **40%**. Candidates securing **60%** marks and above shall be placed in the **First Class**, and those who obtain marks between **50%** and above but less than **60%** shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First Class with Distinction'**.

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	: **Rs. 3,00,000** (approx. for 100 students enrolment)
PCP Class	: **Rs. 75,000** (approx. for 100 students enrolment)

(i) Quality Assurance Mechanism:

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal Contact Programme. The curriculum will be revised once in every five years.

PONDICHERRY UNIVERISTY
DIRECTORATE OIF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

BACHELOR OF ARTS (HISTORY)

Submitted for Approval of UGC
With effect from 2020-21 Onwards

B.A. (HISTORY)

(a) Programme's Mission and Objectives

Mission:

Bachelor of Arts in History is a three-year undergraduate programme that explores history pertaining to human experimentation and ingenuity, triumph and tragedy that have gone into making the modern India and the world at large. The students discover about politics and government, economy, cultural and intellectual life, war and society from a human angle.

This programme help students to develop many skills like logic and analysis, written and oral expression, theoretical debate and construction of narratives. The curriculum includes theoretical sessions allowing them to explore and expand their interests in ancient, medieval, early modern and modern history of India and the world. The study of history at the undergraduate level if pursued with vigour and dedication gives students the ability to work successfully in any setting that puts a premium on analysis, strategic thinking, written communication and information gathering.

Objectives:

1. To provide quality education and knowledge of History for budding history professionals to make them competent in the field of history and contribute for social development.

2. To provide a comprehensive understanding of history of India as well as the World for a comparative understanding and possible link between them.

3. To impart quality education in History for properly analyzing historical process in order to develop qualified professionals in the discipline of History.

4. To inculcate a consciousness of the rich cultural heritage of India.

5. To develop knowledge, skills, attitude, ethics and values among the students.

6. To promote a zeal of historical enquiry among the future generation.

(b) Relevance of the Programme with HEI's Mission and Goals:

The B.A. (History) programme provides the most comprehensive entry level multi-disciplinary and interdisciplinary knowledge to the graduate students in History and allied disciplines such as Archaeology, Epigraphy, Museology, Art & Architecture, Numismatics, Ancient Societies and Early civilizations of the world.

(c) Nature of prospective target group of learners:

The programme is offered for the college students of 'Plus –Two' level who are aspiring for a career in Social sciences, particularly in History and Archaeology.

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry - 605 014.

(d) **Learning outcomes:**

1) The course introduces its students to worlds, times, places, and cultures, including their own, in ways they have never before considered; and promoting the acquisition of historical knowledge and critical thinking, reading, writing, and research skills.
2) At the end of the programme the students will be able to demonstrate competency in the vital skills of historical explanation, discernment and synthesis.
3) A history degree is an excellent preparation for journalists, ad writers, editors and anyone interested in producing multimedia materials and documentaries.
4) These budding historians can have rewarding careers as information managers such as archivists, records managers and librarians, guide lecturers, site assistants etc.

(e) **Instructional Design:**

1. Duration of the Programme:

The course shall be of three years Non-semesters pattern. The Maximum duration to complete the course shall be 6 years.

2. Medium: The medium of instruction shall be English.

3. Instructional delivery Mechanisms: The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

4. Faculty and support of Staff:

- DDE faculty, University faculty from school of Management and and other college faculty will be engaged for handling classes in Personal contact programme.
- Distance Education Staff will be engaged for supporting other activities like dispatch of printed study materials.

5. Media for instruction:

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information about DDE programme in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

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Director (I/c.)
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(a) **Procedure for Admission, Curriculum transaction and Evaluation**

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The Student should have passed in any of the stream of:

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- 11 + 1 or
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The maximum marks for the examination for each paper is 100. The minimum marks for a pass is 40%. Candidates securing 60% marks and above shall be placed in the First Class, and those who obtain marks between 50% and above but less than 60% shall be placed in the Second Class. Students who obtain 75% and above marks in aggregate shall be placed in the category of 'First class with Distinction'.

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PCP Class : Rs. 75,000 (approx. for 100 student's enrolment)

(d) Quality Assurance Mechanism:

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

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Puducherry – 605 014.

B.A. History -1st Year Paper Code: BAHIS 1001

HISTORIOGRAPHY, CONCEPTS & METHODS

Unit. 1: Nature and Scope of History

Definition and meaning of History - Nature of historical knowledge – History and other disciplines: Archaeology, Geography, Anthropology, Sociology and Literature.

Unit. 2: Historiography

Greco -Roman traditions- Chinese traditions – Ancient Indian traditions-medieval Historiography –Western, Arabic, Persian- Enlightenment Historiography- Marxist and Annals.

Unit.3: Approaches to History- Theological- Orientalist- Imperialist- Nationalist- Marxist – Subaltern and Post-Modernist.

Unit. 4: Varieties of History

Economic History - New Social History – Intellectual History – Cultural History – Oral history - Environmental History.

Unit.5: Historical Method

Historical Evidence - Causation - Objectivity - Generalisation in History.

Suggested Readings

Bloc, Marc, *The Historian's Craft*, New York: Vintage Books, 1979.
Braudel, Fernand, *On History*, Chicago University Press, 1982.
Breisach, Ernst, *Historiography: Ancient, Medieval and Modern*, Chicago University Press, 1983.
Burke, Peter, ed., *A New Kind of History from the Writings of Lucien Febvre*, New York, 1973.
Burke, Peter, ed., *Varieties of Cultural History*, Oxford, 1999.
Carr, E.H., *What is History?*, New York, 1987 (2nd edition).
Collingwood, R.G., *Idea of History*, Oxford University Press, 1974.
Gardiner J. (ed.), *What is History Today?* London, Humanities Press International, 1988.
Sheik Ali, B., *History in Theory and Method*, Macmillan, 1978.
Venugopal, T.R., *History and Theory*, Trissur, 1997.
Wedgewood, C.V., *The Sense of the Past: Thirteen Studies in the Theory and Practice of History*, New York, 1960.
http://historymatters.gmu.edu/browse/makesense/http://www.bbc.co.uk/history/0/

B.A. History -1st Year Paper Code: BAHIS 1002

INTRODUCTION TO THE STUDY OF ARCHAEOLOGY

Unit. 1:

Definition & scope of Archaeology -Terms and Concepts in Archaeology- Prehistory - Proto History and History; Artefact, Site, Culture, Exploration, Excavation. Sources of Archaeology: Monuments-Inscriptions-Coins; The dating problem- dates in Inscriptions.

Unit. 2:

Relationship of Archaeology with other disciplines - History, Anthropology and Archaeology-Contribution of Social sciences and Humanities to Archaeology- Impact of pure sciences on Archaeology

Unit.3:

History of Archaeology - Origin and evolution of archaeological studies – Contribution of archaeology for the study of the evolution of man.

Unit. 4:

History of Archaeology in India -Colonial archaeology - Institutional growth in field epigraphy and archaeology – Oriental Studies - Establishment of Professional organisations and institutions.

Unit.5:

Important Archaeological sites in India -Palaeolithic sites: Bhimbetka, Attirampakkam, Bagor, Patne. Neolithic Sites: Paiyampalli, Nagarjunakonda, Tekkalakota. Proto–Historic sites: Mohenjodaro, Harappa, Lothal, Kalibangan, Dholavira - Iron Age/Early Historic sites: Kodumanal, Hallur, Dhulikatta, Pattanam.

Suggested Readings

Agrawal, D.P., 1982, *The Archaeology of India*, Curzon Press, London.

Allchin, B., and Allchin, R., 1982, *The Rise of Civilization in India and Pakistan*, CUP, Cambridge.

Dhavalikar, M.K., 1990, *First Farmers of the Deccan*, Ravish Publishers, Pune.

Ghosh, A., (ed.) 1988, *An Encyclopaedia of Indian Archaeology, 2 Vols*, Munishiram Manoharlal, New Delhi.

Gururaja Rao, B.K., 1972, *Megalithic Culture in South India*, University of Mysore, Mysore.

Thapar, B.K., 1985, *Recent Archaeological Discoveries in India*, Unesco, Paris.

Chakrabarti, Dilip.K., 1988, *A History of Indian Archaeology : From the Beginning to 1947*, New Delhi.

Chakrabarti, Dilip.K., 1999, *India : An Archaeological History*, OUP. New Delhi.

Daniel, Glyn E., 1967, *The Origins and Growth of Archaeology*, Pelican Books, London.

Rajan,K., 2002,.*Archaeology: Principles and Methods*.Tanjavur: Manoo Pathippakam.

Raman, K.V., 1986, *Principles and Methods of Archaeology*, Parthajan Publications, Madras.

B.A. History -1st Year Paper Code: BAHIS 1003

INTRODUCTION TO TOURISM STUDIES

Unit. 1:

Definition and concept of Tourism- Nature, Definition, Characterstics, Tourism factors, frame work of Tourism – Types of Tourism.

Unit. 2:

Growth and development of Tourism – Asia – India.

Unit.3:

History, Travel and Tourism – A Historical perspective of Travel and Journeys, Renaissance and the spirit of enquiry, ancient travelers, pilgrims, adventures, elements of tourism, encouragement of domestic tourists, paid holidays and group tourism.

Unit.4:

Dynamics of Tourism – Tourism and Economic development – Focus on the developed and developing countries, natural and cultural environment in the context of the growth of tourism, decentralization – a tourism policy imperative, the Hague Resolutions, Facilitation of Tourism and Travel, security and protection of sites – Tourism Legislations.

Unit.5:

Impact of Tourism – Economics, social, physical and environmental changes.

Suggested Readings

Barkal and Melik, *Tourism – Past, Present and Future*, London, 1995.

Kaul R. M. *Dynamics of Tourism – A Triology, Vol I*, New Delhi, 1997.

Seth, Pran Nath, *Successful Tourism Practices, Vol I*, New Delhi 1997.

INTRODUCTION TO ANCIENT CIVILIZATIONS

Unit.1:
Mesopotomian Civilization–Sumeria and Akkad –Sumerian city states –Polity, Socio- economic life–Script and Monuments

Unit.2:
Egyptian Civilization– Political Dispensation–Polity, Socio-economic life- Contribution to science- Religion- Script and Monuments

Unit.3:
The Babylonian Empire –Code of Hammurabi, Rule of Nebuchadnezzar- Babylonian gods- Assyrian conquerors, Asur Banipal

Unit.4:
Chinese civilization; Society, economy and Religion

Unit.5:
Greek and Roman civilizations- Roman Society and Culture

Suggested Readings

Bury J.P, *A History of Greece to the Death of Alexander the Great.*

Esmond Wright , (ed.) *History of the World –Pre History to the Renaissance.*

Gokhale, B.K, *Introduction to Western Civilization.*

Joshi P.S, Pradhan J.V, Kaisare A.G, *Introduction to Ancient Civilization (up to 1000 A.D).*

Michael Giant and Rachel Kit Zinger (ed.) , *Civilization of the Ancient Mediterranean: Greece and Rome, Vol - I* – Civilization up to 1300 A.D. Printice Hall, Englewoor Cliffs.

Roberts J.M, *The Hutchinson History of World.*

Robin N.Winks, Crane Brinton, John B. Christopher and Robert Lee Wolff *A History.*

Swain J.E, *A History of the World Civilization*, Eurasia Pvt. Ltd 1947.

The Guinness Encyclopedia of World History.

The Mind Alive Encyclopedia –Early Civilization.

B.A. History -1st Year Paper Code: BAHIS 1005

HISTORY OF INDIA UPTO 650 C.E.

Unit.1:
Sources of Early Indian History- Literary, Archaeological: Epigraphy, Numismatic, Greaco- Roman textual Sources- Pre-Historic period- Harappan Culture- Town Planning, Society, Economy and Belief systems

Unit.2:
The Vedic Period –Polity, Society, Economy and Religious beliefs- Rise of Buddhism and Jainism- Mahajanapadas - Rise of Magadha- Campaigns of Alexander –Socio-economic impact.

Unit.3:
The Mauryan Empire- Chandragupta Maurya, Asoka and his policy of *Dhamma*-Mauryan Administration, Society and Economy.

Unit.4:
Post- Mauryan Period- The Indo-Greeks, Minander -The Satavahanas- Kushanas, Kanishka- Socio-economic changes in Post-Mauryan Period

Unit.5:
Gupta Empire- Samudra Gupta, Chandra Gupta II- Society, Economy, Education, Religious revival, Architecture and Literature- Hunas, Mihirakula- Harshavardhana

Suggested Readings

Basham, A.L., (Ed). *A Cultural History of India*. Delhi,1987.

Basham, A.L., *The Wonder that was India* , Delhi, 1982.

Jha, D.N. *Ancient India in Historical Outline*, New Delhi, 1977.

Keay, John. *A History of India*, London, 2000.

Kochar,Rajesh.*The vedic People:Their History & geography*.New Delhi,2000.

Kosambi .D.D., *An Introduction to the Study of Indian History*, Bombay, 1975.

Majumdar, R.C., *Ancient India*, Calcutta, 1982.

Sharma, R.S., *India's Ancient Past*, New Delhi, 2009.

Sharma, R.S., *Perspectives in Social and Economic History of Early India*.

Thapar, Romilla, *A History of India I*, London, 1966.

Thapar, Romilla, *Early India*, New Delhi, 2002

Thapar, Romilla, *History and Beyond*, New Delhi, 2000

Upinder Singh, *History of India upto 13th Century*.New Delhi.

B.A. History -2nd Year Paper Code: BAHIS 2001

ART & ARCHITECTURE OF INDIA

Unit.1:
Mauryan Architecture: Contribution of Asoka - the stupas – pillars – cave sanctuaries - Foreign Influence on Mauryan Architecture.

Unit.2:
Buddhist Architecture: Stupas – Chaityas – Jain Architecture and its influence on Indian Architecture.

Unit.3:
Evolution of Temple Architecture: Dravida – Nagara – Vesara – Different phases of Architecture - Contribution of Sungas, Satavahanas and the Kushans – Gandhara art – The architectural designs of the Guptas.

Unit.4:
South Indian Temples: The pallava architectural forms – Rock cut cave temple – monolithic rathas and structural temples - The early and Later Chola architecture - Architecture under the Hoysalas – Pandyas – Vijayanagar emperors

Unit.5:
Islamic Architecture: Architecture under the Delhi sultanates – Architecture under the imperial Mughals.

Suggested Readings

K.A.N. Sastri, *Age of the Nandas and Mauryas*, New Delhi 1967.

Percy Brown, *Indian Architecture.*

Srinivasan K.R. *Temples of South India.*

Basham; A.L.*The wonder that was India*, 3rd Revised (Ed) 1967.

Fergurson, James,*History of Indian and eastern Architecture*; 1876 Revised and Edited by James Burgess 2, vol.1910.

B.A. History -2nd Year

Paper Code: BAHIS 2002

ENVIRONMENTAL HISTORY OF INDIA

Unit.1:

Environmental Factors –Ecology – Multidisciplinary Nature of Environmental Studies - Importance of Environmental Studies – Natural Resources- Forest Resources – Water Resources – Land Resources- Mineral Resources.

Unit.2:

Use of Resources and Environment -Gathering Stage, Pastoralism, Settled Cultivation, Industrial Revolution – Deforestation and Environment – Neolithic Stage, River-Valley Civilizations, Empires and Environment, Onslaught on Forests, Forest Policy up to 1947.

Unit.3:

Social Issues and Environment -Concept of sustainable development, Issues Debated for sustainable development -Basic Aspects of Sustainability, Efforts for sustainability.

Unit.4:

Environmental Ethics in India, Environmental Legislation in India (Air, Water, Noise Pollution, Wildlife, Forest Protection Laws and Hazardous Wastes (Management and Handling) Laws – Enforcement of Environmental Legislations.

Unit.5:

Urban Environment -Urban Ecology, Critical Issues – Indian Urban Environment – Environment and Human Health.

Suggested Readings

Guha Ramachandra and J. Martinez-Alier, *Varieties of Environmentalism: Essays - North and South*, Delhi, 1998.

Guha, Ramachandra, *Environmentalism: A Global History*, OUP, New Delhi, 2000.

Keith, Smith, *Environmental Hazards*, Routledge, New York, 1996.

Madhav Gadgil and Ramachandra Guha, *This Fissured Land: An Ecological History of India*, OUP, New Delhi, 1992.

Manivasakam, N., *Environmental Pollution*, N.B.T., New Delhi, 1992.

Odum, Eugene P., *Fundamentals of Ecology*, London, 1971.

Rashid, S.M.,Haseena Hashia & A. Rahman (eds), *Environment, Resources and Sustainable Development*. Rawat Publications, New Delhi, 2008.

Saxena, H.M., *Environmental Studies*, Rawat Publication, Jaipur & New Delhi, 2006.

Smith, G.H. (ed.), *Conservation of Natural Resources*, New York, 1965.

Turk, J. *Introduction to Environmental Studies*, Chicago, 1985.

B.A. History -2nd Year Paper Code: BAHIS 2003

INTRODUCTION TO NUMISMATICS

Unit.1:

Value of Numismatics for Historical Reconstruction - Origin and evolution of coinage in India.

Unit.2:

Punch Marked coins – Foreign Coins: Coinage of the Indo-Greeks – Roman Coins - Coinage of the Kushanas - Sakas and Kshatrapas.

Unit.3:

Coins of Satavahanas - Sangam age coins - Coins of Chera, Chola, Pandyas - Gupta Coinage.

Unit.4:

Medieval South Indian Coins - Coins of Pallavas – Coins of Imperial Cholas - Coins of Cheras - Imperial Pandyas.

Unit.5:

Coinage of the Vijayanagara Dynasty

Suggested Readings

Chattopadhyaya, B.D., 1877, *Coins and Currency Systems of South India*, New Delhi.

Elliot, Walter, 1888,*South Indian Coins*, Cosmo Publications, Delhi.

Gupta, P.L.,*The Coins*, New Delhi:National Book Trust.

Kosambi, D.D., 1981, *Indian Numismatics*, Orient Longman Limited, New Delhi.

Krishnamurthy, R., 1997,*Sangam Age Tamil Coins*, Garnet Publications, Chennai.

Raja Reddy, D., 2008, *Andhra Coins – Select Articles*, Ramaiah Vidhyapeetam, Hyderabad

Nagasamy, R., *Tamil Coins - A Study*, Tamil Nadu State Archaeology Department Chennai.

Sharma, I.K., 1980, *Coinage of Satavahana Empire*, Agamkala Prakashan, New Delhi.

Suresh, R., *Roman antiquities in Tamil Nadu*, C.P.R.Institute of Indological Research, Chennai.

Vanaja. R., 1983,*Indian Coinage*, Indian National Museum, New Delhi.

B.A. History -2nd Year Paper Code: BAHIS 2004

HISTORY OF INDIA 650 –1526 C.E

Unit.1:
India on the Eve of Arab Invasion- Arab Conquest of Sind –The invasions of Mohammad of Ghazani –The invasions of Mohammad of Ghur - Causes for the defeat of the Indian rulers

Unit.2:
The Mamluk Sultans - Iltutmish, Sultana Razia, Balban- Khaljis- Alluddin Khilji, Malik Kafur- Tughlaks- Mohammed bin Tughlak, Firoz Shah Tughlaq

Unit.3:
Timur Invasion- Sayyids- Khizar Khan Sayyid - Lodis- Sikander Lodi, Ibrahim Lodi- First Battle of Panipat

Unit.4:
Establishment of Vijayanagara Kingdom, Bahamani Kingdom- Nayankara System- Vijayanagara-Bahamani Relations

Unit.5:
Administration of Delhi Sultanate- Concept of Sovereignty- Central administration- Iqta system- Economic and Social life under the Delhi Sultanate- Art and Architecture- Bhakti Movement

Suggested Readings

Ashraf, K.M., *Life and conditions of the People of Hindustan, 1200- 1500*, Delhi, 1959

Banerjee, A. C., *New History of Medieval India*, New Delhi, 1993

Banerjee, A. C., *The State and Society in North India 1206- 1526*, New Delhi, 1993

Chandra, Satish, *History of Medieval India*, Hyderabad, 2007

Chandra, Satish, *Medieval India I*, New Delhi, 1998

Chitnis.K.N., *Socio- Economic Aspects of Medieval India*, Poona, 1979

Jackson, Peter, *The Delhi Sultanate: A Political and Military History*, Cambridge, 1999

Lal. K.S. *Twilights of the Sultanate*, Bombay, 1963

Moreland. W.H., *Agrarian System of Moslem India*, Cambridge, 1929

Raychaudari,Tapan and Irfan Habib, Ed., *The Cambridge Economic History of India. I*, Hyderabad,1982.

Sewell, Robert, *A Forgotten Empire*, Delhi, 1990

Srivatsava,A.L., *The Sultanate of Delhi*, Agra, 1984

B.A. History -2nd Year Paper Code: BAHIS 2005

HISTORY OF EUROPE 1453 –1789 C.E

Unit.1:
Fall of Constantinople; Reneassiance

Unit.2:
Reformation–Counter Reformation- Ignatius Loyola

Unit.3:
Geographical Discoveries, Europe and the Wider World

Unit.4:
Rise of Nation States, Enlightened Despotism, Revolutions: Glorious Revolution 1688, Industrial Revolution and Factory System

Unit.5:
Louis XVI and Europe on the Eve of French Revolution

Suggested Readings

B.K. Gokhale,*Introduction to Western Civilization.*

B.V. Rao,World History.

Brendan Simms,Europe: *The Struggle for Supremacy from 1453 to the Present*

David Maland,*Europe in the 17th Century.*

Durant, Will, *The Story of Civilization, Vol.5,The Renaissance.* New York: Simon and Schuster, 1953.

Durant, Will, *The Story of Civilization, Vol.6,The Reformation.* New York: Simon and Schuster, 1957.

Hasen Charles Downer,*History of World Civilzation.*

Hayaes C.H, *Modern Europe to 1870.*

Kagan, Donald, Steven E. Ozment , Frank M. Turner.*Western Heritage since 1300,* New York, 2007.

Ketelbey, C. D. M. , *A Sort History of Modern Europe,*Delhi: Surjeet, 2000.

M.M.Mukherjee, *A Study of European History 1453- 1815*

Southgate, *A Text book of Modern European History*

http://ageofex.marinersmuseum. org http://www.learner.org/ interactives/renaissance/ index.html

http:// nationalhumanitiescenter.org/ tserve/nattrans/ntecoindian/ essays/columbian.htm

B.A. History -3rd Year Paper Code: BAHIS 3001

HISTORY OF INDIA 1526-1707 C.E.

Unit.1:
Babur's Conquests and Founding of the Mughal Empire- Humayun- Sher Shah's rise to power and administration

Unit.2:
Akbar- Conquests, Administration, Mansabdari System, Land Revenue system- Religious policy- Rajput policy- Jahangir's career- Nurjahan

Unit.3:
Shajahan- conquests - War of succession- Aurangazeb- Religious Policy- Deccan Policy- Reasons for the Decline of the Mughul Empire

Unit.4:
Socio- Economic conditions under the Mughuls- Bhakti Movement- Architecture and Literature under the Mughls

Unit.5:
Sikhism- Rise of Sikh Militancy, Guru Gobind Singh- Rise of Maratha Power- Sivaji Conquests and Administration

Suggested Readings

Alam,Muzaffar and Sanjay Subramanyam, *The Mughal State*, New Delhi, 2000

Athar Ali, M., *Moghal India*, New Delhi, 2006

Banerjee, A. C., *New History of Medieval India*, New Delhi, 1993

Chandra, Satish, *History of Medieval India*, Hyderabad, 2007

Chandra, Satish, *Medieval India II*, New Delhi, 1998

Habib, Irfan, Ed. *Akbar and His India*, New Delhi, 1997

Habib, Irfan, *The Agrarian System of Mughal India 1556-1707*, New Delhi, 1999

Kulkarni.A.R., *Maharashtra in the age of Shivaji*, Poona, 1969.

Moosvi,Sareen, *Mughal Empire*, New Delhi, 2008

Moreland. W.H., *Agrarian System of Moslem India*, Cambridge, 1929

Mukhia, Harbans, *The Mughals*, London, 2004

Richards,J.F., *The Mughal Empire*, Cambridge, 1993

Rizvi.S.A.A, *The Wonder That was India, Part II*, New Delhi, 1993

Roychaudari,T& Irfan Habib, Ed., *The Cambridge Economic History of India. I*, 1982

Srivatsava,A.L., *The Mughul Empire*, Agra, 1983

B.A. History -3rd Year Paper Code: BAHIS 3002

HISTORY OF INDIA 1707- 1857 C.E.

Unit.1:

Disintegration of Mughal Empire –Later Moghuls- Sayyid Brothers- Invasions of Nadir Shah and Ahamad Shah Abdali- Third Battle of Panipat

Unit.2:

Eighteenth Century India - The rise of regional powers- Bengal, Oudh, Hyderabad, Mysore and Carnatic.- European Trading Companies- Portuguese, Dutch, English, Danes and French

Unit.3:

English expansion in India- Carnatic Wars- Conquest of Bengal- Subsidiary Alliance- Maratha wars-Mysore wars- Sikh wars- Doctrine of Lapse

Unit.4:

Colonial Construction of India- Administrative structure- Land Revenue settlements, Zamindari, Ryotwari and Mahalwari systems- Introduction of Western Education and its impact- Religious Reform- Brahmo Samaj- Social Legislation- Abolition of Sati, Widow Remarriage Act

Unit.5:

The Great Revolt of 1857- Causes, Nature, Course and Consequences

Suggested Readings

Alam, Muzaffar, 1993. *The Crisis of Empire in Mughal North India, Awadh and the Punjab, 1707-1748*, Delhi.

Alavi, Seema, 1995. *The Sepoys and the Company*, Delhi: Oxford University Press.

Alavi, Seema, *18th Century India*

Barnett, Richard B., 1980. *North India Between Empires: The Mughals, and the British, 1720-1801*. Berkeley.

Bayly, C.A., 1988. *Indian Society and the Making of the British Empire* in *The New Cambridge History of India*,

Bayly, C.A., 1989. *Imperial Meridian: The British Empire and the World, 1780-1830*. London: Longman.

Bhattacharya, Sabyasachi,*Rethinking of 1857*

Burton Stein, *Debate on 18th CenturyIndia.*

Chaudhuri, K.N., 1978. *The Trading World of Asia and the English East India Company, 1660-1760*, CUP.

Chaudhuri, Sushi Bhusan, 1955. *Civil Disturbances during British Rule in India, 1765-1857*, Calcutta.

Cohn, Bernard, 1996. *Colonialism and its Forms of Knowledge: The British in India*, Princeton: PUP.

Derrett, J.D.M., 1968. *Religion, Law and the State in India: Residents and the Residency System,1764-1857*,Delhi.

Fisher, Michael, ed., 1993. *The Politics of British Annexation in India, 1757-1857*, Delhi: OUPress.

Gordon, Stewart, 1994. *Marathas, Marauders and State Formation in Eighteenth Century India*, Delhi: OUPress.

Guha, Ranajit, 1983. *Elementary Aspects of Peasant Insurgency in Colonial India*, Delhi: OUPress.

Metcalf, Thomas R., 1997. *Ideologies of the Raj in The New Cambridge History of India*, Cambridge: CUPress.

Sen, S.N., 1957. *Eighteen Fifty-Seven*, Delhi: Publications Division.

Stokes, Eric, 1978. *The Peasant and the Raj. Studies in Agrarian Society and Peasant Rebellion in Colonial India*

Stokes, Eric, 1986, *The Peasant Armed: Indian Revolt of 1857*, Oxford: Clarendon Press.

B.A. History -3rd Year Paper Code: BAHIS 3003

HISTORY OF INDIA (1858- 1950 C.E).

Unit.1:
Queen's Proclamation- Economic Impact –Anti-Colonial Resistance –Tribal and Peasant Revolts- British policies after 1858 –Cultural Awakening

Unit.2:
Rise of National Consciousness- Foundation of the Indian National Congress: Objectives- Moderates and their Achievements- Rise of Extremism- Partition of Bengal- Swadeshi Movement- Minto –Morley Reforms of 1909

Unit.3:
Home Rule Movement- Montague- Chelmsford Reforms of 1919 - Gandhi's entry into the Indian Politics- Khilafat Question- Jallian Wallabagh Incident

Unit.4:
Non-Cooperation Movement- Simon Commission Agitation - Nehru Report- Civil Disobedience Movement- Round Table Conferences- 1935 Act

Unit.5:
Rise of Communalism- Demand for Pakistan- Cripps Mission- Quit India Movement- Subhash Chandra Bose and the INA- Naval Mutiny- Cabinet Mission Plan- Partition and Freedom – The Dawn of Indian Republic-Constitution of India

Suggested Readings

Bandyopadyay, Sekhar, *From Plassey to Partition: A History of Modern India*, Delhi, 2004

Chandra, Bipan, Amales Tripathi & Barun De, *Freedom Struggle*, NBT, Delhi, 1972

Chandra,Bipan et.al, *India's Struggle for Independence*, New Delhi, 1989

Chatterjee, Partha, *The Nation and its Fragments*. Delhi, Princeton: 1994.

Desai, A.R., ed., *Peasant Struggles in India*, Bombay, 1979.

Dutt, Romesh, C., *Economic History of India, Vol.2: In the Victorian Age*, Delhi, 1969.

Hasan, Mushirul, ed., *India's Partition: Process, Strategy and Mobilization*, Delhi,1993.

Low, D.A., ed., *Congress and the Raj, 1917-47*, New Delhi, 1977.

Majumdar, R.C., *History of Freedom Movement in India, Vols I-III*, Firma KLM, Calcutta, 1988

Peter Heehs, *Freedom Movement*

Sarkar, Sumit, *Modern India, 1885-1947*, Delhi: Macmillan, 1983.

Sarkar, Sumit, *The Swadeshi Movement in Bengal, 1903-1908*, New Delhi, 1973.

Tarachand, *History of Freedom Movement in India, Vol I-IV*, New Delhi, 1972.

B.A. History -3rd Year Paper Code: BAHIS 3004

HISTORY OF SOUTH INDIA UPTO 650 C.E.

Unit.1:
Sources for the History of South India – Th : Prehistoric evidences- The Neolithic –Megalithic settlements and regional variations -

Unit.2:
South India under the Mauryas – The pre-Satavahana evidences - Satavahanas- Ikshavakus – The mercantile expansion

Unit.3:
Sangam Age – Five Eco Zones (*Tinai*), Sangam Polity, Society and Economy.

Unit.4:
Early Historical dynasties -The kadambas - Pallavas of Kanchi–Chalukyas of Badami- Eastern Chalukyas -Contribution to Art, Architecture and Literature – Bhakti Movement

Unit.5:
Economy of the early Historical South India – Expansion of Agricultural activities- Inscriptional data – Agraharas- Temple as the center of all socio-economic activities .

Suggested Readings

R. Champakalakshmi, *Trade, Ideology and Urbanization: South India (300 BC - AD 1300)* 1996

Chopra P.N,.T.K. Ravindra& N. Subramanian , *History of South India Vol: I*, S. Chand & Co, New Delhi, 1979

Karashima, Noboru, *A Concise History of South India: Issues and Interpretations*, OUP, New Delhi, 2014

Karashima, Noboru, *South Indian History and Society*, OUP, New Delhi, 1985.

Kenneth R. Hall, *Network of Trade Polity and Societal Integration in Chola-Era South India, c 875-1279*, 2013.

NilakantaSastri , K.A., *A History of South India*, OUP, Madras, 1966

Stein, Burton, *Peasant State and Society in Medieval South India*, New Delhi: OUP, 1980.

Subbarayalu, Y, *South India under Cholas*, Delhi: Oxford University Press.

B.A. History -3rd Year Paper Code: BAHIS 3005

HISTORY OF SOUTH INDIA 650-1565 C.E

Unit.1:
Emergence of the Imperial Cholas–Political Geography-Administration- Art and Architecture–Maritime Contacts –Trade Guilds

Unit.2:
The Imperial Pandyas and Cheras- The Rashtrakutas and Chalukyas – The Kakatiyas - Conflicts – Polity and Economy

Unit.3:
Malik Kafur's Invasion of South India – The Bahamanis and the rise of Vijayanagara - Vijayanagara State and Society.

Unit.4:
Society and Economy -Agriculture- Industry and State Income Merchant and Craft Guilds. Bahamani and Adilshahis - State Income - Trade Contacts -Economic Innovations.

Unit.5:
Religion and Philosophy: Jainism - Jaina Centres - New Religious Sects (Advaitha, Dwaita, Vishistadvaitha,) Minor Cults (Kalamukhas and Shaktas) Virashaivism - Sufism.

Suggested Readings

Champakalakshmi, *R Trade, Ideology and Urbanization : South India (300 BC - AD 1300)* 1996

Chopra P.N,.T.K. Ravindra& N. Subramanian , *History of South India Vol: I*, S. Chand & Co, New Delhi, 1979

Karashima, Noboru, *A Concise History of South India: Issues and Interpretations*, OUP, New Delhi, 2014

Karashima, Noboru, *South Indian History and Society*, OUP, New Delhi, 1985.

Kenneth R. Hall, *Network of Trade Polity and Societal Integration in Chola-Era South India, c.875-1279*, Primus Books,2013.

NilakantaSastri , K.A., *A History of South India*, OUP, Madras, 1966

Stein, Burton, *Peasant State and Society in Medieval South India*, New Delhi: OUP, 1980.

Subbarayalu, *South India under Cholas*.OUP.New Delhi.2007.

PONDICHERRY UNIVERISTY
DIRECTORATE OIF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

BACHELOR OF ARTS (ENGLISH)

Submitted for Approval of UGC
With effect from 2020-21 Onwards

B.A. (English)

(a) Mission and objectives of this Program:

This programme is designed to cater to the demands of the English language and Literature with due recognition of their importance in the Indian Education System. This is designed to hone and enhance the skills of the learners and to develop knowledge in communication—both written and spoken.

Objectives of this programme are:

- To give the learners a sound understanding of British and American literatures and also other new areas in literature such as Translation Studies, Green Literature, English for Mass Media and English for Competitive Exams.
- To develop an understanding of English and other literatures in their proper historic-critical perspectives
- To understand the principles and methods of writing skills through literature.

(b) Relevance of the program:

- This programme emphasizes close reading of the texts and critical analysis of them by developing students 'abilities to understand and respond to literary texts
- to situate texts within their larger aesthetic, historical, and professional contexts.

(c) Targeted Group of Learners:

Students who have completed their 'plus-Two' and Practicing teachers of English in Secondary education with an academic background in English Literature who need/wish to broaden and develop their academic expertise as part of their professional developments.

(d)Appropriateness of programme to be conducted through Open and Distance Learning mode:

As most of our target groups are working personnel, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

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Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

(e) Instructional Design: Initially curriculum and detail syllabi were designed by our internal Faculty members and are critically reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it is approved by Academic Council after thorough discussion. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

6. Curriculum design:

I Year

Code	Course Title	Min. Passing Marks	Max. Marks
BAEG	Indian Writing in English	40	100
BAEG	Prose	40	100
BAEG	Poetry	40	100
BAEG	Fiction	40	100
BAEG	Environmental Studies	40	100

2 Year

Code	Course Title	Min. Passing Marks	Max.Marks
BAEG	History of English Literature	40	100
BAEG	English Language and Linguistics	40	100
BAEG	Literary Criticism	40	100
BAEG	British Drama	40	100
BAEG	American Literature	40	100

3 Year

Code	Course Title	Min. Passing Marks	Max. Marks
BAEG	Writing Skills	40	100
BAEG	Communication Skills	40	100
BAEG	English For Competitive Examinations	40	100
BAEG	Translation Studies	40	100
BAEG	Indian Culture Through Literature	40	100

g) Requirement of the Laboratory Support and Library Resources: In existing courses there are no practical components. However, there is an excellent Library with latest collections for the students who can refer for their studies during University working hours.

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Pondicherry University
Puducherry – 605 014.

(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 300,000/ (approx.)

(ii) PCP classes Cost Rs. 75,000/ (approx.)

DDE is having sufficient fund for running the programme.

(i) Quality assurance mechanism and expected programme outcomes: Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials.

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Detailed Syllabus Outline:

B.A. (English) programme curriculum is designed with annual pattern which is of three years duration. The first year is having 5 papers which includes Indian Writing in English, Prose, Poetry, Fiction and Environmental Studies. The Second year includes History of English Literature, English Language and Linguistics, Literary Criticism, British Drama and American Literature. The third year includes Writing Skills, Communication Skills, English For Competitive Examinations, Translation Studies and Indian Culture Through Literature.

Sources of Study Materials

As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.

Selected References:

History of English Literature by E.Albert
*History of English Literature*by Hudson.
A Text book of English Phonetics and Structure for Indian Students by V.Shyamala (Sharath Ganga Publishers, Trivandrum)
Grand Taylor- *English Conversation Practice.* Tata McGraw Hill,
RadhakrishnaPillai, G.K Rajeevan- *Spoken Englishfor You*, Emerald Publishers.
English Literary Forms: A Background to the Study of English Literature by Prasad
Business *English*, Pearson, 2008
F T Wood:*A Remedial English Grammar for Foreign Students.* (Macmillan)
R.P.Bhatnagar and RajulBhargava: *English for Competitive Examinations*(Macmillan
M.S Nagarajan, *English Literary criticism and theory: An Introductory History*, 2006.
A Handbook of Translation Studies, B. K. Das, Atlantic, 2008.

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PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

MBA (Hospital Management)

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

(a) Programme's Mission & Objectives:

Mission: The Master of Hospital Management programme prepares a varied group in the line of medical careerists to become future managers and leaders within healthcare providing orgaaizations and consulting firms who are committed to improving the delivery of health services throughout India.

Objectives: The course aims at specializing in Hospital Management and to develop qualified managers for the healthcare industry. It is designed to impart in-depth knowledge and professional skills required for handling the function of Hospital Management sector.

(b) Relevance of the program with HEI's Mission and Goals:

Corporate types of Hospitals are expanding their key networks in many places. Hence, there is good scope for employment opportunity in the field of Hospital management.

(c) Nature of prospective target group of learners:

The target groups of learners are identified from Graduates of MBBS degree, Pharmacy, Dental, Nursing, Physiotherapy, Bio-Engineering, Bio-Sciences and a graduate from any of the Indian Systems of Medicine like Homeopathy, Siddha, Ayurvedha and Unani and also the learners from any graduate with 2 years of work experience in any hospital are considered to give admission into this programme.

(d) Learning Outcomes:

The mission and program educational objectives are supported by the following student outcomes addressed by the courses in the Hospital Management curriculum.

Students Postgraduating from the Hospital Management will have mastered the competencies outlined in the following domains:

- **Management and Leadership Practice domain**: Accountability, Professionalism, Health Services Management, Strategic Management, Innovation and Creativity, Leadership. Change Management, Influence, Initiative, Team Leadership, Systems Thinking. Human Resources Management, Communication, Public Presentation.
- **Interpersonal understanding and relationship management domain:** Interpersonal Understanding, Relationship and Network Management, Collaboration, Cultural Competency.
- **Technical/Analytical domain:** Financial Capability, Budget Management, Market Analysis, Application of Statistical tools, Information Technology, Operations Management and Performance Measurement.
- **Healthcare Environment domain:** Legal Environment, Financial and Reimbursement Environment, Regulatory Environment, Health Policy Environment, Provider Environment.

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(e) **Instructional Design:**

1. **Duration of the Programme:**

The course shall be of two years duration spread over into four semesters. The Maximum duration to complete the course shall be 4 years.

2. **Medium**

The medium of instruction shall be English.

3. **Instructional delivery mechanisms:**

The delivery of the programme is through conduct of Personal Contact Programme and the details are given below:

a) 8 days (40 hours) PCP classes for each I & II semester will be conducted along with other MBA programmes.
b) A total of 30 days PCP classes for III and IV semester will be conducted only in Puducherry.
c) 75% attendance is **mandatory** for each III and IV semester PCP classes.

4. **Faculty and support of Staff:**

- DDE faculty, University faculty from Management department and other college faculty will be engaged in handling classes of the first two semesters through Personal contact programme.
- Distance Education Staff will be engaged in supporting other activities like dispatch of study materials.
- Senior Medical practitioners from medical colleges (JIPMER and other affiliated medical colleges) will be engaged in handling classes of the 3rd & 4th semesters in Personal contact programme.

5. **Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information about DDE Programmes in the University website.
- The student support services like help desk (grievances) will be provided and solved in person, phone, emails and group SMSs.

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6. Curriculum Design

MBA (HOSPITAL MANAGEMENT) CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHM3001	Healthcare Environment & Management	100	50
2	MBHM3002	Hospital Architecture, Planning and Maintenance	100	50
3	MBHM3003	Health care Laws, Ethics and Medical Terminology	100	50
4	MBHM3004	Hospital Operations Management	100	50
5	MBHM3005	Patient care Management	100	50

IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHM4001	Purchase Management & Inventory Control for Hospitals	100	50
2	MBHM4002	Hospital Facilities Management	100	50
3	MBHM4003	Hospital Information System	100	50
4	MBHM4004	Total Quality Management	100	50
5	MBHM4005	Public Health System & Outreach Programmes	100	50
6	MBHM4006	**Project Work (100 marks)**	100	50

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7. Detailed Syllabus:

MBA – I Semester

PAPER – I

MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC1001

Objectives

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill. NewDelhi,2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning. NewDelhi, 2009*

Fred Luthans, ORGANISA TIONAL BEHAVIOUR. *TataMcGraw-Hill, NewDelhi*

Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Paper Code: MBAC1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*
Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*
Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*
Geetika, Ghosh & Choudhury, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

MBA - I Semester

PAPER –III
ACCOUNTING FOR MANAGERS

Paper code: MBAC1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*
Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*
Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*
Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

Maheswari & Maheswari, MERCANTILE LAW, *Himalaya Publishing House, Mumbai*

Rudder Dutt & Sundaram, INDIAN ECONOMY, *Vikas Publishing House, New Delhi.*

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA-I Semester

PAPER-V
RESEARCH METHODOLOGY

Paper code: MBAC1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi,*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011.*

MBA- II Semester

PAPER-VII
MARKETING MANAGEMENT

Paper Code: MBAC2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCE

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delihi, 2002,*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships -- Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*.
Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*
Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi,2009*
Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*
Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi,2010*
Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA – II Semester

PAPER – IX

OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA- II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC2005

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi,2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA (Hos. Mgmt) – III Semester Paper Code: MBHM 3001

Paper XI
HEALTHCARE ENVIRONMENT AND MANAGEMENT

Objectives:

- To familiarise with the healthcare environment
- To understand the concepts of management with relevance to hospitals

UNIT I

Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

UNIT II

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services.

UNIT III

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

UNIT IV

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

UNIT V

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods - Uses

REFERENCES

Seth,M.L. MACROECONOMICS, *Laksminarayana Agrawal, Edu,Pub.Agra.1996*

Peter,Z & Fredrick, B. HEALTH ECONOMICS, *Oxford Pub., New York, 1997*

Shanmugansundaram, Y., HEALTH ECONOMICS, *Oxford Pub. New York, 1997*

Paper XII

HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE

Objectives:

- To understand the necessity of architecture and planning in Hospitals
- To get familiarised with the designing and maintenance of hospital systems

UNIT I

Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

UNIT II

Planning: Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

UNIT III

Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements –hospital drawings & documents-preparing project report.

UNIT IV

Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

UNIT V

Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

REFERENCES

G.D.Kunders, DESIGNING FOR TOTAL QUALITY IN HEALTH CARE

Gupta S.K;SunilKant Chandra Shekhar; R Satpathy, MODERN TRENDS IN PLANNING AND DESIGNING OF HOSPITALS

Syed Amin Tabish, HOSPITAL AND NURSING HOMES PLANNING, ORGANISATIONS & MANAGEMENT

G.D.Kunders, HOSPITALS, FACILITIES PLANNING AND MANAGEMENT

MBA (Hos. Mgmt) – III Semester Paper Code: MBHM 3003

Paper XIII

HEALTH CARE LAWS, ETHICS AND MEDICAL TERMINOLOGY

Objectives:

- To get acquainted with the legal provision and issues related to health care
- To familiarise with the medical terminologies
- To understand the ethical issues in health care system

UNIT I

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics -

UNIT II

Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy-FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

UNIT III

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

UNIT IV

Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

UNIT V

Illness- Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission-Overview of Hospital Services -Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records.

REFERENCES

BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – *Jaypee brothers Publications.*

Francis CM,Mario C de Souza ; HOSPITAL ADMINISTRATION – *Jaypee brothers Medical Publishers*

MBA (Hos. Mgmt) – III Semester Paper Code: MBHM 3004

Paper XIV

HOSPITAL OPERATIONS MANAGEMENT

Objectives:

- To identify the important functions and its management in Hospitals
- To familiarise with the supporting services and procurement management of Hospitals

UNIT I

Front Office - Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead - Maintenance and Repairs Bio Medical Equipment

UNIT II

Clinical Services - Clinical Departments – Out patient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co-ordination; Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

UNIT III

Supporting Services – House Keeping –Linen and Laundry, - Food Services - Central Sterile Supply Department (CSSD)

UNIT IV

Facility Location and Layout importance of location, factors, general steps in location selection - Types of lay outs – product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipments. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.

UNIT V

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing, Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis.

REFERENCES

Madhuri Sharma, ESSENTIALS FOR HOSPITAL SUPPORT SERVICES AND PHYSICAL INFRASTRUCTURE.

Sakharkar BM, PRINCIPLES OF HOSPITALS ADMINISTRATION AND PLANNING, *Jaypee*

Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION, *New Delhi, 2000*

Prabhu KM, Sood SK, HOSPITAL LABORATORY SERVICES ORGANIZATION AND MANAGEMENT, *Journal of Academy of Hospital Administration, 2(@) 1990*

MBA(Hos. Mgmt) – III Semester Paper Code: MBHM 3005

Paper XV

PATIENT CARE MANAGEMENT

Objectives:

- To understand the importance of patient care management
- To be acquainted with the disaster and safety & Security Management in Hopitals

UNIT I

Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.

UNIT II

Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

UNIT III

Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

UNIT IV

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

UNIT V

Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

REFERENCES:

Goel S L & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., *Deep Deep Publications Pvt Ltd: New Delhi*

Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., *Jaypee, New Delhi*

MBA (Hos. Mgmt) – IV Semester Paper Code: MBHM 4001

Paper XVI

PURCHASE MANAGEMENT AND INVENTORY CONTROL IN HOSPITALS

Objectives:

- To familiarise with the concepts of procurement
- To understand stores management and inventory control system

UNIT I

Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management - Tendering procedures – procurement procedure -Vendor development and rating – Methods of payment – Letter of credit – Foreign currency-payments.-Import documentation.

UNIT II

Inventory control: Definition -objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto's law -ABC /VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

UNIT III

Stores Management- location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

UNIT IV

Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

UNIT V

Recent trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management -concept of Just in time and Central purchasing.

REFERENCES:

Mr. K S Menon, STORES MANAGEMENT 2ed., Macmillan India Ltd.,

Mr. Rupnarayan Bose, AN INTRODUCTION TO DOCUMENTARY CREDITS, *Macmillan India Ltd*

Mr. B S Sahay, SUPPLY CHAIN MANAGEMENT, *Macmillan India Ltd*

Mr. Gopalakrishnan & Sunderasan, MATERIALS MANAGEMENT.

MBA (Hos. Mgmt) – IV Semester Paper Code: MBHM 4002

Paper XVII

HOSPITAL FACILITIES MANAGEMENT

Objectives:

- To get familiarised with support service systems
- To get acquainted with hazards and its management in hospital environment

UNIT I

Nutrition and Dietary services – Pharmacy services – Medical Records services.

UNIT II

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems –Biomedical engineering departments in modern hospitals.

UNIT III

Laundry services – House keeping services – CSSD-Energy conservation methods – AMC.

UNIT IV

Ambulance services – Mortuary services – Hospital security services.

UNIT V

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.-Outsourcing of Support services –Waste disposal and management - few case studies.

REFERENCES:

G.D.Kunders, HOSPITAL AND FACILITIES PLANNING AND DESIGN

Jacob Kline, HAND BOOK OF BIO-MEDICAL ENGINEERING

Webster J.G and Albert M. Coo, CLINICAL ENGINEERING PRINCIPLES AND PRACTICES

Antony Kelly, MAINTENANCE PLANNING AND CONTROL

MBA(Hos. Mgmt) – IV Semester Paper Code: MBHM 4003

Paper XVIII
Hospital Information Systems

Objectives:

- To understand the role of IT in hospital management
- To familiarise with the latest developments in technology with relevance to hospitals

Unit I
The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

Unit II
The Electronic health record: Functions of the health record –Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-or-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation –The future

Unit III
Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails?

Unit IV
Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

Unit V
Telehealth– Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary- The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation

REFERENCES:

Kathleen M., INFORMATICS FOR HEALTHCARE PROFESSIONAL
James O'Brien, Tate McGraw Hill, MANAGEMENT INFORMATION SYSTEM
Peter Norton, INTRODUCTION TO COMPUTER, *Tata McGraw Hill*

MBA(Hos. Mgmt) – IV Semester Paper Code: MBHM 4004

Paper XIX

TOTAL QUALITY MANAGEMENT

Objectives:

- To introduce with the TQM Concepts
- To understand theimportance of quality in hospital management

UNIT I

Quality mission, policy and objectives, concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality.Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi;SPC, SQC, CWQC, TPM, TQC:

UNIT II

Definition, underlying concepts, implementation and measurement of TQM, internal customer-supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

UNIT III

Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality -SQC; control charts for variables- X, Xbar, and R charts and control charts for attributesp,Np, and c charts. Acceptance sampling plan and occurrence .

UNIT IV

Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, dicmeal audit, accreditation, nursing care standards, Six Sigma, JIT and NABL

Introduction to IS02000, ISO 14000, and ISO 18000.

Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000.

Bench marking and Business Process Reengineering: definition, methodology and design, evaluation and analysis

UNIT V

Current trends in TQM- Quality in healthcare, Accreditation -with special emphasis on NABH Accreditation,

REFERENCES:

Bester field H. Dale, TOTAL QUALITY MANAGEMENT, *Pearson New Delhi, 2005.*

Sridhar Bhat, TOTAL QUALITY MANAGEMENT, *Himalaya House pub., Mumbai,* 2002

Sundara Raju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, *Tata McGraw Hill,*

Srinivasan, N.S. AND V. NARAYANA, MANAGING QUALIY- CONCEPTS AND TASKS, *New Age International, 1996.*

Kume, H., MANAGEMENT OF QUALITY, *Productivity Press, 1996*

MBA (Hos. Mgmt) – IV Semester Paper Code: MBHM 4005

Paper XX

PUBLIC HEALTH SYSTEM AND OUTREACH PROGRAMMES

Objectives:

- To understand the basic concepts and methods of epidemiology
- To get familiarised with the Emergency Epidemic Management System

UNIT I

Basic concepts and methods of Epidemiology and application to the variety of disease problems – Health for all and primary Health care - Clinical trails – community trails – ethical considerations – inference from epidemiological studies.

UNIT II

National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non Communicable diseases – Cancer, Blindness,Diabetes, and Mental Health-Reproductive and child health programme (RCH)-Health related national programmes –Integrated Child development scheme, water supply and sanitation, minimum needs programme.

UNIT III

Alcoholism and drug dependency: Alcohol and alcoholism – opiod drug use – cocaine and other commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers.

UNIT IV

Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators.

UNIT V

Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

REFERENCE BOOKS:

Gilienfeld, FOUNDATION OF EPIDEMIOLOGY

Brilliant Lawrence, SMALLPOX ERADICATION IN INDIA

Ronald Gold et.el., PRE-TEST SELF ASSESSMENT AND REVIEW

PRINCIPLES OF INTERNAL MEDICINE HARRISONS Volume 2

(f) Procedure for admission, curriculum transaction and evaluation:

1. Eligibility Criteria for Admission:

- Any Graduate with MBBS degree,Pharmacy,Dental,Nursing, Physiotherapy, Bio-Engineering, Bio-Sciences and a graduate from any of the Indian Systems of Medicine like Homeopathy, Siddha, Ayurvedha and Unani.

or

- Any other graduate with 2 years of work Experience in any hospital

The degree should be from a recognized University with pass in the stream of:

- 10 + 2 + 3 or
- 11 + 1 + 3 or
- 11 + 2 + 2 system.

2. Fees Structure for MBA (Hospital Management)

Fee Structure	Rs.
Registration Fee	Rs. 200
Matriculation Fee	Rs. 50
Recognition Fee (For Foreign University Degree – Rs.450)	Rs. 200
Study Material Fee	Rs. 4050
University Development fund	Rs. 1000
Tuition Fee I year	Rs. 25,000 (12,500 per semester)
Tuition Fee II year	Rs. 25000 (12,500 per semester)
Total	Rs. 55,500

3. Evaluation:

- **Examination:** Examinations will be held twice a year in June and December.

Question Paper Pattern

Time: 3 Hours Maximum Marks : 100

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - A Case study (Compulsory)

- Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

- **Project Work**

The students must submit their projects at the end of fourth semester and the **Vive-voce** examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks.** No Viva-voce examination will be conducted.

(g) **Laboratory and Library Resources:**

The University affiliated Medical college laboratory may be utilized for practical. A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material : **Rs. 5,00,000** (approx. for 100 students' enrolment)

PCP Class : **Rs. 4,00,000** (approx. for 100 students' enrolment)

(i) **Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

MBA (OPERATIONS & SUPPLY CHAIN MANAGEMENT)

Programme Proposal Report

With Effect from 2018 -19 Onwards

MBA- OPERATIONS & SUPPLY CHAIN MANAGEMENT

(a) Mission and objectives of this Programme:

MBA Programme in Operations & Supply Chain Management aims at supplying professionally trained manpower to manage the Supply Chain & Logistics functions of business. This program focuses on the critical functions of business operations and Supply Chain Management issues. This programme offers solutions to Logistics and supply Chain Management problems by using cross functional inputs.

The main objectives of the program are:

- To understand the principles & role of Supply Chain Management in Organizations.
- To understand the Supply Chain Model, Structure, Strategies, Planning & Operations.
- To understand the nature & importance of inter-relationships within Supply Chain.
- To understand and apply range of tools and techniques to supply chain optimization.
- To come across relevant Supply Chain case studies from real business & industry

(b) Relevance of the programme:

In the Indian industrial scenario there is a lot of scope for supply chain management (SCM) due to increasing uncertainty of supply networks, globalization of businesses, proliferation of product variety and shortening of product life cycles. In this sector there is very high employability potential for the graduates.

(c)Targeted Group of Learners:

Following are the target group who can join SCM Course:

- Anyone who are directly related to Logistic Functions and Supply Chain Management.
- Candidates who are responsible for Planning at Strategic, Tactical or Operational level.
- Inventory Managers, Superintendents or Supervisors.
- Those who are involved in Materials supply to projects or service delivery
- Contract Officers or anyone who deals with Vendors/Suppliers or Customers/Clients.

(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :

Most of our candidates are working group who are directly related to logistic functions and Supply Chain Management, Inventory Managers, Superintendents or Supervisors etc. As most of them are currently working directly or indirectly in some organization, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

(e) Instructional Design: Initially curriculum and detail syllabi were designed by our internal Faculty members and are critically reviewed by external experts. After thorough review it was

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Pondicherry University
Puducherry – 605 014.

placed in Board of Studies, subsequently it is approved by Academic Council after thorough discussion. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

(f) Procedure of Admission: Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

Eligibility Criteria for Admission

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

Duration of the Course

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

Medium

The medium of instruction is English.

Personal Contactt Programme (PCP)

PCP classes will be conducted at select centers based on the number of students enrolled for the programme. The attendance is optional to PCP Classes.

MBA (OPERATIONS & SUPPLY CHAIN MANAGEMENT)
CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

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II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBSC 3001	Production and Operations Management	100	50
2	MBSC 3002	Logistics Management	100	50
3	MBSC 3003	Supply Chain Management	100	50
4	MBSC 3004	Materials and Stores Management	100	50
5	MBSC 3005	Information System in Supply Chain Management	100	50

IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBSC 4001	Project Management in Supply Chain Operations	100	50
2	MBSC 4002	Innovations and R&D Management	100	50
3	MBSC4003	Procurement and Quality Management	100	50
4	MBSC 4004	Customer Relationship Management	100	50
5	MBSC 4005	Global Supply Chain Management	100	50
6	MBSC 4006	**Project Work (75 marks) + Viva-voce (25 marks)**	100	50

Question Paper Pattern

Maximum Marks: 100 **Times: 3 Hours**

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (Compulsory)

Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those

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who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

Project Work

The students must submit their projects at the end of fourth semester The maximum marks allotted for the project Report will be **100 marks.**

Fee Structure:

Sl.No.	Fee Particulars	MBA (OSCM)
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee *	200
5	Study Material & Handling Charges	3,500
6	Tuition Fee	20,000
	Total	**24,925**

*(For Foreign University Degree – Rs.450)

Sl.No.	Fee Particulars	MBA
1	First Year/Semester (at the time of Admission)	9,925
2	Second Year /Semester	5,000
3	Third Year / Semester	5,000
4	Fourth Semester	5,000
Total		**24,925**

(g) Requirement of the Laboratory Support and Library Resources: In existing courses there are no practical components. However, there is an excellent Library with latest collections for the students who can refer for their studies during University working hours.

(h) Cost estimation of the programme and the provisions:

(i) Study material Cost Rs. 500,000/ (approx.)

(ii) PCP classes Cost Rs. 100,000/ (approx.)

DDE is having sufficient fund for running the programme.

(i) Quality assurance mechanism and expected programme outcomes: Time-to-time curriculum is reviewed by the experts as and when there is any requirement to bring changes in

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the existing course material. However, every five year we review the syllabus and brings out the major changes, correspondingly in the study materials

Detailed Syllabus Outline:

MBA (Operations & Supply Chain Management) programme curriculum is designed with semester pattern which is spread across into four semesters and of two years duration. The first year 1st and 2nd semesters) having 10 papers which covers core management papers such as Management Concepts & Organization Behaviour, Managerial Economics, Accounting for Managers, Strategic Management, Operations Management, Research Methodology etc. The Second year (3rd and 4th semester) having 10 papers which covers specialization papers includes Production and Operations Management, Logistics Management, Supply Chain Management, Procurement and Quality Management, Customer Relationship Management, Global Supply Chain Management etc. In the fourth semester students have to complete a project report from their specialization papers and to be submitted to the Controller of Examination for its evaluation.

Sources of Study Materials

As per the curriculum approved by the Board of Studies study materials are prepared. For preparing of study materials, subject experts are identified from the various reputed institutions in the country. The experts are requested to prepare study materials as per the guidelines of UGC for preparing SLM for distance learners. Once the study materials are prepared by the subject experts, our internal senior faculty members review them thoroughly for its appropriateness and then sent to the editors for finalising manuscript and then get the approval of the University authorities. Finally, all the approved study materials are sent for printing, maintaining with high quality.

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MBA – I Semester

PAPER – I
MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC1001

Objectives

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Sk'lls - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*
Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*
Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*
Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi. 2009*
Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*
Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi,2008*

MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Paper Code: MBAC1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*
Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*
Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*
Geetika, Ghosh & Choudhury., MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

MBA - I Semester

PAPER –III
ACCOUNTING FOR MANAGERS

Paper code: MBAC1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*
Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*
Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*
Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC1004

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

MBA-I Semester

PAPER-V
RESEARCH METHODOLOGY

Paper code: MBAC1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribation of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*
Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*
Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi,*
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*

MBA- II Semester

PAPER-VII
MARKETING MANAGEMENT

Paper Code: MBAC2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCE

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delihi, 2002.*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*.
Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*
Garry Dessler &Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi,2009*
Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*
Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi,2010*
Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

MBA – II Semester

PAPER – IX
OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i:e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

MBA- II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC2005

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

MBA (Operations & Supply Chain Management) – III Semester

PAPER - XI
PRODUCTION AND OPERATIONS MANAGEMENT

Paper Code: MBSC2001

Objectives

- To understand the concepts and principles of Production and Operations
- To appreciate the importance of quality in Production Management
- To apply the productivity improvement techniques

UNIT I

Transformation process model: Inputs, Process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

UNIT II

Process types in manufacturing: Project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning.

UNIT III

Production Planning & Control: Production planning techniques for various process choices, Techniques of production control, Aggregate planning techniques,

UNIT IV

Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

UNIT V

Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)

REFERENCES

Adam Jr Everett E. R J, PRODUCTION AND OPERATIONS MANAGEMENT , *Prentice-Hall, 1992, 2000 5th ed.*

Chary, PRODUCTION AND OPERATIONS MANAGEMENT, *Tata McGraw-Hill, 1997 9th e*

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Haleem A, PRODUCTION AND OPERATIONS MANAGEMENT ,*Galgotia Publication, 2004*

Shanker Ravi, Industrial Engineering, *Galgotia Publication.*

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford University Press*

MBA (Operations & Supply Chain Management) – III Semester

PAPER - XII
LOGISTICS MANAGEMENT

Paper Code: MBSC3002

Objectives

- To introduce process and functions of logistics system
- To understand the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and
- To provide an insight into the role of Internet Technologies in Logistics Management

UNIT I

Introduction to logistics management- Definition, scope, functions, objectives - Integrated logistics management, role of logistics in the Supply chain - Logistics & customer service, Role of logistics in competitive strategy, Logistics organization & performance measurement, ERP – SAP - ORACLE

UNIT II

Inventory planning- inventory costs, classifying inventory, Nature & importance of warehousing, types of warehouses, warehousing functions, warehouse layout & design. Material handling -objectives, guidelines & principles selection of material handling equipments. Packaging-role of packaging, packaging materials, consumer & industrial packaging, material handling efficiency

UNIT III

Transportation- role of transportation in logistics, transportation selection decision, basic modes of transportation- Rail, Road, Water, Air, Pipeline- characteristics of different modes-transport economics - Inter modal operations

UNIT IV

Containerization-concept, types, benefits, Types of carriers- indirect & special carriers, Role of intermediaries- shipping agents, brokers- freight management- route planning Role of ports, ICDs, CONCOR - Global shipping options

UNIT V

Reverse logistics- scope, design, e-logistics- logistics information system-application of IT in logistics- automatic identification technologies- bar coding, RFID, Logistics outsourcing- 3PL & 4PL, Global logistics- operational & strategic issues

REFERENCES

Ailawadi C Sathish & Rakesh, LOGISTICS MANAGEMENT, *Prentice Hall, India, 2005*
Agrawal D K, LOGISTICS & SUPPLY CHAIN MANAGEMENT , *Macmillan India Ltd, 2003*
Coyle et al., THE MANAGEMENT OF BUSINESS LOGISTICS, *Thomson, 7th ed., 2004*
Bowersox Donald J, LOGISTICAL MANAGEMENT- THE INTEGRATED SUPPLY CHAIN PROCESS, *Tata McGraw Hill, 2000*

MBA (Operations & Supply Chain Management) - III Semester

PAPER - XIII

SUPPLY CHAIN MANAGEMENT

Paper Code: MBSC3003

Objectives

- To introduce process and functions of supply chain management
- Appreciate the design and network in supply chain management
- To understand the role of coordination in supply chain management

UNIT I

Introduction to Supply Chain Management- Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

UNIT II

Designing the Supply Chain Network- Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.

UNIT III

Planning Demand and Supply- Role of forecasting – demand forecasting – approaches – role of IT.

Planning and Managing Inventories- Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.

UNIT IV

Transportation Networks and Sourcing- Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment.

UNIT V

Coordination in a Supply Chain- Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levels – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.

REFERENCES

Sunil Chopra and Peter Meindl, SUPPLY CHAIN MANAGEMENT – STRATEGY, PLANNING AND OPERATION, *PHI, 4th Edition, 2010.*

Wisner, Keong Leong and Keah-Choon Tan, PRINCIPLES OF SUPPLY CHAIN MANAGEMENT A BALANCED APPROACH, *Thomson Press, 2005.*.

Coyle, Bardi, Longley, THE MANAGEMENT OF BUSINESS LOGISTICS – A SUPPLY CHAIN PERSPECTIVE, *Thomson Press, 2006.*

Jeremy F Shapiro, MODELING THE SUPPLY CHAIN, *Thomson duxbury 2002.*

MBA (Operations & Supply Chain Management) – III Semester

PAPER - XIV

MATERIALS AND STORE MANAGEMENT

Paper Code: MBSC3004

Objectives

- To understand the concepts and principles materials and store management
- To appreciate the role of store management and forecasting
- To analyze the management aspects of health and safety in work

UNIT I

Determination of Stockholding Policy. Customer expectations – internal/external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock; Economics constraints; methods of avoiding carrying stock; General control methods e.g. ABC analysis. Control of Stock Range Coding, classification and categorization methods;

UNIT II

Variety reduction and standardization; Application and approval of new stock items; Control of slow moving; obsolete and redundant stock; Role of and function in determining stock range, Control of Stock Levels Forecasting techniques in relation to demand and lead times; Independent demand situations and the use of fixed order quantity and periodic review systems; Techniques for dealing with dependent demand.

UNIT III

The Kanban approach and Just in Time philosophy; Coping with uncertainty in achieving required service levels; Suppliers contribution to controlling stock. Management of Storage Facilities. Identifying types of commodities to be stored and their characteristics with regard to storage and handling needs; Materials requirements planning (MRP) and manufacturing resource planning (MRPII) and distribution requirements planning (DRP); Pull systems.

UNIT IV

Physical Management of Stock Selection and operation of appropriate storage and materials handling equipment – general outline; Methods of stores layout to optimize the use of space and minimize picking costs; Outsourcing the activity and vendor managed inventory; Maintenance of security and prevention of theft; Storage and disposal of redundant, obsolete and scrap items; Environmental issues.

UNIT V

Management Aspects Health and Safety at work – operational issues: Health and Safety at work – management issues interdependence and teamwork; Relationships with other functions. Relevant Techniques Use of operational research techniques of queuing theory, network analysis, simple simulation techniques and decision trees; Identifying methods to distinguish between stores efficiency and effectiveness; Benchmarking and measurement of performance.

REFERENCES

Jessop & Morrison, STORAGE AND SUPPLY OF MATERIALS,

Duru C. Innocent, PURCHASING AND STORES MANAGEMENT, *Ken Printing Press,*

Terry Lucey, QUANTITATIVE TECHNIQUES, *Letts Educational, 5th Edition.*

Dobler & Burt. PURCHASING & SUPPLY MANAGEMENT

MBA (Operations & Supply Chain Management) – III Semester

PAPERE - XV
INFORMATION SYSTEM IN SUPPLY CHAIN MANAGEMENT

Paper Code: MBSC3005

Objectives

- To appreciate the role of IT in supply chain
- To understand data mining in supply chain
- To analyze IT practices in supply chain

UNIT I

The role of IT in Supply Chain .Uses of IT in inventories, Transportation & facilities within a Supply Chain .The Supply Chain IT frame work-macro Processes

UNIT II

The future of IT in the Supply Chain, Internal Supply Chain management, Supply Relationship Management, The Transaction Management Foundation .Data mining –Methods application area in Supply Chain

UNIT III

Goals of Supply Chain information Technology, Standardization, information Technology infrastructure Presentation Devises, Communication Devices .Data base, System architecture.

UNIT IV

The Supply Chain IT in Practice, Integrating Supply Chain Information Technology, Stage of Development, Implementation of ERP & DSS. Structure of DSS. Selection of Supply Chain DSS. Supply Chain master Planning.

UNIT V

Supply Chain Information System Design – Planning, Capacity, Performance requirement' manufacturing requirement, Operation, Transportation, Inventory Development .E-Business – Role in Supply chain, Framework, Impact on Cost.

REFERENCES

David Simchi-Levi et al, DESIGNING AND MANAGING THE SUPPLY CHAIN – CONCEPTS, STRATEGIES, AND CASE STUDIES, *McGraw Hill International Edition 2003.*

N. Chandrasekaran, SUPPLY CHAIN MANAGEMENT, *Oxford University Press, New Delhi 2010*

Donald J Bowersox et al, SUPPLY CHAIN LOGISTICS MANAGEMENT, *McGrawe hill Education (India) Pvt. Ltd.New Delhi 2007*

MBA (Operations & Supply Chain Management) – IV Semester

PAPER - XVI
PROJECT MANAGEMENT IN SUPPLY CHAIN OPERATIONS

Paper Code: MBSC4001

Objectives

- To understand the role of project management
- To understand the technique to manage conflict in project planning
- To appreciate the role of IT in project management

UNIT I

Introduction – Project life cycle – Project selection – Types of project selection models –Project manager – Selection of Project Manager.

UNIT II

Project Organization – types – Project planning. Sorting out the project – Work breakdown structure and Linear Responsibility charts – Conflict and Negotiation – Conflict and Project life cycle – some requirements and principles of negotiation.

UNIT III

Budgeting and cost estimation – Scheduling – Network techniques: PERT and CPM –Gantt charts – Resource allocation – Resource loading – Resource Leveling.

UNIT IV

Monitoring and Information Systems – Project Control – Types of control processes –Control as a function of Management.

UNIT V

Project auditing – Purposes of evaluation – Project Audit Life Cycle – Project termination – Termination process.

REFERENCES

Jack R. Meredith & Samuel J. Mantel, PROJECT MANAGEMENT – A MANAGERIAL APPROACH

Prasanna Chandra, PROJECTS PLANNING, ANALYSIS, SELECTION, IMPLEMENTATION AND REVIEW

P. Gopalakrishnan & V.E. Ramamoorthy, TEXTBOOK OF PROJECT MANAGEMENT

Richard B. Chase et al, OPERATIONS AND SUPPLY CHAIN MANAGEMENT, *Tata McGraw Hill education Pvt. Ltd, New delhi2010*

MBA (Operations & Supply Chain Management) – IV Semester

PAPER - XVII
INNOVATIONS AND R&D MANAGEMENT

Paper Code: MBSC4002

Objectives

- To understand the managerial aspects of Innovation functions
- To appreciate the Research & Development in management
- To evaluate the financial aspects of R&D projects

UNIT I

Introduction & Managerial aspects of Innovation function

Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes, Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors infl uencing Innovation,

Organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy, Characteristics of creative of creative organization.

UNIT II

Research and Development Management-

Introduction, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective. Technology development approaches, Performance of R&D management in Indian scenario.

UNIT III

Financial Evaluation of R&D Projects

Introduction, Cost effectiveness of R&D, R&D financial forecasts, Project selection, Evaluating R&D ventures, Conflicting views of managers. Allocation of resources, R&D programme planning and control. Project management, Project Planning and Control Techniques.

UNIT IV

Organization R&D and innovation, HRM issues in innovation and R&D, Leadership and R&D management, Organization Design and structure of R&D, R&D Project Management, Measurement, Evaluation and assessment of R&D

UNIT V

National R&D infrastructure and Institutional Framework, Fiscal and other incentives and Promotional /Support measures, Industry, Institutions and government cooperations. Other important issues in R&D management, Commercialization of R&D.

REFERENCES

White,THE MANAGEMENT OF TECHNOLOGY AND INNOVATION-A STRATEGIC APPROACH, Cengage Publication

S Moikal, INNOVATION MANAGEMENT, Sage *Publication*

C.K Prahalad & M.S. Krishnan, THE NEW AGE OF INNOVATION, *Tata McGraw Hill Education Pvt. Ltd. New Delhi 2008.*

MBA (Operations & Supply Chain Management) – IV Semester

PAPER - XVIII
PROCUREMENT AND QUALITY MANAGEMENT

Paper Code: MBSC4003

Objectives

- To understand the concepts of quality in supply chain
- To appreciate the role quality control in supply chain
- To analyze benefit and risk in outsourcing

UNIT I
Definition of Quality, Quality Standard, Quality Control, Aspects of Quality Control, Quality Control of Purchased Materials in a Supply Chain.

UNIT II
General Problems of Vendor Quality, Suppliers Quality Survey, Model for evaluation of Suppliers Quality.

UNIT III
Management Action for Quality Assurance, Activities under Quality Assurance, Evaluating Product Quality, Control Chart – Mean & Range.

UNIT IV
Element of Quality Management, Benefits, Six Sigma Quality Control, Principles, Benefits, Steps of Six Sigma.

UNIT V
Benefits and Risk of Outsourcing, What is E-Procurement, Framework of E-Procurement.

REFERENCES

David Simchi-Levi, Philip Kamiusky, Edith Simchi Levi, DESIGNING & MANAGING THE SUPPLY CHAIN, *Tata Mc Graw Hill*
Dr. R.P. Mohanty & Dr. S.G. Deshmukh, ESSENTIALS OF SUPPLY CHAIN MANAGEMENT, *Jaico Publishing House*
L.C. Jhamb, PRODUCTION MANAGEMENT, *EPH.*
Richard B. Chase et al, OPERATIONS AND SUPPLY CHAIN MANAGEMENT, *Tata McGraw Hill education Pvt. Ltd, New delhi2010*

MBA (Operations & Supply Chain Management) – IV Semester

PAPER-XIX
CUSTOMER RELATIONSHIP MANAGEMENT

Paper Code: MBSC4004

Objectives

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

UNIT I

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT II

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

UNIT III

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management -Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT IV

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT V

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

REFERENCES

Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, *Prentice Hall of India Private Limted, New Delhi. 2011*

S. Shanmugasundaram, CUSTOMER RELA TIONSHIP MANAGEMENT, *Prentice Hall of India Private Limted, New Delhi, 2008*

Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limted, New Delhi, 2008*

Jagdish Seth, et al, CUSTOMER RELA TIONSHIP MANAGEMENT

V. Kumar & Werner J., CUSTOMER RELA TIONSHIP MANAGEMENT, *Willey India, 2008*

MBA (Operations & Supply Chain Management) IV Semester

PAPER - XX
GLOBAL SUPPLY CHAIN MANAGEMENT

Paper Code: MBSC4005

Objectives

- To understand the global market force in supply chain
- To analyze risks and advantages in supply chain
- To appreciate green supply chain indicators

UNIT I

Introduction, Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force. Stages of International Development.

UNIT II

Risk of Global Supply Chain- Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.

UNIT III

Issues in international Supply Chain Management –International Versus Regional Product, Local autonomy versus control logistics –Importing & Exporting, Main forces, Barriers

UNIT IV

The Global Supply Chain-Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting, Main force.

UNIT V

Green Supply Chain –Strategies. Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain.

REFERENCES

Sunil Chopra & PeterMeindl, SUPPLY CHAIN MANAGEMENT, *PHI*

Donald J. Bouersox David J. closs, LOGISTICAL MANAGEMENT, *TATA MC GRAWHILL*

Dr. R.P.Mohanty & Dr. S.G.Deshmukh ESSENTIALS OF SUPPLY CHAIN MANAGEMENT, *Jaico Student Edition*

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION

PROGRAMME PROJECT REPORT

MBA (TOURISM)

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

(a) Programme's Mission & Objectives:

Mission: MBA degree in Tourism plans to provide students with management fundamentals, give them a transversal approach of all the different sectors in Tourism, and the opportunity to acquire specialist expertise in a given field. Students thus will have a global vision of business issues and the capacity to develop specific skills related to Tourism industry.

Objectives: This programme is designed to facilitate the prospective managers to effectively manage the hospitality and tourism operations.

- To have an overview about the hospitality and tourism industry globally and gain insights about the tourism practices in India.
- To learn the qualitative and quantitative tools and techniques for effective managerial decision making.
- To have real time industry orientation and practice.

(b) Relevance of the programme with HEI's Mission and Goals:

This programme focuses on providing quality education and developing agents of change for socially responsible tourism and to develop professionals with entrepreneurial skills and in-depth knowledge about different forms of tourism.

(c) Nature of prospective target group of learners:

The target groups of learners are identified from any graduates who aspire to acquire the knowledge and skills of Tourism Management and those who wish to get jobs in the sectors of Tourism i.e. Tour Operator, Travel Manager, Transport Manager etc. It is fortunate for the entrepreneur in the field of Tourism and Hospitality Management.

(d) Learning Outcomes:

- Knowledge about the tourism and hospitality industry practices.
- Specialist sector-specific management knowledge, in line with the chosen pathway to develop expertise and consequently competent and versatile managers.
- Ability to develop a framework for research in the tourism domain.

Prof. C. K. RAMAIAH
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Pondicherry University
605 014.

- Ability to update to current practices followed globally in tourism and hospitality and to customize the same to the Indian context.

(e) Instructional Design:

1. Duration of the Programme:

The course shall be of two years duration spread over into four semesters. The Maximum duration to complete the course shall be 4 years.

2. Medium

The medium of instruction shall be English.

3. Instructional delivery mechanisms:

The delivery of the programme is through conduct of Personal Contact Programme. In total 8 days (40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

4. Faculty and support of Staff:

- DDE faculty, University faculty from Management department and other senior faculty will be engaged in handling classes of the first two semesters in Personal contact programme.
- Distance Education Staff will be engaged for supporting other activities like dispatch of printed study materials.

5. Media for instruction:

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information about DDE Programmes in the University website.
- The student support services like help desk (grievances) will be solved in person, phone, emails and group SMSs.

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6. Curriculum design

MBA (TOURISM)
CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBTM 3001	Tourism Principles, Policies & Practices	100	50
2	MBTM 3002	Global Tourism Geography	100	50
3	MBTM 3003	Tourism Products of India	100	50
4	MBTM 3004	Destination Planning and Development	100	50
5	MBTM 3005	Eco Tourism	100	50

IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBTM 4001	Air Fares & Airline Management	100	50
2	MBTM 4002	Travel Agency & Tour Operations Management	100	50
3	MBTM 4003	Event Management	100	50
4	MBTM 4004	Customer Relationship & Service Management	100	50
5	MBTM 4005	E-Tourism Management	100	50
6	MBTM 4006	**Project Work (100 marks)**	100	50

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7.Detailed Syllabus of the Programme:
MBA – I Semester

PAPER – I

MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Paper Code: MBAC 1001

Objectives

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi,2004*
Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi,2008*
Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi,2007*
Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*
Fred Luthans, ORGANISA TIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

MBA – I Semester

PAPER – II

MANAGERIAL ECONOMICS

Paper Code: MBAC 1002

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

Gupta G.S., MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

Moyer &Harris, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

MBA - I Semester

PAPER –III

ACCOUNTING FOR MANAGERS

Paper code: MBAC 1003

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Acccunting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

MBA - I Semester

PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Paper Code: MBAC 1004

Objecti es

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures -Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY. *McGraw-Hill. Tokyo.*

M.M. Sulphey & Az-har Basheer, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi*, 2011

Maheswari & Maheswari, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

MBA-I Semester

PAPER-V

RESEARCH METHODOLOGY

Paper code: MBAC 1005

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions - Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

MBA - II Semester

PAPER-VI
FINANCIAL MANAGEMENT

Paper code: MBAC 2001

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi , 2005.*

Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi.*

Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*

UNIT-I MBA- II Semester

PAPER-VII

MARKETING MANAGEMENT

Paper Code: MBAC 2002

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCE

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

MBA – II Semester

PAPER – VIII
HUMAN RESOURCES MANAGEMENT

Paper Code: MBAC 2003

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K.,PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*.

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler &Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

MBA – II Semester

PAPER – IX
OPERATIONS RESEARCH AND MANAGEMENT

Paper Code: MBAC 2004

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i:e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

MBA- II Semester

PAPER-X
STRATEGIC MANAGEMENT

Paper Code: MBAC 2005

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice, Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi,2008.*

MBA (Tourism) - III Semester

PAPER-XI

TOURISM PRINCIPLES, POLICIES AND PRACTICES

Course Code: 46 **Paper Code: MBTM 3001**

Objectives

- To realize the potential of tourism industry in India;
- To understand the various elements of Tourism Management; and
- To familiarize with the Tourism policies in the national and international context.

UNIT- I

Tourism; an overview: Elements, Nature and Characteristics - Typology of Tourism – Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

UNIT-II

Tourism Industry; Structure and Components: Attractions – Accommodation – Activities – Transportation - F&B – Shopping - Entertainment - Infrastructure and Hospitality – Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., – Ideals of Responsible Tourism - Alternate Tourism - Case Studies on International Tourism.

UNIT-III

Tourism Impacts - Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect – Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism – MNC's in Tourism Industry.

UNIT-IV

Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association(PATA), World Tourism &Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAI, IHA, IATA, TAAI, IATO.

UNIT-V

Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy - Code of conduct for safe and Sustainable Tourism for India.

REFERENCES

Page J. Stephen & Brunt Paul (2007), TOURISM- A MODERN SYNTHESIS, *Thomson* London.
Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989), THE TRAVEL INDUSTRY, *Van Nostrand Reinhold*, New York.
Ray Youell (1998), TOURISM-AN INTRODUCTION, *Addison Wesley Longman*, Essex.

MBA (Tourism) - III Semester

PAPER-XII
GLOBAL TOURISM GEOGRAPHY

Course Code: 46 **Paper Code: MBTM 3002**

Objectives

- To study the relationship of geography and tourism;
- To be familiar with major tourism destinations worldwide;
- To study locale and accessibility to major tourist destinations across the continents; and
- To be able to plan tour itineraries of various countries across time zones.

UNIT – I

World Geography: Physiography, Drainage, Climate & Vegetation of North, South and Central America – Europe – Africa - Asia & Australasia.

UNIT – II

Physical Geography of India: Physiography: Distribution of Rivers, Mountains, Plateaus & Plains - Climate and Vegetation.

UNIT – III

Map Reading: Latitude, Longitude, International Date Line – Altitude – Direction - Scale Representation - GIS & Remote Sensing - Time Zones - Calculation of Time: GMT Variation - Concept of Elapsed Time & Flying Time.

UNIT – IV

Tourism Transport Systems in the World: Air Transport; IATA Areas & Sub Areas - Global Indicators - Major Airports and Routes - Major Railway Systems and Networks - Water Transport: International Inland and Ocean Transport Networks - Road Transportation: Major Transcontinental, International and National Highways - Transport Systems in India.

UNIT – V

Planning and development of Tourism in different climatic regions: Case Studies of China, Brazil, Hawaii, Madagascar, Switzerland, France, Italy, Malaysia, Maldives, Hong Kong, Sri Lanka and Papua New Guinea.

REFERENCES

Michael hall (1999), GEOGRAPHY OF TRAVEL AND TOURISM, *Routledge*, London.

C. Michael Hall & Stephen J. Page (2006), THE GEOGRAPHY OF TOURISM AND RECREATION-ENVIRONMENT, PLACE AND SPACE, *Third Edition, Routledge*, London.

Robinson H.A. (1976), *Geography of Tourism Mac Donald & Evans, ltd*,.India, Planet Publications.

MBA (Tourism) - III Semester

PAPER-XIII

TOURISM PRODUCTS OF INDIA

Course Code: 46 **Paper Code: MBTM 3003**

Objectives

- To study the vast Tourist resources of India;
- To conceptualize a tour itinerary based on variety of themes; and
- To identify and manage emerging tourist destinations.

UNIT - I

Tourism products: Definition, Types and unique features - Tourism resources of India - Natural, Socio cultural, Diversities in Landform & Landscape - Outstanding Geographical features - Climate, Flora & Fauna.

UNIT – II

Natural resources: Wildlife sanctuaries - National parks - Biosphere reserves - Mountain Tourist Resources and Hill stations – Islands – Beaches - Caves & Deserts of india.

UNIT – III

Major tourism circuits of India: Inter State and Intra-State Circuits - Religious Circuits - Heritage Circuits - Wildlife Circuits. Cases of select destinations - Kerala, Rajasthan & Goa.

UNIT – IV

Manmade resources: Adventure sports - Commercial attractions - Amusement Parks – Gaming - Shopping - Live Entertainments - Supplementary accommodation - House boats - Tree houses - Home stays - Tourism by rail - Palace on wheels - Deccan Odyssey & Golden chariot.

UNIT - V

Emerging Tourism Destinations of India: Ecotourism - Rural Tourism - Golf Tourism - Wine Tourism - Camping Tourism - Medical Tourism - MICE Tourism - Pilgrimage Tourism.

REFERENCES

Stephen Ball (2007), ENCYCLOPEDEA OF TOURISM RESOURCES IN INDIA, *B/H.*

Manoj Dixit (2002), TOURISM PRODUCTS, *New Royal Book Co.* Lucknow.

Norman Douglas. Ed. (2001), SPECIAL INTEREST TOURISM, *John Wiley & Sons,* Australia.

MBA (Tourism) - III Semester

PAPER-XIV

DESTINATION PLANNING AND DEVELOPMENT

Course Code: 46 **Paper Code: MBTM 3004**

Objectives

- To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques;
- To familiarize with the destination branding practices; and
- To introduce advanced analysis and research in the field of destination development.

UNIT-I

Destination Development - Types of destinations, Characteristics of destinations - Destinations and products - Destination Management Systems - Destination planning guidelines - Destination Selection Process - The Values of Tourism.

UNIT-II

Destination Planning Process and Analysis - National and Regional Tourism Planning and Development - Assessment of tourism potential - Planning for Sustainable Tourism Development - Contingency Planning - Economic, Social, Cultural and Environmental considerations - Demand and supply match - Design and innovations.

UNIT-III

Destination Image Development - Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image - Destination branding perspectives and challenges- Creating the Unique Destination Proposition - Place branding and destination image - Destination image formation process; unstructured image - Product development and packaging - Destination branding and the web - Case Study of Puducherry as a brand.

UNIT-IV

Destination Promotion and Publicity - Six 'A's framework for tourism destinations - The dynamic wheel of tourism stakeholders - Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

UNIT-V

Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning -Characteristics of rural tourism planning- **Environmental Management Systems – Destination Vision- The focus of Tourism Policy: the competitive sustainable destination - Destination Mapping (practical assignment).**

REFERENCES

Nigel Morgan, Annette Pritchard & Roger Pride (2001), DESTINATION BRANDING: CREATING THE UNIQUE PROPOSITION, *Butterworth and Heinemann.*

Richard W.Butler (2006), THE TOURISM AREA LIFE CYCLE: APPLICATIONS AND MODIFICATIONS, *Channel View Publications.*

MBA (Tourism) - III Semester

PAPER-XV
ECO TOURISM

Course Code: 46 **Paper Code: MBTM 3005**

Objectives

- To understand the significance of ecotourism;
- To comprehend the theories and practices of ecotourism;
- To be familiar with the model ecotourism projects; and
- To use the theoretical knowledge to mange ecotourism resources.

UNIT-I

Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology.

UNIT-II

Ecotourism- Evolution, Principles, Trends and Functions of Ecctourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism - Qubec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.

UNIT-III

Ecotourism Development - Sustainable Ecotourism - Resource Management - Socio-economic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism- Ecotourism Programming

UNIT-IV

Conservation of Ecotourism - Protected Area Management through Ecotourism - Stakeholder Engagement - Community Participation - Types of Participation, Issues and Challenges - Ecotourism Projects - Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project, Sunderban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.

UNIT-V

Ecotourism Development Agencies- Role of the International Ecotourism Society - the UNWTO, UNDP, WWF - Department of Forest and Environment - Government of India, ATREE, EQUATIONS.

REFERENCES

Weaver, D. (2001), THE ENCYCLOPEDIA OF ECOTOURISM, *CABI Publication.*
Fennel, D. A. (2002), ECOTOURISM POLICY AND PLANNING, *CABI Publishing, USA*
Sukanta K Chaudhury, CULTURAL, ECOLOGY AND SUSTAINABLE DEVELOPMENT, *Mittal, New Delhi.*

MBA (Tourism) -IV Semester

PAPER-XVI

AIR FARES AND AIRLINES MANAGEMENT

Course Code: 46 **Paper Code: MBTM 4001**

Objectives

- To understand the structure and dynamics of airline industry;
- To understand the airport and airlines management linkages
- To study the international airfares, regulations and formalities to travel, and
- To study different organizations and their contributions to airlines management

UNIT-I

Role of IATA and its functions – ICAO; role and functions – Airport Authority of India – Open sky Policy _ International Conventions: Warsaw Convention, Chicago Convention

UNIT- II

Management of Airlines: Types of Airlines – Airline personnel and revenue earning – Airport Management – Study of aircraft parts – The aircraft turnaround The control tower- Airport facilities and special passengers _ Airport access _ Check in facilities – Landing facilities for departing passengers – In-flight services – cabin component – Audio and video projection equipments – Emergency equipments for disembarkation – In-flight entertainment – Class of service with more comfort.

UNIT-III

Familiarization with OAG: Three letter city and airport code, airline designated code – minimum connecting time – Global indicators – Familiarisation with Air tariff: Currency regulation, NUC conversion factors, General rules, Planning itinerary by air, Introduction to fare construction – Mileage principles – Fare construction with Extra Mileage allowances (EMA) – Extra Mileage surcharge (EMS).

UNIT-IV

One Way and Return Trip – Circle trip journey – Open Jaw – Add-on mixed class journey- HIP check – Back Haul Minimum Check (BHC) – CTM check – Indirect Travel Limitation – Around the World fare – Special fares.

UNIT-V

Issue of manual ticket – reservation procedure – MPD, MCO, PTA and their purposes – Universal Air Travel Plan: Types of air travel cards – Billing and Settlement Plan (BSP) – Case studies of selected Airlines' Modules

REFERENCES

Jagmohan Negi, AIR TRAVEL TICKETING AND FARE CONSTRUCTION, *Kaniska,* New Delhi, 2005

MBA (Tourism) – IV Semester

PAPER-XVII
TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT

Paper Code: MBTM 4002

Objectives

Students will be able to:

- understand the significance of travel agency and tour operation business;
- know the current trends and practices in the tourism and travel trade sector; and
- develop adequate knowledge and skills applicable to travel industry.

UNIT-I

Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

UNIT-II

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

UNIT-III

Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Dont's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

UNIT-IV

Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

UNIT-V

Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOI, ADTOI, IAAI, FIYTO, TAFI.

REFERENCES

Holloway, J.C. (2002), THE BUSINESS OF TOURISM, *Prentice Hall*, London, pp.220-279.

Roday. S, Biwal. A & Joshi. V. (2009), TOURISM OPERATIONS AND MANAGEMENT, *Oxford University Press*, New Delhi, pp-164-296.

MBA (Tourism) - IV Semester

PAPER-XVIII
EVENT MANAGEMENT

Course Code: 46 **Paper Code: MBTM 4003**

Objectives

- To familiarize the students with the essentials of Event Management;
- To understand the potential of MICE and Event Tourism; and
- To enable the students to take up project work in the above areas.

UNIT I

Introduction to Events: Scope - Nature and Importance – Types of Events - Unique features and similarities – Practices in Event Management - Key steps to a successful event.

UNIT II

The Dynamics of Event Management: Event Planning and organizing – Problem Solving and Crisis Management – Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management.

UNIT III

Introduction to MICE: Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, MICE as a supplement to Tourism, the nature and demand of Conference markets- The Economic and Social significance of Conventions, process of Convention Management.

UNIT IV

Event Marketing – Customer care – Marketing equipments and tools – Promotion, Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication – Event Presentation – Event Evaluation – Case Studies of events of National and International importance.

UNIT V

Travel Industry Fairs – Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart.

REFERENCES

Bhatia A.K. (2001), EVENT MANAGEMENT, *Sterling Publishers.* New Delhi.

David C. Watt (1998), EVENT MANAGEMENT IN LEISURE AND TOURISM, *Pearson,* UK.

Joe Gold Blatt (1997), SPECIAL EVENTS- BEST PRACTICES IN MODERN EVENT MANAGEMENT, *John Wiley and Sons,* New York.

MBA (Tourism) - IV semester

PAPER-XIX
CUSTOMER RELATIONSHIP AND SERVICES MANAGEMENT

Course Code: 46 **Paper Code: MBTM 4004**

Objectives

- To understand the nuances of customer relationship management;
- To familiarize with the issues of service management and global context; and
- To be able to manage a market oriented service organization.

UNIT I

Customer Relationship Management in Tourism – Customer Acquisition and Retention – Customer Loyalty - Customer Profitability and value Modeling – Customer Satisfaction Measurement - Customer Feedback and Service Recovery.

UNIT II

Managing and Sharing Customer data - Customer Information Databases – Ethics and Legalities of data use – Data Warehousing and Data Mining – Data Analysis – Market Basket Analysis (MBA) – Click Stream Analysis - Personalization and Collaborative Filtering.

UNIT III

Marketing of Services – Tourism as a Service - Characteristics of Services – Classification of Services – Building Service Aspirations - Consumer Behaviour in Service Encounters.

UNIT IV

Tourism as a major component of Service Sector – Service Design and Development – Technology as an enabler of Service - Service Development and Design, Using Technology as an enabler of Service.

UNIT V

Service Delivery – Types and Causes of Service Quality Gaps – Measuring and Improving Service Quality - Strategies to resolve the gaps.

REFERENCES

Zeithmal, Parasurnman & Berry, DELIVERING QUALITY SERVICE, *The Free press,* New York.

Andry Silmore (2001), SERVICES MARKETING & MANAGEMENT, RESPONSE BOOKS, *Sage Publications,* Delhi.

Jagdish Seethi, Etal (2000), CUSTOMER RELATIONSHIP MANAGEMENT.

MBA (Tourism) - IV semester

PAPER-XX
E-TOURISM

Course Code: 46 Paper Code: MBTM 4005

Objectives

- To understand emerging business models in tourism and travel industry;
- To study the impact of Information Technology on tourism and travel sector; and
- To explore the scope of entrepreneurship in the emerging e-tourism business.

UNIT- I

Introduction to E-tourism, Historical Development - Electronic technology for data processing and communication - Strategic, Tactical and operational use of IT in Tourism.

UNIT – II

Global Distribution System: History & Evolution - GDS & CRS - Levels of CRS Participation - Hotel Distribution System - Cases of Amadeus - Galileo, World Span, Sabre, Abacus - Changing Business models of GDS.

UNIT – III

Typologies of E-tourism: Business models - Business to Business (B2B) - Business to Consumer (B2C) - Consumer to Business (C2B) - Consumer to consumer (C2C) - Business to Employees (B2E) - & Business to Government (B2G).

UNIT- IV

Payment Systems in E-tourism - Payment Gateway - Billing and Settlement Plan (BSP) - Security Issues and Certification -Future of E-tourism - Travel Blogs - E-marketing and promotion of Tourism Products - Challenges for conventional business models & Competitive strategies.

UNIT – V

Amadeus Practical – Hands on Amadeus Software - Searching – Building, Retrieval, Display & Cancel of PNR – Fare display – Itinerary pricing – Issuance of tickets.

REFERENCES

Buhalis D. (2004), ETOURISM: INFORMATION TECHNOLOGY FOR STRATEGIC TOURISM MANAGEMENT, *Prentice Hall India.*

Poon A. (1998), TOURISM, TECHNOLOGY AND COMPETITIVE STRATEGIES, *CABI.*

(f) Procedure for admission, curriculum transaction and evaluation:

1. Eligibility Criteria for Admission:

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

2. **Fees Structure for MBA** (TOURISM)

Fee Structure	Rs.
Registration Fee	200
Matriculation Fee	25
Recognition Fee (For Foreign University Degree – Rs.450)	200
Study Material Fee	3,500
University Development fund	1,000
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
Total	**24,925**

3. **Evaluation:**

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks:** 100 **Time:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions
Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions
Part – C (1 X 20 = 20 Marks) - One Case study **(Compulsory)**

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is 50%. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above

but less than 60% shall be placed in the **Second Class**. Students' who obtain 75% and above marks in aggregate shall be placed in the category of **'First class with Distinction'.**

- **Project Work**: The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks**. No Viva-voce examination will be conducted.

(g) **Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

(h) **Cost Estimation of the Programme:**

Study Material	: **Rs. 5,00,000 (approx. for 100 students' enrolment)**
PCP Class	: **Rs. 1,00,000 (approx. for 100 students' enrolment)**

(i) **Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

STATUTORY BODIES APPROVAL FOR SLM

EXTRACT OF THE AGENDA OF THE 69TH AC MEETING:

2011.69.09

TO CONSIDER THE RECOMMENDATIONS MADE BY THE PG BOARD OF STUDIES IN MANAGEMENT COURSES IN DDE AT ITS MEETING HELD ON 11TH AUGUST 2011.

The Board recommended the Syllabus and Regulations for the following courses of the Directorate of Distance Education to be implemented from the Academic Year 2012-13 onwards:

Existing Courses:

1. M.B.A. GENERAL
2. M.B.A. FINANCE
3. M.B.A. MARKETING
4. M.B.A. HUMAN RESOURCE MANAGEMENT
5. M.B.A. INTERNATIONAL BUSINESS

New Courses:

6. M.B.A. RETAIL MANAGEMENT
7. M.B.A. TOURISM

For consideration of the Council

Annexure – 09 (a) to (g)

EXTRACT OF THE MINUTES OF THE AC MEETING:

2011.69.09 To consider the recommendations made by the PG Board of Studies in Management Courses in DDE at its meeting held on 11th August 2011

Approved. It was also resolved to explore the feasibility of offering MBA Retail Management as regular programme.

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PUDUCHERRY - 605 014

TO RATIFY THE DECISION TAKEN BY HON'BLE VICE-CHANCELLOR TO APPROVE THE MINUTES OF BOARD OF STUDIES OF DIRECTORATE OF DISTANCE EDUCATION

It is submitted that the Governing Board of DDE in its IX meeting held on 07-03-2013 had approved to start the following new courses from the academic year 2013-14.

- M B A - Insurance
- M B A – Operations & Supply Chain Management
- M B A – Hospital Management
- P.G. Diploma in Human Resource Management (PGDHRM)
- P.G. Diploma in Business Administration (PGDBA)
- P.G. Diploma in Marketing Management (PGDMM)
- P.G. Diploma in Financial Management (PGDFM)

The above programmes were also approved by the Academic Council and Executive Council. The Board of Studies of Directorate of Distance Education in its meeting held on 16-05-2013 had framed the Syllabus and Regulations of the above courses and fee structure. The Board has also recommended increase in the course fee of existing MBA courses to bring at par with the above MBA courses. The minutes of Board of Studies of DDE are placed in 'Annexure'.

The Vice-Chancellor had approved the minutes of Board of Studies with the direction that all the programmes approved by the Academic Council and Executive Council to be commenced from July 2013. Accordingly, courses have been started from this academic year 2013-14.

The minutes of the Board of Studies of DDE is submitted for ratification of the Academic Council.

ANNEXURE-6

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- 3of -

MINUTES OF THE SEVENTY THIRD MEETING OF THE ACADEMIC COUNCIL HELD ON 24.9.2013

2013. 010 To ratify the decision taken by Hon'ble Vice-Chancellor to approve the minutes of Board of Studies of Directorate of Distance Education.

Ratified.

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... APPROVE THE REGULATIONS, SYLLABUS AND SCHEME OF THE EXAMINATION ... THE NEW COURSES TO BE OFFERED IN THE DIRECTORATE OF DISTANCE EDUCATION FROM THE ACADEMIC YEAR 2014-15

It is submitted that the Governing Board of DDE in its X meeting held on 13-08-2014 had approved to start the following new courses from the academic year 2014-15.

- Bachelor of Business Administration (BBA)
- Bachelor of Commerce (B.Com.)
- Bachelor of Arts in Hindi
- Bachelor of Arts in Sanskrit
- Post Graduate Diploma in Event Management (PGDEM)
- Post Graduate Diploma in Psychology (PGDPY)
- Post Graduate Diploma in Journalism & Mass Communication (PGDJMC)
- Post Graduate Diploma in Tourism Management (PGDTM)
- Post Graduate Diploma in Retail Management (PGDRM)
- Post Graduate Diploma in Patent Law (PGDPL)
- MBA- Entrepreneurship
- Master of Commerce
- Master of Arts in English
- Master of Arts in Hindi
- Master of Arts in Sociology
- MBA (Marketing) Lateral Entry
- MBA (Finance) Lateral Entry
- MBA (Human Resource Management) Lateral Entry
- MBA (General) Lateral Entry

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Director (I/c.)
Directorate of Distance Education
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Puducherry – 605 014.

The Post Graduate and Under Graduate Board of studies of DDE had framed the Regulations, Syllabus and Scheme of the Examination for the above new courses.

Submitted to the Council for approval of the Regulations, Syllabus and Scheme of the Examination for the above new courses offered in DDE from the academic year 2014-15.

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PUDUCHERRY

12/10/17
REGISTRAR
PONDICHERRY UNIVERSITY
PUDUCHERRY

- 505 -

PONDICHERRY UNIVERSITY
DIRECTORATE OF DISTANCE EDUCATION

To consider the resolutions adopted in the first Governing Body Meeting held [illegible] of Vice-Chancellor on 29-09-2004 relating to the Directorate of Distance Education.

As per the resolution of 78th of Executive council meeting held on 11-06-2004, a Governing Body was constituted with the following composition to monitor the functioning of Directorate Distance of Education, Pondicherry University.

1. Chairman - Nominated by the Vice-Chancellor
2. Two Deans - -do-
3. Regional Director (IGNOU) Chennai
4. One Professor, One Reader One Lecturer by seniority by rotation - Nominated by the Vice-Chancellor
5. One Educationist not in the Pondicherry University Service - -do-
6. Director, DDE - Member Secretary

Based on the recommendation of the Executive Council the Vice-Chancellor has nominated the following members.

1. The Vice-Chancellor, Pondicherry University, Pondicherry. — Chairman
2. Dr. A. Arivunambi, Dean, Subramania Bharathi School of Tamil Language & Literature, Pondicherry University. — Member
3. Dr. S. Kuppuswami, Dean, Ramanujam School of Mathematics and Computer Science, Pondicherry University. — Member
4. Prof. Gautam Sen, Director, Board of College & University Development, Pune University — Member

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Director (I/c.)
Directorate of Distance Education
Pondicherry University
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5.	Mr. Somasundaram Regional Director IGNOU Taramani, Chennai	Member
6.	Dr. K. Ramachandran Professor of Economics Pondicherry University.	Member
7.	Dr. K.V. Devi Prasad Reader in Ecology Pondicherry University.	Member
8.	Dr. Uma Chandraseakaran Lecturer in Management Studies Pondicherry University.	Member
9.	Dr. B. Murugesan Prof. & Director i/c Directorate of Distance Education Pondicherry University.	Member Secretary

Accordingly, the first meeting of the Governing Body was held in the Chamber of Vice-Chancellor on 29-09-2004. The Controller of Examinations was invited as a special invitee to attend the first meeting.

The committee discussed in depth all the 14 items and adopted the following resolutions.

1) **RESOLVED TO CHANGE OF NOMENCLATURE OF EXISTING COURSES OF DDE AND FOR REVISION OF COURSE MATERIALS**

Resolved to change the nomenclature of some of the existing UG/PG programmes of the Directorate as follows:

Existing Name of the Course	**Proposed Change in Name**
UG Courses	
BCS	B.Com (Corporate Secretaryship)
BMM	B.Com (Marketing Management)
BFT	B.Com (Foreign Trade)

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PG Courses

MMM	MBA (Marketing)
MFM	MBA (Finance)
MFT	MBA (International Business)
MHRM	MBA (Human Resource)
MPM	M.A. (Public Administration)
MHR	M.A. (Human Rights)

One of the members suggested that the syllabi of Post Graduate Programmes offered at D.D.E. should be identical with that of Post Graduate Programmes offered at our University departments. This suggestion was taken note of.

The Committee also resolved that while effecting the change of nomenclature of the above courses, the modification of the course structure, change of syllabi and identification of Lesson Writers may be done, if necessary. It was also decided that an Expert Committee may be constituted for the each course and the entire work should be completed positively before the commencement of the next academic year 2005-06. The Committee authorized the Vice-Chancellor to constitute an Expert Committee for each course. It was also resolved that the entire revised course structures be placed before the Academic Council for its approval and that the Distance Education Council be informed about the change of nomenclature.

FOR CONSIDERATION OF THE COUNCIL

2) **RESOLVED TO LAUNCH NEW PROGRAMMES IN DDE**

Resolved to approve launching of the following new programmes in DDE:

1) M.A. (Tamil) - approved by 37th A.C held on 24.11.02
2) M.A. (English) - approved by 37th A.C held on 24.11.02
3) M.Sc. (Information Technology) - approved by 37th A.C held on 24.11.02
4) P.G. Diploma in Cyber Laws

For the Course No.3, M.Sc. (Information Technology), it was suggested that since this course substantially involves Computer based studies, it should be ensured that these courses are offered only at select Centres which are well equipped with Computer systems.

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

The Committee authorized the Vice-Chancellor to constitute an Expert Committee to frame the syllabi for each of the above programmes and the draft syllabi may be placed before the Academic Council for getting its approval before the above programmes are launched.

FOR CONSIDERATION OF THE COUNCIL.

3) **RESOLVED TO REVIVE THE OFFSHORE PROGRAMMES**

The Committee discussed about the letter received from MHRD dt.20.08.04 intimating the withdrawal of its earlier order which states that all the Universities should get permission from MHRD to enter into an M.O.U. with foreign institutions. The Committee also discussed the recommendations of an earlier Committee already constituted by the Vice-Chancellor for this purpose and resolved to approve the launching of the offshore programmes. The Committee also suggested that the Directorate should write to the Distance Education Council to get information regarding this matter.

FOR CONSIDERATION OF THE COUNCIL.

4) **RESOLVED TO EXPAND THE TWINNING PROGRAMME ACTIVITIES TO OTHER CITIES**

Resolved to consider the expansion of Twinning Programme activities to other cities. The Committee also decided to make the fee structure prevalent in Loyola College, Chennai as a benchmark to prescribe the fee structure in other partner institutions. It was also decided that a maximum concession of 20% fee cut in tuition fee alone may be considered in individual cases of economically backward students.

FOR CONSIDERATION OF THE COUNCIL.

Prof. C.K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

5) **RESOLVED TO RESCHEDULE THE EXAMINATION DATE AND TIME LIMIT FOR DECLARATION OF RESULTS**

Resolved not to categorise the examinations as main and supplementary. Examinations may be scheduled to be held in two sessions a year i.e. June and December. The examinations may be scheduled to commence in the first week of June and in the last week of December. The committee has also authorized the Director and the Controller of Examinations to decide the actual dates of commencement of the examination. It was also resolved to publish the results within a span of 60 days after the close of the examinations, although 30 days may be a better goal.

FOR CONSIDERATION OF THE COUNCIL

6) **RESOLVED TO ABOLISH THE DOUBLE VALUATION SYSTEM FOR P.G. PAPERS**

The Controller of Examinations narrated the difficulties being experienced by the DDE (Exam Wing) in conducting double valuation of PG answer scripts. Hence, the Committee resolved to adopt single valuation system and to introduce the revaluation system for PG papers. The Committee also decided to fix the fee for revaluation as Rs.250/- per PG script. It was further decided that the remuneration for examiners be increased from Rs.9/- to 10/- per paper. The Committee also decided that the question paper setters would be instructed to supply the scheme of valuation along with the question papers set by them.

FOR CONSIDERATION OF THE COUNCIL

7) **RESOLVED TO AUTHORIZE THE VICE-CHANCELLOR TO DECIDE ON THE CONTINUATION OR ABOLITION OF THE EXISTING INTERNAL ASSESSMENT SYSTEM OF PG COURSES EXCEPT MHR PROGRAMME**

As the members expressed different views on the review of the existing internal assessment system for PG programmes, the members authorized the Vice-Chancellor to constitute a committee to decide on the revision of existing internal assessment system. For Master of Human Rights programme no internal assessment system exists.

FOR CONSIDERATION OF THE COUNCIL

Prof. C. K. RAMAIAH
Director (Vc.)
Directorate of Distance Education
Pondicherry University

8) **RESOLVED TO DEFER THE SHIFTING OF DDE (EXAMINATION WING) TO THE DIRECTORATE BUILDING**

FOR CONSIDERATION OF THE COUNCIL

9) **RESOLVED TO AUTHORIZE THE VICE-CHANCELLOR TO DECIDE ON THE CASE OF STAFF WHO ARE ENGAGED ON TEMPORARY BASIS ON CONSOLIDATED PAY AND DAILY WAGES IN DIRECTORATE OF DISTANCE EDUCATION FROM DDE FUND**

The Committee resolved to authorize the Vice-Chancellor to carefully look into hiring of the existing category of the staff working in Directorate of Distance Education on contractual basis in time-scale with all benefits as per the Government of India norms, taking into account their age, number of years of service they have rendered in DDE.

FOR CONSIDERATION OF THE COUNCIL

10) **RESOLVED TO APPROVE THE CONSTRUCTION OF A GODOWN FOR THE DDE**

FOR CONSIDERATION OF THE COUNCIL

11) **RESOLVE TO APPROVE THE LANUCHING OF ONLINE REGISTRATION AND INSTRUCTIONS TO CANDIDATES, ETC. THROUGH UNIVERSITY WEBSITE**

Resolved to approve in principle to launch the online registration and instructions to candidates, etc. through University Website and the work may be initiated under the guidance and the supervision of the Dean, Sri Ramanujam School of Mathematics and Computer Science.

FOR CONSIDERATION OF THE COUNCIL

12) **RESOLVED TO APPROVE THE CREATION OF POSTS AT SUPERVISORY LEVEL AT DDE AS PER THE RECOMMENDATION OF FINANCE COMMITTEE**

The Committee resolved to create 10 posts at Supervisory level for DDE as recommended by the 24th Finance Committee held on 16.07.04 vide its resolution No.24.8.

FOR CONSIDERATION OF THE COUNCIL

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

(13) RESOLVED TO CREATE A CORPUS FUND IN DDE

It was resolved to create a Corpus fund out of DDE funds to the tune of Rs.10 crores. The interest accrued on the Fund would be utilized for developmental activities of the DDE. Any savings, if any, will be put back into the Corpus Fund.

FOR CONSIDERATION OF THE COUNCIL.

(14) **RESOLVED TO APPROVE THE STRENGTHENING OF GRIEVANCE CELL IN DDE**

It was resolved to strengthen the Grievance Cell in DDE to attend to the grievances of students immediately. The functioning of Grievance Cell should also be monitored effectively by the officials of DDE (Main) and D.D.E. (Exam) Wings respectively.

FOR CONSIDERATION OF THE COUNCIL.

DIRECTOR

VICE-CHANCELLOR

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

UNIVERSITY GRANTS COMMISSION
DISTANCE EDUCATION BUREAU
35 FEROZE SHAH ROAD
NEW DELHI-110 001

F.No. UGC/DEB/PU/PUDU/2016

Dated: July, 2016

The Registrar,
Pondicherry University,
Dr. B.R. Ambedkar Administrative
Building, R.V. Nagar,
Kalapet,
Puducherry-605 014.

Sub: *Recognition for offering programmes in Open & Distance Learning (ODL)mode from academic year 2016-17 - regarding.*

Sir/Madam,

This is in reference to your proposal submitted for consideration of recognition in response to UGC letter no12-3/2016 (DEB III) dated 21.03.2016 and subsequent interface meeting attended by your University/Institutions. In this regard, I am directed to inform that it has been decided to accord recognition to your institution to offer certain programmes through distance mode for two academic years i.e. 2016-17 and 2017-18 subject to strict adherence and compliance of the conditions mentioned in this letter.

2 The university shall scrupulously abide by the following terms and conditions, while offering the programmes through distance learning mode in accordance with the Affidavit dated 01.06.16, duly notarised and signed by Sh. M. Ramachandaran, Registrar of the University, submitted to the Commission vide letter dated 06.06.2016.

3 The recognition accorded to the institution will be valid only for the programmes/courses as mentioned in the list attached with this letter.

i) The University shall offer only those programmes through Open and Distance Learning (ODL) mode, which are approved by the statutory bodies of the University as per norms and also by UGC and wherever necessary by the apex regulatory bodies in the country.

ii) It is the responsibility of the University to follow the norms prescribed by the concerned regulatory body/ies such as UGC, AICTE, NCTE/any other and also seek its/their prior approval, wherever required.

iii) The University shall not start any new programme without prior approval of UGC and other concerned regulatory authorities in anticipation of recognition.

iv) The nomenclature of all the programmes to be offered under distance mode shall be strictly as per UGC/AICTE Regulations.

v) No teacher education programme shall be offered without prior approval of the NCTE as per new NCTE regulations, 2014.

vi) The Ministry of HRD's directions prohibiting B.E/ B.Tech through distance mode vide it's letter dated 29.07.2009 shall be adhered to strictly.

vii) The programmes in Engineering and Technology e.g. B.E/ B.Tech/ Diploma and courses in Medicines/ Nursing/ Physiotherapy etc. are not allowed and the Universitywill not be offering the same.

viii) The university shall refrain from offering such programmes that are not allowed to be offered, through distance mode by the respective apex body/ies.

ix) No online programme leading to award of Degree/ Certification shall be offered by the University, until a policy is framed and approved by UGC in this regard.

x) The minimum duration of a programme, offered in ODL mode shall not be less than the minimum duration of similar programme offered through the regular mode. nomenclature of programme and the minimum eligibility criteria for admission should be as per UGC norms and Regulations.

xi) The University shall run its ODL programmes only in those subjects/ fields which are offered by it through regular mode.

xii) The university shall have at least one full time faculty member exclusively for coordinating each programme at the headquarters

xiii) The eligibility conditions for admissions to each course to be offered through distance learning mode shall be as per norms of UGC/AICTE and other regulatory bodies.

xiv) The territorial jurisdiction in respect of University for offering programmes through distance mode will be as per the policy of UGC on territorial jurisdiction and opening of off campuses/centres/study centres as mentioned in the UGC notification No.F.27-1/2012(CPP-II), dated 27th June 2013, a copy of which is also posted on the UGC website www.ugc.ac.in/deb.

xv) The programmes in distance mode will not be offered through franchising arrangement and /or through any private institution /college

xvi) The Institution will have necessary infrastructure at its HQ as well as its Study Centres (if any) for conduction of practical work, wherever required.

3. Moreover, the University shall not offer any M.Phil/Ph.D Programme through distance learning mode in compliance to clause 5 of the UGC (Minimum Standard and Procedure for awards of M.Phil./Ph.D Degree), Regulation 2009.

4. The Institution's management of the distance education programmes will be open for review and inspection by the UGC. The academic norms of the programmes shall be under monitoring by the concerned regulatory authorities.

6. It may also be noted that:

i) If the institution fails to comply with the conditions of recognition for which the Affidavit, as mentioned above has been submitted or if it is found conducting affairs in a manner that leads to deterioration of academic standards, the UGC may withdraw its recognition at any stage. The University will be solely responsible for the same.

ii) The recognition can be reviewed depending on change of policy w.r.t ODL Regulations or otherwise.

iii) In case any information, documentary evidence submitted/produced by the University/institution is found to be false or fake at a later stage, the recognition of University/institution shall be withdrawn and the University/Institution concerned shall be solely responsible for the allconsequences arising out of the same.

Yours faithfully,

(Megha Kaushik)
Education Officer

Copy to:

1. The Secretary, Higher Education, Government of Puducherry, Pipmateomplex, Lawspet Road, Puducherry.
2. The Joint Secretary (HE/TEL), MHRD, Govt of India, Shastri Bhawan, New Delhi – 110 001
3. The Member Secretary, AICTE, 7th floor, Chanderlok building, Janpath, New Delhi 110001
4. The Member Secretary, National Council for Teacher Education, Hans Bhawan, New Delhi.
5. Publication Officer (Web), UGC for updating website.
6. Guard file.

(R.I.S Bhardwaj)
Section Officer, DEB

Annexure

University Grants Commission
Distance Education Bureau

List of programmes approved by UGC to Pondicherry University, Puducherry to be offered through distant mode during the academic year 2016-17 & 2017-18 only, as per the terms and conditions contained in the UGC letter F.No. UGC/DEB/PU/PUDU/2016 dated July, 2016

S.No.	Name of Programme
1	Master of Business Administration in Marketing
2	Master of Business Administration in Finance
3	Master of Business Administration in International Business
4	Master of Business Administration in Human Resource Management
5	Master of Business Administration - General
6	Master of Commerce in Finance
7	Master of Arts in English
8	Master of Arts in Hindi
9	Master of Arts in Sociology

(Megha Kaushik)
Education Officer

COPY OF HEI RECOGNITION 2018-19 & 2019-20

सत्यमेव जयते

दूरस्थ शिक्षा ब्यूरो
University Grants Commission
(Ministry of Human Resource Development, Govt. of India)
35, Feroze Shah Road, New Delhi - 110 021
www.ugc.ac.in/deb
Ph. 011) 23604678, 23604671, 23604684

ज्ञान - विज्ञान विमुक्तये

F. No. 1-32/2018(DEB-I)

31st December, 2018

PUBLIC NOTICE

ODL Programmes-Important Decisions for the Higher Educational Institutions (HEIs)

1. The updated recognition status of the Higher Educational Institutions(HEIs) to offer ODL programmes for the academic year 2018-19, academic sessions beginning July, 2018 and onwards (consolidated recognition status was uploaded on 3rd October, 2018 with admission cut off date as 20th October, 2018) and January, 2019 and onwards, is available on the UGC website at www.ugc.ac.in/deb.

2. HEIs may start admission process in the programmes recognised as per the programme recognition status available on the UGC website for the academic session beginning January, 2019 and onwards.

3. For the HEIs which have been recognised for offering ODL programmes for 2018-19, academic session beginning January 2019 and onwards, as per the recognition list, UGC Orders having details of the programmes recognised/found deficient/not recognised with reason(s) thereof are being issued separately.

4. For the programmes found deficient/not recognized as per the provisions of UGC (Open and Distance Learning) Regulations, 2017, HEIs will be provided an opportunity to make representation/appeal, as applicable, within 30 days from the date of UGC letter which will be communicated in due course of time. This clause shall not be applicable for the appeals submitted.

5. The proposals of University of Mumbai, Mumbai, MATS University, Chhattisgarh and Sikkim Manipal University, Sikkim will be further assessed through Expert Committee visits and the proposal of Jamia Millia Islamia, Delhi is being processed. These HEIs will be informed separately.

6. Higher Educational Institutions (HEIs) are required to comply with all the provisions of the UGC (ODL) Regulations, 2017 and its amendments. If any deviation by the HEI is noticed, the same would entail not only withdrawal of permission/recognition for such ODL courses but also for other courses offered by the institutions, on regular and conventional mode; as per the UGC Public Notice notified on 20th November, 2018.

7. **Time limit for completion of admission process for offering ODL programmes by HEIs:**

The Commission in its 537th meeting held on 10.12.2018 has decided the time limit for completion of admission process by the HEIs for offering ODL programmes as mentioned below:

a) Academic session for January - admission last date February end
b) Academic session for July - admission last date August end

The Commission has also directed that the HEIs shall upload the admission details within ten days from the last date of the admissions in the respective academic session i.e. 10th September for July academic session and 10th March for January academic session. Accordingly, the HEIs shall comply with the above decision of Commission.

Speed Post

F.No.: 89-1/2017 (DEB-IV)

Date: June , 2019



The Registrar,
Pondicherry University
Dr. B.R. Ambedkar Administrative Building,
R.V. Nagar, Kalapet,
Puducherry- 605014

Sub: Commission decision on the appeal under sub-regulation (5) of part-II of the University Grants Commission (Open and Distance Learning 2017) Regulations, submitted by HEI for offering programmes in Open and Distance Learning (ODL) mode from academic year 2018-19, session beginning from January, 2019 and onwards - regarding.

Sir/Madam,

This is in continuation to the UGC Orders of even number dated **14th August, 2018** and **18th October, 2018**, wherein the details of programmes recognized for 2018-19 onwards and programmes not recognized were communicated to **Pondicherry University.**

2. As per the provisions under sub-regulation (5) of part-II of the University Grants Commission (Open and Distance Learning 2017) Regulations and the decision of the Commission it is 535th meeting held on 27th September, 2018, for the programmes not recognized as per the UGC letter cited in above Para, the Higher Educational Institution had been provided an opportunity to submit an appeal along with requisite fee and documentary evidence, if any within 30 days from the date of the said UGC letter.

3. The appeal along with documents submitted by the **Pondicherry University** have been placed before duly constituted Standing Appellate Committee in the meeting held on 10/11 December,2018, at UGC, 35 Feroze Shah Road, New Delhi. The Standing Appellate Committee based on the provisions of the University Grants Commission (Open and Distance Learning) Regulations, 2017 and its amendments; made recommendations for consideration of the Competent Authority, in accordance to the Commission decision, in its 534th meeting, held on 02.08.2018.

4. Based on the decision of the Competent Authority, I am directed to issue this Order, thereby communicating the decision on the appeal received, for offering **programmes in Open and Distance Learning (ODL) mode from academic year 2018-19, session beginning from January, 2019 and onwards by the (Name of the HEI) as detailed in point no. 5 below.**

5. Programme wise recognition status based on appeal:

5(A) **Reversal of earlier decision (Programmes Recognized) The details of nine recognised programmes as below had already been uploaded on UGC website on 31st December, 2018**

S. No.	Name of the Programme	Period of Recognition (If Applicable)*
1	MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)	2018-19 to 2019-20 (2018-19, session)

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University

5	MASTER OF BUSINESS ADMINISTRATION (GENERAL)	January 2019 onwards)
6	MASTER OF COMMERCE (FINANCE)	
7	MASTER OF ARTS (ENGLISH)	
8	MASTER OF ARTS (SOCIOLOGY)	
9	MASTER OF ARTS (HINDI)	

*As HEI NAAC score is below 3.26, the recognition given is from the academic year 2018-19 (session beginning from January, 2019) to 2019-20, based on the UGC (ODL) Second Amendment Regulations, 2018.

6. For the programmes recognized in 5(A) above, the Higher Educational Institution shall scrupulously abide in letter and spirit by all the terms and conditions, while offering the programmes in Open and Distance Learning mode, as per the provisions detailed in Part-III, Part-IV, Part-V, Part-VI and Annexure-I to Annexure-XI of the University Grants Commission (Open & Distance Learning) Regulations, 2017 and its amendments. Some specific conditions given in UGC (ODL) Regulations, 2017 & its amendments are given in **Annexure- 1.**

7. If the HEI fails to comply with the conditions of recognition or if it is found conducting affairs in a manner that leads to deterioration of academic standards, or if any information, documentary evidence submitted/produced by the HEI is found to be false or false at a later date, UGC shall take action as per Regulation (4) Part -II of UGC (ODL) Regulations, 2017.

8. If any deviation is noticed, the same would entail not only withdrawal of permission/ recognition for such ODL course but also for other courses offered by the institution, on regular and conventional mode, as directed by MHRD vide letter F. No.2-18/2017-U3 (A), dated 07.10.2018 on the recommendations of Justice Reddy Committee constituted by MHRD vide the directions of Hon'ble Supreme Court dated 08.5.2018 in Civil Appeal No.17869-17870 filed by Orissa Lift Irrigation Corp Ltd Versus Rabi Sankar Patro & Ors.

9. The UGC (ODL) Regulations, 2017 are applicable to all HEIs as given at Clause (3) of sub-regulation (1) of Para – I of UGC (ODL) Regulations, 2017, It is further clarified that the private universities created under the State enactments shall be under obligation to strictly follow the requirements, stipulated by the UGC, issued from time to time including those under the UGC (ODL) Regulations, 2017.

10. **Time limit for completion of admission process for offering ODL programmes by HEIs:**

The Commission in its 537th meeting held on 10.12.2018 has decided the time limit for completion of admission process by the HEIs for offering ODL programmes as mentioned below:

a) Academic session for January - admission last date February end
b) Academic session for July admission last date August end

The Commission has also directed that the HEIs shall upload the admission details within ten days from the last date of the admissions in the respective academic session i.e. 10th September for July academic session and 10th March for January academic session. Accordingly, the HEIs shall comply with the above decision of Commission.

Prof. C. KILAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University

Conditions

1. The total intake capacity (Number of learners) in Open and Distance Learning mode in Higher Educational Institution and/or Learner Support Centre/Study Centre shall be as mentioned in clause 6 of Annexure-X of the University Grants Commission (Open & Distance Learning) Regulations, 2017.

2. The Higher Educational Institution shall offer only those programmes through Open and Distance Learning mode, which are approved by the statutory bodies of the University and by UGC and by the Regulatory Authority, as applicable.

3. The Higher Educational Institution shall not offer any programme in engineering, Medicine, dental, pharmacy, nursing, architecture, physiotherapy and programmes not permitted to be offered in distance mode by any other regulatory body.

4. The Higher Educational Institution shall comply to all the terms and conditions mentioned in (1) Affidavit dated 23rd April, 2018, duly notarized and signed by Dr. K. Thanamikkarasu, Registrar, submitted to the Commission vide letter dated 09th May, 2018 ; and (2) Affidavit dated 17th September, 2018 pertaining to adherence of terms of conditions laid down by AICTE for programmes of MBA/MCA/Travel and Tourism, duly notarized and signed by Dr. Sasi Kanta Dash, Registrar, submitted to the Commission vide letter dated 18th September, 2018.

5. The Higher Educational Institution shall not offer any M.Phil/Ph.D Programme through distance learning mode in compliance to clause 11 of the University Grants Commission (Minimum Standards and Procedure for Award of M.Phil. /Ph.D. Degrees) Regulations, 2016.

6. The HEI shall establish Examination Centre within the territorial jurisdiction of the HEI subject to condition laid down in clause7 (i) to (v) of section 13 in Part-IV.

7. In case, Higher Educational Institution fails to comply with the conditions of recognition, appropriate punitive action(s), as per provisions of the UGC (ODL) Regulations, 2017 and its amendments, shall be taken by the Commission.

8. The **Pondicherry University, Puducherry** shall adhere to the policy of territorial jurisdiction as specified in Annexure – IV of the UGC (ODL) Regulations, 2017.

(Jitendra)
Education Officer

Prof. C. K. RAMAIAH
Director (i/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

LIST OF LEARNER SUPPORT CENTRES & EXAMINATION CENTRES

Learner Support Centre (LSC) details

Srno	Name of College & Address	Whether the College / institute is Private or Govt	Name of Affiliating University / HEI	Name of Co-ordinator	Contact Details of Co-ordinator	Qualifications	No. of Counsellors
1	Pondicherry - Directorate of Distance Education , Directorate of Distance Education, Pondicherry University RV Nagar, Kalapet, Puducherry	Government	Pondicherry University	Director	0413 2654565	Ph.D	1
2	Chennai - Alagappa Institute of Technology , Alagappa Institute of Technology 49, Gangadeeshwarar Koil Street, Purasawakam, Chennai-600084	Private	Alagappa Institute	Mr. Naresh	9840701222	Post Graduate Degree	1
3	Bangalore – St. Joseph's Evening College (Autonomous) , St. Joseph's Evening College (Autonomous), No. 35, Museum Road, Bangalore – 560025	Private	Bangalore University	Dr. Kanishka Professor	9916855880	Ph.D	1
4	New Delhi - Shikshapeeth College of Management and Technology , Shikshapeeth College of Management and Technology 16, Bindra Market, Near Tilak Nagar Police Station, Opp. Metro Pillar No.494 New Delhi –	Private	Jamia Milia Islaimia	Dr. Anuj Malhotra	9654400104	MBA, NET	1

Srno	Name of College & Address	Whether the College / institute is Private or Govt	Name of Affiliating University / HEI	Name of Co-ordinator	Contact Details of Co-ordinator	Qualifications	No. of Counsellors
	110018						
5	Secunderabad – Swami Vivekananda Institute of Technology , Swami Vivekananda Institute of Technology Mehabub College Campus Patny Centre Secunderabad-500 003	Private	JNTU	Dr. Anail Konda	9912206888	Ph.D	1
6	Mahe -Community College, Pondicherry University , Community College, Pondicherry University II Floor Cooperative College of Education Building Pemetery Road, Mahe- 673310	Government	Pondicherry University	C. M Sreekala Asst. Registrar	9567849119	M.A in Economic	1
7	Kolkata – Carreograph Institute of Management , Carreograph Institute of Management Studies,	Private	Autonomous	Tamal Chattrjee	9831097070	Post Graduate	1
8	Chennai - Loyola College , Loyola College, Nungambakkam, Chennai – 600 034	Private	University of MAdras	Prof. T. Eugine	9668585933	MA, M. Phil	1
9	Banglore – St.	Private	Autonomo	Prof.Kanish	99168558	Ph.D.	1

Srno	Name of College & Address	Whether the College / institute is Private or Govt	Name of Affiliating University / HEI	Name of Co-ordinator	Contact Details of Co-ordinator	Qualifications	No. of Counsellors
	Joseph's Evening College (Autonomous) , St. Joseph's Evening College (Autonomous) No.35, Museum Road, Bangalore-560 025		us	ka	80		
10	Kolkata – St. Xavier's College(Autonomous) , St. Xavier's College(Autonomous) 30 Park Street	Private	Autonomous	Prof. Ashoknath	8583980490	Ph.D	1
11	Trichy-St. Joseph's College , St. Joseph's College(Autonomous), Tiruchirappalli - 620 002	Private	Autonomous	Dr. F. R. Alexander Pravin Durai	9443838457	M.Com, MBA, M.Phil, Ph.D	1
12	Chennai - Guru Nanak College , Guru Nanak Salai, Velachery, Chennai - 600042	Private	University of Madras	Dr.S.Savithri	8870479791	M.A.,M.Phil., Ph.D	2

Examination Centres

SL. NO	CENTRE CODE	CENTRE	VENUE
1	01	**PONDICHERRY**	**Saradha Gangadharan College,** Near Marapalam Signal, Lake Road, Velrampet, Puducherry – 605 004.
2	02T	**CHENNAI** **(Twinning Programme Students of Loyola College Only)**	**School of Commerce,** Betram Hall Main Building, Loyola College, Nungambakkam, Chennai-600 034.
3	02	**CHENNAI**	**Alagappa Institute of Technology** #49 Gangadeeshwarar Koil Street Purasawakam Chennai – 605 084 Tamil Nadu, India.
4	2GT	**CHENNAI** **(Twinning Programme Students of Guru Nanak College Only)**	**Guru Nanak College (Autonomous),** Guru Nanak Salai Velachery Chennai 600 042.
5	03	**NEW DELHI**	**Shikshapeeth College of Management and Technology,** # 16, Bindra Market, Near Tilak Nagar Police Station, Opp. Metro Pillar No. 494, New Delhi – 110 018 (Nearest Metro Station – Subhash Nagar)
6	05T	**BANGALORE**	**St. Joseph's Evening College,** C/o Bangalore Jesuit Educational Society (R), #35, Museum Road, Bengaluru-560 025, Karnataka
7	06	**COCHIN**	**Sacred Heart College,** Thevara, Cochin -682 013
8	08T	**CUTTACK** **(From June 2020 Exams onwards)**	**Ravenshaw University,** College Square, Near Railway Station, Cuttack, Odisha – 753 003.
9	12	**LUCKNOW**	**Institute of Environment and Management,** " Environment House", Alkapuri, Near Gayatri Mandir, Kursi Road, Lucknow – 226 022.

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Puducherry – 605 014.

SL. NO	CENTRE CODE	CENTRE	VENUE
10	14	GUWAHATI	**Pandu College, Pandu,** Guwahati, Assam – 781 012.
11	16	PORTBLAIR	**Jawaharlal Nehru Rajkiya Mahavidyalaya,** Port Blair -744 104 (Andaman & Nicobar Island)
12	17	THIRUVANANTHAPURAM	**Xavier Institute of Management,** St. Xavier's College P.O, Thumba, Thiruvananthapuram– 695 586, Kerala
13	18	COIMBATORE	**Sri Ramakrishna College of Arts and Science Formerly known as (S N R Sons College),** Avinashi Road, Nava India, Coimbatore- 641 006.
14	19	VISHAKAPATTINAM	**TSR & TBK Degree College,** D.No.27-1-235/1, 61st Ward to GVMC, Srinagar, Gajuwaka (PO), Visakhapatnam – 530 026 Andhra Pradesh.
15	21	MUMBAI	**Chandrabhan Sharma College of Science and Commerce,** Powai Vihar, Opp Monoranjan Maidan, Powai, Mumbai, Maharashtra - 400 076.
16	23	VADODARA	**Gujarat Institute of Hotel Management,** "Vaid House",Near RC Patel Industrial Estate, Next to Aswamegh – 1, Akota - Padra Road, Akota, Vadodara – 390 020.
17	30	MAHE	**Mahe Co-Operative College of Teacher Education,** Near Cemetery Road, Manjakal, Mahe -673 310.
18	41	KOLKATA	**Carreograph Institute of Management Studies,** #112, Bidhan Sarani, Shyambazar, Kolkata – 700 004.

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Puducherry - 605 014.

SL. NO	CENTRE CODE	CENTRE	VENUE
19	41T	**KOLKATA** (Twinning Programme Students of St. Xavier's College - Autonomous Only)	**St. Xavier's College** (Autonomous), #30, Park Street, Kolkata – 700 016.
20	44	**YANAM**	**Dr. S.R.K. Govt Arts College,** Pillaraya Street, Yanam-533 464
21	46	**VIJAYAWADA**	**Andhra Loyola College,** Near Ramesh Hospital, Vijayawada – 520 008.
22	48	**TRICHY**	**St. Joseph's College (Autonomous),** Chathiram Bus Stand, Tiruchirappalli – 620 002.
23	51	**SECUNDERABAD**	**Swami Vivekananda Institute of Technology,** Opposite to Old Natraj Theatre, S.D Road, Patny Centre, Secunderabad – 500 003.
24	71	**KARAIKAL**	**Pondicherry University (Karaikal Campus)** Behind Arignar Anna Government Arts College, Bharathiyar Street, Karaikal, Puducherry – 609 605.

Prof. C. K. RAMAIAH
Director (I/c.)
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

COPY OF ACADEMIC STAFF FOR ODL PROGRAMMES

Copy of Academic Staff for ODL Programmes (Progremme Coordinator & Faculty)

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
1	Masters of Arts - Sociology	Dr. B.B. Mohanty	Dept. of Sociology, Pondicherry University, Kalapet, Puducherry	9442032327	mohanty.soc@pondiuni.edu.in
2	Masters of Arts - English	Prof. Clement Sagayaradja Lourdes	Dept. of English, Pondicherry University, Kalapet	9894320440	clements.eng@pondiuni.edu.in
3	Master of Business Administration-Finance	Dr V Umasri	Directorate of Distance Education, Pondicherry University, Kalapet, Puducherry	9150550102	umasri.dde@pondiuni.edu.in
4	Bachelor of Arts (Hons)-Economics	Dr. V. Nirmala	Dept. of Economics, Pondicherry University, Kalapet, Puducherry	9443294169	vnirmala.eco@pondiuni.edu.in
5	Bachelor of Arts (Hons)-Economics	Mr. Manzoor Hassan Malik	DDE, Pondicherry University, Kalapet, Puducherry	8903826017	malikmanzoor2022@gmail.com
6	Bachelor of Arts (Hons)-Sociology	Ms. Raveena Esther Ravichandran	DDE, Pondicherry University, Kalapet, Puducherry	7548959389	ravennarai123@gmail.com
7	Bachelor of Arts (Hons)-History	Dr. G. Chandrika	Dept. of History, Pondicherry University, Kalapet, Puducherry	04132251312	chandri.his@pondiuni.edu.in
8	Bachelor of Arts (Hons)-History	Dr. P. Uma Maheswari	DDE, Pondicherry University, Kalapet, Puducherry	9790059363	umap24@gmail.com
9	Bachelor of Arts	Mr. KaustavChakra	DDE, Pondicherry University,	9444298014	kaustuv.2306@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
	(Hons)-English	borti	Kalapet, Puducherry		
10	Master of Business Administration-Tourism	Dr. P. Karmenivannan	DDE, Pondicherry University, Kalapet, Puducherry	9629891589	karmenivannan@gmail.com
11	Master of Business Administration-Operations & Supply Chain Management	Dr. R. Venkatesa Kumar	Dept. of Management Studies, Pondicherry University, Kalapet, Puducherry	9894240012	venkatesh.dms@pondiuni.edu.in
12	Master of Business Administration-Operations & Supply Chain Management	Mr. Ismail Zabeehulla	DDE, Pondicherry University, Kalapet, Puducherry	9787254386	ismailmba49@gmail.com
13	Master of Business Administration-Operations & Supply Chain Management	Dr. K. Bhuvaneswari	DDE, Pondicherry University, Kalapet, Puducherry	9790794717	bhuvi.mba.g2@gmail.com
14	Master of Business Administration-General	Mr. K. Karmugilan	DDE, Pondicherry University, Kalapet, Puducherry	9629225798	karmugilan88@gmail.com
15	Master of Business Administr	Dr. R. Gayathri	DDE, Pondicherry University, Kalapet,	9843529299	ramagaya2007@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
	ation-Hospital Management		Puducherry		
16	Master of Business Administration-Hospital Management	Mrs. R. Mohana Priya	DDE, Pondicherry University, Kalapet, Puducherry	9500631546	priyarangasamy15@gmail.com
17	Master of Business Administration-Hospital Management	Prof. V. Gopal	DDE, Pondicherry University, Kalapet, Puducherry	9488381721	gopalveni@yahoo.com
18	Master of Business Administration-Tourism	Dr. R.C. Anu Chandran	Dept. of Tourism Studies, Pondicherry University, Kalapet, Puducherry	9843244547	anoos_ind@yahoo.co.in
19	Master of Business Administration-Tourism	Mr. A. Karthik	DDE, Pondicherry University, Kalapet, Puducherry	9790095202	karthi.fbu@gmail.com
20	Master of Business Administration-International Business	Dr. G. Delina	DDE, Pondicherry University, Kalapet, Puducherry	9488502301	delina.phd@gmail.com
21	Master of Business Administration-Human Resource Management	Dr. A. Punitha	DDE Pondicherry University Puducherry – 605 014	9884960868	punitha.dde@pondiuni.edu.in
22	Master of	Mrs. G. Divya	DDE, Pondicherry	94432479	divik1987@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
	Business Administration-Human Resource Management	Lakshmi	University, Kalapet, Puducherry	29	
23	Master of Business Administration-General	Dr. Lalitha Ramakrishnan	Dept. of International Business, Pondicherry University, Kalapet, Puducherry	9489679204	gopilalitha2002@yahoo.co.in
24	Master of Business Administration-General	Ms. R. Bawthra	DDE, Pondicherry University, Kalapet, Puducherry	9486503687	bawthrabavi@gmail.com
25	Master of Business Administration-General	Mrs. K. Subha	DDE, Pondicherry University, Kalapet, Puducherry	9626046502	subhadiwakar114@gmail.com
26	Master of Commerce-Finance	Dr. Malabika Deo	Department of Commerce Pondicherry University Puducherry-605014	9442140745	malabika.com@pondiuni.edu.in
27	Master of Business Administration-Marketing	Dr. Sk. Md. Nizamuddin	DDE, Pondicherry University, Kalapet, Puducherry	9787702239	nizam.dde@pondiuni.edu.in
28	Master of Business Administration-Marketing	Dr. S. Rajeswari	DDE, Pondicherry University, Kalapet, Puducherry	9445104943	raj9karthik@gmail.com
29	Master of Business Administration-Finance	Mr. Akha Khou	DDE, Pondicherry University, Kalapet, Puducherry	9499154539	khoustephen1@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
30	Master of Business Administration-International Business	Dr. Yarlagadda Srinivasulu	Dept. of International Business,Pondicherry University,Puducherry–605 014	7639846101	ysrinivasulu.ibm@pondiuni.edu.in
31	Master of Business Administration-International Business	Mrs. Nish Kala Devi	DDE, Pondicherry University, Kalapet, Puducherry	9944532843	nishkala.devi@gmail.com
32	Bachelor of Arts (Hons)-Political Science	Dr. A. Subramanyam Raju	Centre for South Asian Studies, Pondicherry University, Kalapet, Puducherry	9500287750	asraju.sas@pondiuni.edu.in
33	Bachelor of Arts (Hons)-Political Science	Dr. Suresh Vadranam	DDE, Pondicherry University, Kalapet, Puducherry	7780401388	vadranamsuresh@gmail.com
34	Bachelor of Arts-Journalism & Mass Communication	Dr. Radhika Khanna	Dept. of Electronic Media and Mass Communication, Pondicherry University, Kalapet, Puducherry	9894568699	radhika.emc@pondiuni.edu.in
35	Bachelor of Arts-Journalism & Mass Communication	Mrs. Aruna Natarajan	DDE, Pondicherry University, Kalapet, Puducherry	8098059805	djaruna@gmail.com
36	Bachelor of Business Administration-NA	Dr. S. Rasudeen	Dept. of Management Studies, Pondicherry University, Kalapet,	9444170944	riasudeen.dms@pondiuni.edu.in

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
			Puducherry		
37	Masters of Arts - Hindi	Dr. C. Jaya Sankar Babu	Dept. of Hindi, Pondicherry University, Kalapet, Puducherry	9442071407	jayasankarbabu.hin@pondiuni.edu.in

COPY OF
ADMINISTRATIVE STAFF FOR ODL PROGRAMMES

8	Ankit Sinha	Introduction to Indian Government and Politics	1695.00
9	Dr. Ashok Purohit	Public Administration Concepts and Cases	1950.00
10	Sharma	Introduction to the Constitution of India	350.00
11	Ghosh	International Relations	395.00
12	Ghosh	Indian Government & Politics, 2/E	395.00
13	Bosses	Power and Influence in India	595.00
		Total	**13710.00**
		BA - History	
1	AmrendraVerma	Environmental History of India	1800.00
2	Dr.Anantha B.G	History of Modern Europe	1450.00
3	Saxena	Society and State In Medieval India	1695.00
4	Rohan Kumar Singh	India's Ancient Past	1750.00
5	SastriK.A.Nilakanta	A History of South India (OIP)	435.00
6	Orient	Early Medieval Indian Society	475.00
7	Orient	Concept of Bharatavarsha	795.00
8	Subramaniam	History of India 1707-1857	385.00
9	Orient	History of The World	350.00
10	Orient	Indias Environmental History Vol 1 & 2	1795.00
11	Chandra	History of Medieval India	450.00
12	Chandra	History of Modern India	425.00
13	Sreedharan	Textbook of Historiography	575.00
		Total	**12380.00**
		BA - Economics	
1	Salvatore	Managerial Economics	725.00
2	Boyes	Principles of Economics	1099.00
3	Dornbusch	Macroeconomics	1045.00
4	Case Flair Oste	Principles of Economics 12ed	879.00
5	Mankiw Taylor	Economics 4ed	699.00
6	Froyen	Macroeconomics,8ed	779.00
7	Ashwani Mahajan Dutta	Indian Economy	695.00
8	Sankaran	Environmental Economics	150.00
9	Gujarati	Basic Econometrics	825.00
10	D Amutha	A Text Book of Environmental Economics	1195.00
11	S. K. Mishra	Indian Economy & Economic Reforms	1195.00
12	DrSumaiKalyanChaudhury,	Economic Development in India	990.00

13	K C Patnaik	Regional Economic Development	900.00
14	Sharma,D.	Role of NGOs in Scio - Economic Development	980.00
15	JagdishHanda	Monetary Economics 2Nd Edi	1295.00
		Total	**13451.00**
BA & MA -Sociology			
1	Stinchcombe A	The Logic of Social Research	1295.00
2	Lewis Coser	Sociological Theory: A Book of Readings	1595.00
3	Giddens A	New Rules of Sociological Method .	795.00
4	Merton	The Sociology of Science: Theoretical and Empirical Investigations	1495.00
5	Ritzer G	Postmodern Social Theory	1100.00
6	Fletcher	The Making of Sociology:New (2 Vol.)	3995.00
7	Richard Pais	Social Inclusion and Development	1195.00
8	Braham	Key Concepts In Sociology	2113.24
9	Gough	An Introduction to Systematic Reviews	2689.84
10	Nagla	Introducing Sociology	1100.00
11	MadhuNagla	Sociology of Health and Medicine	1495.00
		Total	**18868.08**
BA - Journalism & Mass Communication			
1	Marsen	Communication Studies	2721.68
2	Philipose	Medias Shifting Terrain (Pb)	575.00
3	Newsom D.	Public Relations Writing Form and Style	4506.00
4	Sharma	Public Relations	1250.00
5	Raminder Kaur	Adventure Comics and Youth Cultures In India	995.00
6	Dorothy Fox, Mary Beth Gouthro	Doing Events Research: From Theory To Practice	995.00
7	Singh	Sports Journalism and Mass Media	300.00
8	John Fiske	Understanding Popular Culture 2ed	595.00
9	Reddi	Effective Public Relations and Media Strategy, 3ed	525.00
10	Neelamalar	Radio Programme Production	295.00
		Total	**12757.68**
MA & BA - English			
1	Singh K. K.	A Critical Companion to ChetanBhagat's Novels	995.00
2	Bianco	Language Planning and Student Experiences	2397.70

3	Pilar	Investigating Tasks In Formal Language Learning (Second Language Acquisition)	2397.70
4	Vidya Mishra	The Aesthetics of Robert Browning	995.00
5	Tripathi	Critical Theory and Methodology	950.00
6	AasthaMathur	Principle Guide To Advance English Vocabulary	800.00
7	Holeyannaver	Postcolonial Drama	950.00
8	Parsad	An Introduction To Literary Criticism	1800.00
9	Kakarla	Functional English For Communication	325.00
10	Raj	Critical American Literature	1800.00
11	Orient	English Literature 16th To 18th Century	325.00
12	ElisabettaRuspini	Introducation to Longitudingal Research	695.00
13	John Fiske	Reading The Popular 2ed	595.00
14	Chakravarti	Shakespeare and Indian Habitations	1050.00
15	Holeyannavar	New Themes In Indian English Novel	995.00
16	Prasad	Course In Linguistics, 3ed	395.00
17	Arjun Kumar	Shakespeares Tragedies	950.00
		Total	**18415.39**
		MA - Hindi	
1	Gibbons	Maintaining A Minority Language: A Case Study of Hispanic Teenagers (Multilingual Matters)	2878.20
2	Lidz	Ohb of Developmental Linguistics	2500.00
3	Pollock	Language of the Gods in the World of Men	895.00
4	Yadav	SamajikAnusandhanPaddhativan	175.00
5	Parmar	NaarivaadiSiddhantAurVyavahaar	350.00
6	Omved	JaatiKaSamajh	235.00
7	Satish	Madhyakaleen Bharat RajnitiSamajAurSanskar	360.00
8	Yadav	GraminNagariyaSamkshastra	195.00
9	Chandra	Adhunik Bharat Kaltihas	325.00
10	Vishwa	Hindi SahityaKaSaralItihas	150.00
11	Khanna	Madhyakaleen Bharat KaSanskritikItihas	375.00
		Total	**8438.20**
		BBA	
1	Ramaswamy	Ma·keting Management	995.00
2	Sengupta	Human Resource Management	495.00
3	Rees	Strategic Human Resource Management an International	695.00
4	Roy	Competency Based Human Resource Management	350.00

5	Singh	Principles and Practices of Management and Organizational Behaviour	495.00
6	Sharma	Human Resource Management	650.00
7	Manimala	Cases in Organizational Behaviour	575.00
8	Nahavandi	Organizational Behaviour	595.00
9	Heizer	Operations Management	799.00
10	Kotler Keller	Marketing Management 15ed	1049.00
11	Ahmed	Business Environment Indian and Global Perspective	450.00
12	Aswathappa	Human Resource Management-8th Ed	675.00
13	Panneerselvam	Operation Research 2ed	450.00
14	Geetika	Managerial Economics	645.00
15	Khatri	Accounting for Management	775.00
16	Werner	Human Resource Development 6ed	750.00
		Total	**10443.00**
		M.Com (Finance) & B.Com	
1	Jyothi	M.P.M	790.00
2	Krugman	Intl Finance: Theory & Policy,	5765.04
3	Ross	Corporate Finance 10ed	750.00
4	Joseph	E-Commerce An Indian Perspective 6ed	550.00
5	Kevin	Fundamentals of International Financial Management	275.00
6	Banerjee	Financial Polity & Management Accounting 9ed	795.00
7	Das	The Financial System In India Markets Instruments	995.00
8	HAUGEN	MODERN INVESTMENT THEORY 5ED	739.00
9	Horngren	Introduction To Management Accounting-Chapters 1-17, 16/E	899.00
10	Reddy	Corporate Accounting Revised Schedule	350.00
11	Geetika	Managerial Economics	645.00
12	Ramaswamy	Marketing Management	995.00
13	Pathak	Indian Financial System 5ed	749.00
14	Gurusamy	Merchant Banking and Financial Services, 3ed	450.00
15	PoornimaCharantimath	Entrepreneurship Development and Small Business	499.00
16	Gupta	Financial Derivatives Theory Concepts & Problems 2ed	695.00
17	Ramakrishna	Essentials of Project Management	325.00

18	Saleem	Business Environment	420.00
19	periasamy	Financial Management (pp)	495.00
20	Venkatasivakumar	Cost Accounting and Financial Management	690.00
21	Paresh Shah	Financial Accounting	525.00
		Total	**18396.04**

Grand Total	**227583.91**

18	Saleem	Business Environment	420.00
19	periasamy	Financial Management (pp)	495.00
20	Venkatasivakumar	Cost Accounting and Financial Management	690.00
21	Paresh Shah	Financial Accounting	525.00
		Total	**18396.04**

Grand Total	**227583.91**

Copy of Academic Staff for ODL Programmes (Progremme Coordinator & Faculty)

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
1	Masters of Arts - Sociology	Dr. B.B. Mohanty	Dept. of Sociology, Pondicherry University, Kalapet, Puducherry	9442032327	mohanty.soc@pondiuni.edu.in
2	Masters of Arts - English	Prof. Clement Sagayaradja Lourdes	Dept. of English, Pondicherry University, Kalapet	9894320440	clements.eng@pondiuni.edu.in
3	Master of Business Administration-Finance	Dr V Umasri	Directorate of Distance Education, Pondicherry University, Kalapet, Puducherry	9150550102	umasri.dde@pondiuni.edu.in
4	Bachelor of Arts (Hons)-Economics	Dr. V. Nirmala	Dept. of Economics, Pondicherry University, Kalapet, Puducherry	9443294169	vnirmala.eco@pondiuni.edu.in
5	Bachelor of Arts (Hons)-Economics	Mr. Manzoor Hassan Malik	DDE, Pondicherry University, Kalapet, Puducherry	8903826017	malikmanzoor2022@gmail.com
6	Bachelor of Arts (Hons)-Sociology	Ms. Raveena Esther Ravichandran	DDE, Pondicherry University, Kalapet, Puducherry	7548959389	ravennarai123@gmail.com
7	Bachelor of Arts (Hons)-History	Dr. G. Chandrika	Dept. of History, Pondicherry University, Kalapet, Puducherry	04132251312	chandri.his@pondiuni.edu.in
8	Bachelor of Arts (Hons)-History	Dr. P. Uma Maheswari	DDE, Pondicherry University, Kalapet, Puducherry	9790059363	umap24@gmail.com
9	Bachelor of Arts	Mr. KaustavChakra	DDE, Pondicherry University,	9444298014	kaustuv.2306@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
	(Hons)-English	borti	Kalapet, Puducherry		
10	Master of Business Administration-Tourism	Dr. P. Karmenivannan	DDE, Pondicherry University, Kalapet, Puducherry	9629891589	karmenivannan@gmail.com
11	Master of Business Administration-Operations & Supply Chain Management	Dr. R. Venkatesa Kumar	Dept. of Management Studies, Pondicherry University, Kalapet, Puducherry	9894240012	venkatesh.dms@pondiuni.edu.in
12	Master of Business Administration-Operations & Supply Chain Management	Mr. Ismail Zabeehulla	DDE, Pondicherry University, Kalapet, Puducherry	9787254386	ismailmba49@gmail.com
13	Master of Business Administration-Operations & Supply Chain Management	Dr. K. Bhuvaneswari	DDE, Pondicherry University, Kalapet, Puducherry	9790794717	bhuvi.mba.g2@gmail.com
14	Master of Business Administration-General	Mr. K. Karmugilan	DDE, Pondicherry University, Kalapet, Puducherry	9629225798	karmugilan88@gmail.com
15	Master of Business Administr	Dr. R. Gayathri	DDE, Pondicherry University, Kalapet,	9843529299	ramagaya2007@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
	ation-Hospital Management		Puducherry		
16	Master of Business Administration-Hospital Management	Mrs. R. Mohana Priya	DDE, Pondicherry University, Kalapet, Puducherry	9500631546	priyarangasamy15@gmail.com
17	Master of Business Administration-Hospital Management	Prof. V. Gopal	DDE, Pondicherry University, Kalapet, Puducherry	9488381721	gopalveni@yahoo.com
18	Master of Business Administration-Tourism	Dr. R.C. Anu Chandran	Dept. of Tourism Studies, Pondicherry University, Kalapet, Puducherry	9843244547	anoos_ind@yahoo.co.in
19	Master of Business Administration-Tourism	Mr. A. Karthik	DDE, Pondicherry University, Kalapet, Puducherry	9790095202	karthi.fbu@gmail.com
20	Master of Business Administration-International Business	Dr. G. Delina	DDE, Pondicherry University, Kalapet, Puducherry	9488502301	delina.phd@gmail.com
21	Master of Business Administration-Human Resource Management	Dr. A. Punitha	DDE Pondicherry University Puducherry – 605 014	9884960868	punitha.dde@pondiuni.edu.in
22	Master of	Mrs. G. Divya	DDE, Pondicherry	94432479	divik1987@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
	Business Administration-Human Resource Management	Lakshmi	University, Kalapet, Puducherry	29	
23	Master of Business Administration-General	Dr. Lalitha Ramakrishnan	Dept. of International Business, Pondicherry University, Kalapet, Puducherry	9489679204	gopilalitha2002@yahoo.co.in
24	Master of Business Administration-General	Ms. R. Bawthra	DDE, Pondicherry University, Kalapet, Puducherry	9486503687	bawthrabavi@gmail.com
25	Master of Business Administration-General	Mrs. K. Subha	DDE, Pondicherry University, Kalapet, Puducherry	9626046502	subhadiwakar114@gmail.com
26	Master of Commerce-Finance	Dr. Malabika Deo	Department of Commerce Pondicherry University Puducherry-605014	9442140745	malabika.com@pondiuni.edu.in
27	Master of Business Administration-Marketing	Dr. Sk. Md. Nizamuddin	DDE, Pondicherry University, Kalapet, Puducherry	9787702239	nizam.dde@pondiuni.edu.in
28	Master of Business Administration-Marketing	Dr. S. Rajeswari	DDE, Pondicherry University, Kalapet, Puducherry	9445104943	raj9karthik@gmail.com
29	Master of Business Administration-Finance	Mr. Akha Khou	DDE, Pondicherry University, Kalapet, Puducherry	9499154539	khoustephen1@gmail.com

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
30	Master of Business Administration-International Business	Dr. Yarlagadda Srinivasulu	Dept. of International Business,Pondicherry University,Puducherry–605 014	7639846101	ysrinivasulu.ibm@pondiuni.edu.in
31	Master of Business Administration-International Business	Mrs. Nish Kala Devi	DDE, Pondicherry University, Kalapet, Puducherry	9944532843	nishkala.devi@gmail.com
32	Bachelor of Arts (Hons)-Political Science	Dr. A. Subramanyam Raju	Centre for South Asian Studies, Pondicherry University, Kalapet, Puducherry	9500287750	asraju.sas@pondiuni.edu.in
33	Bachelor of Arts (Hons)-Political Science	Dr. Suresh Vadranam	DDE, Pondicherry University, Kalapet, Puducherry	7780401388	vadranamsuresh@gmail.com
34	Bachelor of Arts-Journalism & Mass Communication	Dr. Radhika Khanna	Dept. of Electronic Media and Mass Communication, Pondicherry University, Kalapet, Puducherry	9894568699	radhika.emc@pondiuni.edu.in
35	Bachelor of Arts-Journalism & Mass Communication	Mrs. Aruna Natarajan	DDE, Pondicherry University, Kalapet, Puducherry	8098059805	djaruna@gmail.com
36	Bachelor of Business Administration-NA	Dr. S. Rasudeen	Dept. of Management Studies, Pondicherry University, Kalapet,	9444170944	riasudeen.dms@pondiuni.edu.in

Sl. no	Name of Programmes	Name of faculty	Address	Phone	Email
			Puducherry		
37	Masters of Arts - Hindi	Dr. C. Jaya Sankar Babu	Dept. of Hindi, Pondicherry University, Kalapet, Puducherry	9442071407	jayasankarbabu.hin@pondiuni.edu.in

COPY OF
ADMINISTRATIVE STAFF FOR ODL PROGRAMMES

Copy of Administrative Staff for ODL Programmes

1.	Dr. ARVIND GUPTA	ASSISTANT DIRECTOR
2.	SRIKALA C.M	ASSISTANT REGISTRAR
3.	MAHESH .K	ASSISTANT REGISTRAR
4.	Dr. L. VEERAPPAN	SECTION OFFICER
5.	RAMACHANDRAN K.	SECTION OFFICER
6.	Dr. A.MADHAVI LATHA	ACADEMIC CO-ORDINATOR
7.	P. NIBEDITA	ACADEMIC CO-ORDINATOR
8.	ARUMUGAM .P	SENIOR ASSISTANT
9.	VELAYUDHAM M.	ASSISTANT
10.	SUBRAMANIAN M.	ASSISTANT
11.	JAYASEELAN R.	ASSISTANT
12.	CAOURI BAYE .A	ASSISTANT
13.	SARAVANAN S.	ASSISTANT
14.	RAMALINGAM G.	ASSISTANT
15.	RADJAVENY R.	ASSISTANT
16.	GANESAN .R	ASSISTANT
17.	PRASATHE P.	ASSISTANT
18.	KUMARI P.	ASSISTANT
19.	JAYARAMAN C.	ASSISTANT
20.	ANANDAN S.	ASSISTANT
21.	RAMALINGAM P.	ASSISTANT
22.	KUPPAN R.	ASSISTANT
23.	R SIVARAMAN	DEO (CONTRACT)
24.	KANIMOZHY P	DEO (CONTRACT)
25.	SAKTHIVELAN @ VETRICHELVA N	DEO (CONTRACT)
26.	Mrs. VASANTHA	DEO (CONTRACT)
27.	Mrs. THILAGAVATHY	DEO (CONTRACT)
28.	SATTIARANGAM P	DEO (CONTRACT)
29.	Mr. SIVARAMAKRISHNAN	PROGRAMMING ASSISTANT
30.	A. SIVAMOORTHI	JUNIOR ASSISTANT
31.	S. NAGARAJAN	HORTICULTURE ATTENDENT
32.	NEELA, E	MTS
33.	LAKSHMI, A	MTS
34.	RAMAN, A	MTS
35.	P. SAKTHIPERUMAL	MTS
36.	D. MALA	DAILY WAGE LABOUR
37.	R. ANNUSHEE	DAILY WAGE LABOUR

LIST OF BOOKS ADDED TO DDE LIBRARY IN 2019

List of Books added to PU DDE Library in 2019

MBA - Marketing

SNO	AUTHOR	TITLE	PRICE (in Rs)
1	Dutta	Integrated Marketing Communication	660.00
2	Ahkuja	Digital Marketing	650.00
3	Maity	International Marketing	660.00
4	Durai Raj	Understanding India Consumer	710.00
5	Krishna	Consumer Behaviour	740.00
6	Srivatsa	Project and Infrastructure Finance	640.00
7	Tilak	Higher Education In India	1100.00
8	Kumar	Marketing Research A Global Outlook	575.00
9	Mathur	International Marketing Management	625.00
10	Kumar	Rural Marketing	550.00
11	Chaudhary	Retail Marketing In The Modern Age	495.00
12	Kumar	Research Methodlogy	595.00
13	Wilson	Essentials of Business Research A Guide : To Doing Your Research Project	450.00
14	Chaudhary	Selling and Negotiation Skills	350.00
15	Bharucha	TB of Enviromental Studies For Ug Stud	250.00
16	Shimp	Advertising Promotion & Other Aspects	725.00
17	Hoffman	Services Marketing : Concepts, Strate	525.00
18	Jauhari	Service Marketing	730.00
19	Sahney	Consumer Behaviour	760.00
20	Sharma Sheth	Consumer Behaviour A Managerial Pers	675.00
		Total	**12465.00**

MBA - HRM

1	Kharm.	Understanding O.B	810.00
2	Malik	Method of Yoga	950.00
3	Mamgain	Formal Labour Market In Urban India Job Search	1195.00
4	Chella	Hr Here and Now	595.00
5	Pareek	Training Instruments In HRD and OD	1595.00
6	Gupta	Industrial Relations and Labour Laws For Managers	495.00
7	Hughes	Leadership	795.00
8	anderson	Organization Development 2ed	845.00

9	Bhattacharyya	Hr Analytics Understanding Theories and Applications	350.00
10	Mruthyunjaya	Business Ethics and Value Systems	525.00
11	Pattanayak	Human Resource Management 4e	525.00
12	Mruthyunjaya	Knowledge Management	495.00
13	Henderson	Compensation Management In A Knowledge Based World, 10ed	879.00
		Total	**10054.00**
		MBA - Finance	
1	Kumar	Financial Derivatives	425.00
2	Loomba	Risk Management and Insurance Planning	550.00
3	Haugen	Modern Investment Theory 5ed	739.00
4	Vishwanath	Corporate Finance 3ed	775.00
5	Krishnamurti	Mergers, Acquisitions, and Corporate Restructuring	495.00
6	Kapoor	Behavioural Finance	475.00
7	Madura	International Financial Management	750.00
8	Madura	Financial Institutions and Markets	599.00
9	Kothari	Financial Services In India	585.00
10	Weston	Mergers Resturcturing and Corporate	619.00
11	Wild	Financial Statement Analysis	825.00
12	Pandian	Security Analysis and Portfolio Management 2ed	599.00
13	Rejda	Principles of Risk Management & Insurance	689.00
14	Harrington	Risk Management & Insurance	995.00
15	Chatnani	Commodity Markets	750.00
16	Kanda	Project Management	225.00
		Total	**10095.00**
		MBA - International Business	
1	Joshi	International Business	899.00
2	Wirtz	Essentials of Services Markt	5765.04
3	Hill	International Business	2249.25
4	Brennan	Business To Business Marketing	475.00
5	Quintanilla	Business and Professional Communication Keys For Workplace Excellence	795.00
6	Tuten	Social Media Marketing	500.00
7	Kapoor	Global Business Environment	375.00
8	Cherunilam	International Business Text and Cases	550.00
9	Carbaugh	Global Economics With Cm	725.00
		Total	**12333.28**

MBA - General			
1	Singhvi	Management Accounting :Text and Cases	495.00
2	Davis	Management Information Systems	795.00
3	Chandra Bose	Fundamentals of Financial Management	425.00
4	Banerjee	Business Analytics Text and Case	595.00
5	Rao	Business Law	350.00
6	Rao	Business Analytics - An Application Focus	275.00
7	Saha	Research Methodology	395.00
8	Anthony Govindarajan	Management Control Systems	845.00
9	Hartman	Perspectives In Business Ethics	845.00
10	PoornimaCharantimath	Entrepreneurship Development and Small Business	499.00
11	Apte	International Financial Management 7 Ed	795.00
12	Nargundkar	Services Marketing, 3ed	835.00
13	Scott	Professional Insights: Managing Corporate Reputation	795.00
14	Johnm.	Organizational Behavior and Management (Mcgraw-Hill International Editions)	995.00
15	G. K. Sinha & Rahul Singh	Human Resource Management In Globalised Era	1550.00
16	Y.K.Singh	International Human Resource Management	995.00
17	Dr. G.B. Singh	Business Statistics	1500.00
		Total	**12984.00**
MBA - Hostpital Management			
1	Goel	Health Care Management & Administration	825.00
2	Kumar	Hospital Administration and Management : Theory and Practice	1980.00
3	Goyal	Hospital Admin & Human Resource Management 7ed	525.00
4	Kelkar	Hospital Information System A Concise Study	450.00
5	Menon	Stores Management	315.00
6	Kunders	Hospitals of Facilities Planning and Management	1720.00
7	Besterfield	Total Quality Management 5ed	729.00
8	Jnanada	Hospital Management System	2000.00
9	Dr. Shreenivas	Hospital Safety, Insurance and Law	2000.00
10	BhavyaAnand	Health Care Management	1750.00

		Total	12294.00
MBA - Tourism			
1	PurnimaKumari	Planning and Mangement In Hospitality Markets	1895.00
2	Manoj Sharma	Basic of Tourism Products & Services Management	1850.00
3	JagdishGoswami	International Tourism	1400.00
4	Chaudhary	Tourism Marketing	450.00
5	AbhishekTripathi	Tourism and Heritage Attractions	1895.00
6	Cook	Tourism: The Business of Hospitality and Travel	5092.34
7	Ralph Bailey	Quality Tourism Experiences	1695.00
8	Amit Gupta	Small Business To Tourism	1695.00
		Total	**15972.34**
MBA - OSCM			
1	Chopra	Supply Chain Management: Strategy, Plann	4900.14
2	Veerarajan T	Operations Research	575.00
3	Mahadevan	Operations Management : Theory and Practice, 3/E	729.00
4	Chase & Shankar	Opearations& Supply Chain Management-15th Ed	845.00
5	Panneerselvam	Production & Operations Management	395.00
6	Bhattacharya	Operations Management	575.00
7	Pannerselvam	Quality Management	395.00
8	Srinivasan	Operations Research	595.00
9	Panneerselvam	Research Methodology	450.00
10	Patrick Daly	International Supply Chain Relationships	3843.04
11	Orient	Operations Research Models and Methods	450.00
12	Coyle	Managing Supply Chains: A Logistics	775.00
		Total	**14527.18**
BA - Political Science			
1	Plant R	Modern Political Thought	1395.00
2	Dr. Garv Prakash	An Introduction to Political Theory	1650.00
3	Trivedi	Decentralization & Local Governance	950.00
4	C.P. Naidu	Principles of Management & Public Administration	1195.00
5	Mukherjee	Issues in Comparative Politics	995.00
6	V.S. Naik	Panchayati Raj and Rural Development in India	1150.00
7	P.B. Rathod	Fundamentals of Political Sociology	995.00