

PONDICHERRY UNIVERSITY

(A Central University)

Directorate of Distance Education (DDE)



Dr. Chennupati K. Ramaiah
Director, DDE

R.V. Nagar, Kalapet,
Puducherry - 605 014

No.PU//DDE/DEB/MBA Approval/2021/

Date: 02.08.2021

To

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

Sub:Pondicherry University - Application for the approval of Eight MBA degree Programmes under ODL Mode for the Academic Session 2021-22- Reg.

Dear Sir,

As per the instructions given in your Public Notice hosted on the DEB website dated 14.07.2021, the Directorate of Distance Education, Pondicherry University has uploaded the application on 31.07.2021 for getting the approval of the eight MBA degree programmes to be offered by the DDE in the year 2021. **An amount of Rs. 1,53,400/- transferred through Indian Bank RTGS transaction number is IDIBH21212203583 on 31.07.2021 and Rs. 29,500/- transferred through Indian Bank RTGS transaction number is IDIBH21214328378 on 02.08.2021 towards the requisite fee for the eight-degree programs into your account no. 8627101002051.** As suggested by the DEB, we are also sending a copy printout of the application uploaded along with all annexures. Pondicherry University is offering MBA Degree for the past 22 years and it is one of the high-quality programmes offered with most inexpensive fee structure in the country. However, Pondicherry University is not given because of AICTE's approval letter. **We have applied and will take some time to get the same, therefore, we request you give approval for eight MBA programs we have applied for this academic year 2021-22, alternately give more time to submit the AICTE's approval.**

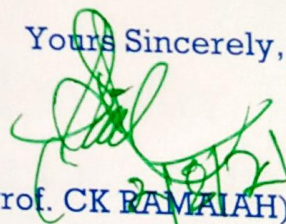
Since DDE Pondicherry University is offering MBA Degree for the past 22 years, we have full-time faculty, SLM, facilities and all required infrastructure to provide high-quality teaching. In fact Pondicherry University is the first to conduct Job Fairs to distance students. **Since Pondicherry University is having NAAC score of 3.10 valid till 01-05-2024 and NIFR ranking of 81(2020), 72(2019) & 86(2018), so we are exempted from the processing of application.**

The DDE Pondicherry University had already received around 7000 applications and are pending for the past one year. Now we have received the rejection letter which is causing a lot of inconveniences and we are unable to give a convincing reply to the students' queries whose applications are pending with DDE, Pondicherry University

We shall be grateful if you kindly provide us an approval letter for the Eight MBA Degree Programmes we have applied for the academic session 2020-21 beginning in Aug-Sept, 2021.

Thanking you,

Yours Sincerely,



(Prof. CK RAMAIAH)

PONDICHERRY UNIVERSITY

(A Central University)

DIRECTORATE OF DISTANCE EDUCATION



Application for Recognition of HEI to offer
programme under Open and Distance Learning

(From the Academic Session 2021-22 beginning in July, 2021)

Submitted to

Distance Education Bureau
University Grants Commission (UGC), New Delhi

on 31.07.2021

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Part - A

Pondicherry University

HEI Profile & Administrative Information :

HEI Basic Information :

Registration ID: HEI-P-U-0369		Name of the HEI: Pondicherry University		Institution Type: Central	
Year of Establishment: Aug 1985	Mode of Education: Dual Mode		City: PUDUCHERRY		District: PUDUCHERRY
Address_1: PONDICHERRY UNIVERSITY DR B R AMBEDKAR ADMINISTRATIVE BUILDING R V NAGAR			Address_2: KALAPET		Pin Code: 605014
Email: registrar@pondiuni.edu.in			Telephone: 04132654202	Fax: 04132655734	State: PONDICHERRY
Official Website of HEI: https://www.pondiuni.edu.in		Official website for Open & Distance Learning: https://www.pondiuni.edu.in/departments/directorate-of-distance-education/			

HEI Authorities

Vice Chancellor

Name of the Vice Chancellor: PROF. GURMEET SINGH		Vice Chancellor Email: vc@pondiuni.edu.in		Vice Chancellor Mobile: 9499907529	
Phone (Office): 04132655175	Phone (Residence): 04132655249	Highest Education Qualification: Ph.D.		Experience: 34	

Registrar

Name of the Registrar: DR B CHITHRA		Registrar Email: registrar@pondiuni.edu.in		Registrar Mobile: 9047046757	
Phone (Office): 04132654202	Phone (Residence): 04132964757	Highest Education Qualification: Ph.D.		Experience: 30	

Director of Centre for Distance and Online Education (CDOE)

Name of Director of Centre for Distance and Online Education (CDOE) : Prof. C. K. Ramaiah		Email Id: director.dde@pondiuni.edu.in	Mobile No: 9487605773
Highest Education Qualification: Ph.D		Date of Joining: 03-02-2021	Appointment Letter: View

CIQA

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

UGC DEB Recognition

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

Yes

If applicable	Upload the supporting documents i.e. Recognition letters			
Yes	2018-19	View (/Uploads/Proposal/recognitionletters2018/HEI-P-U-0369/HEI-P-U-0369_recognitionletters2018_20201007174912.pdf)	Letter No :- 1-22/2018 (DEB-I)	Date of UGC recognition letter :- 31-12-2018
Yes	2019-20	View (/Uploads/Proposal/recognitionletters2019/HEI-P-U-0369/HEI-P-U-0369_recognitionletters2019_20201007174912.pdf)	Leter No :- 89-1/2017 (DEB-VI)	Date of UGC recognition letter :- 28-06-2019

Whether HEI is recognized by UGC, DEB under UGC (Online Courses or Programmes) Regulations, 2018? :-

Yes

Upload the supporting documents i.e. Recognition letters			
2019-20	View ()	Leter No :- 89-1/2017 (DEB-VI)	Date of UGC recognition letter :- 28-10-2019

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	7	2019
Audio-Video Material		
Online Material	7	2019
Compute based Material	7	2019

IGNOU Recognition

Whether HEI was recognised from IGNOU DEC/DEB Prior to UGC (ODL) Regulations, 2017 :-

Yes

From	To	Document
1995	2007	View
2008	2009	View
2010	2012	View
2013	2014	View
2014	2015	View
2015	2016	View
2016	2017	View

NAAC Details

Whether accredited by NAAC? :- Yes

Grade :- A

Score :- 3.10

Validity of NAAC :- 01-05-2024

Upload NAAC Document :- [View](#)

Year of assessment of NAAC :- 2019

Whether valid for the academic period January 2021 and onwards :- Yes

NIRF Ranking

Year :- 2018

Ranking :- 86

Upload NIRF Certificate :-

[View \(///Uploads/ODLLOL/UploadNIRFDocument1/HEI-P-U-0369/HEI-P-U-0369_UploadNIRFDocument1_20201007150617.PDF\)](#)

Year :- 2019

Ranking :- 72

Upload NIRF Certificate :-

[View \(///Uploads/ODLLOL/UploadNIRFDocument2/HEI-P-U-0369/HEI-P-U-0369_UploadNIRFDocument2_20201007150617.PDF\)](#)

Year :- 2020

Ranking :- 81

Upload NIRF Certificate :-

[View \(///Uploads/ODLLOL/UploadNIRFDocument3/HEI-P-U-0369/HEI-P-U-0369_UploadNIRFDocument3_20201007150617.pdf\)](#)

Territorial Jurisdiction

Information regarding Territorial Jurisdiction (For ODL only)

Territorial Jurisdiction of HEI as per its Act :- Country

Copy of Relevant Page to act: Upload :-View

Territorial Jurisdiction as per UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 :- Country

Infrastructure

Total Build-up area for Open and Distance Learning activity - Minimum 15000 sq.ft. (carpet area):

Build-up Area Type	Minimum Built up area required as per Regulations	Built-Up Area available(Carpet Area Sq. ft)	Difference	Compliance or Not
Academic	7500	15902	8402	Yes
Administrative	1500	5000	3500	Yes
Academic support such as Library, Reading Room, Computer Centre, Information and Communication technology labs, Video and Audio Labs etc.	4500	14552	10052	Yes
Amenities or other support facilities(Excluding toilets)	1500	1883	383	Yes
Total built-up area for ODL activities	15000	37337	22337	Yes

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	Assignment Submission (if any)	Jan	Mar
3	Evaluation of Assignment	Apr	Mar
4	Examination	Jun	Jun
5	Declaration of Result	Aug	Sep
6	Re-registration	Apr	May
7	Distribution of SLM	Jul	Sep
8	Contact Programmes(counselling, Practicals,etc.)	Oct	Nov

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	Assignment Submission (if any)	Sep	Nov	Mar	Apr

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

Proposed Programmes

Sr No :-1

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management - 134

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Sr No :-2

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management - AnyOther

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Sr No :-3

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism - 117

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Sr No :-4

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - General - AnyOther

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Sr No :-5

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management - 132

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Sr No :-6

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business - 120

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Sr No :-7

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance - AnyOther

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Sr No :-8

Name of Programme :-3 - Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing - 121

Programme to be offered in	ODL
Year	2021-22
Level	PG
Academic Session	July Onwards
Entry Qualification (as per the Specification of Degrees, 2014)	Bachelor's
Duration (as per the Specification of Degrees, 2014)	2
Name of the Department	DIRECTORATE OF DISTANCE EDUCATION

Additional Information

Sr No :- 1

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	6
No. of Batch passed	3

Sr No :- 2

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	4
No. of Batch passed	2

Sr No :- 3

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	29
No. of Batch passed	25

Sr No :- 4

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - General

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	34
No. of Batch passed	30

Sr No :- 5

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	34
No. of Batch passed	30

Sr No :- 6

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	14
No. of Batch passed	10

Sr No :- 7

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	34
No. of Batch passed	17

Sr No :- 8

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing

Year	2021-22
Academic system followed for proposed programme	Semester
Number of Credits	84
Whether Programme requires Practical or laboratory courses as a curricular requirement	No
Date of Approval of Statutory Authority (s) (DD-MM-YYYY) of HEI	14-10-2017
Statutory bodies approval upload	View
Whether Regulatory Authority approval is required	No
Whether Proposed programme already being taught in Conventional with same nomenclature	Yes
If Yes, number of years since when being taught in conventional mode	34
No. of Batch passed	30

Programme Compliance

Sr No :- 1

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	27750
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Sr No :- 2

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	12463
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Sr No :- 3

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	12463
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Sr No :- 4

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - General

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	12463
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Sr No :- 5

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	12463
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Sr No :- 6

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	12463
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Sr No :- 7

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	12463
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Sr No :- 8

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing

Year	2021-22
Whether Compliance to following provision for the proposed programme under Both mode is ensured same as for conventional programme	
Entry Level Qualifications	Yes
Curriculum	Yes
Teaching-Learning Scheme	Yes
Pattern of Question Papers For End Semester Examination or Term End Examination	Yes
Pass or Fail Criteria	Yes
Whether proposed programme are being offered by the constituent colleges or Departments or Centre for Distance and Online Education	Yes
Whether Choice Based Credit System (CBCS) is being followed for conventional mode	Yes
Whether Choice Based Credit System (CBCS) will be followed for Both(ODL & OL)	Yes
Whether total Programme fee includes all components as per UGC Norms	Yes
Proposed Annual Fee (in Rs)	12463
Whether 75% attendance in Personal Contact Programme will be mandatory for the proposed programme under ODL mode. If Yes, specify in hours	Yes 240
Whether any component of the Programme is offered as MOOCs	No

Mode of Evaluation

Sr No :- 1	
Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management	
Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No
Sr No :- 2	
Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management	

Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No

Sr No :- 3

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism

Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No

Sr No :- 4

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - General

Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No

Sr No :- 5

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management

Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No

Sr No :- 6

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business

Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No

Sr No :- 7

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance

Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No

Sr No :- 8

Name of Programme :- Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing

Year	2021-22
Whether Weightages to continuous assessment and end semester examinations or term end examinations as per clause mentioned in Regulations	Yes
Examination Scheme	Continuous and End-Semester
Percentage of Continuous Assessment(%)	25
Percentage of End-Semester(%)	75
Pass or Fail Criteria	50
Pass/Fail Criteria (% Pass Marks)	50
Mode of Examination	
Whether examination through Online(For ODL Programs)	No

PPR (Programme Project Report)

Srno	Name of Progm	Other Details
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Srno	Name of Progm	Other Details	
1	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management	Year	2021-22
		Date of Approval of PPR	14-10-2017
		Upload of PPR	View
		Upload Approval of PPR	View
		Expected outcome	The mission and programme educational objectives are supported by the following student outcomes addressed by the courses in the Hospital Management curriculum.
		Whether Programme Project Report (PPR) prepared for the Programme and approved as per Regulation 13 and Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020	Yes
		Whether HEI compliance to following provision for the Programme Project Report (PPR) as per Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Programme's mission & objectives	Yes
		Relevance of the program with HEI's Mission and Goals	Yes
		Nature of prospective target group of learners	Yes
		Instructional Design	Yes
		Procedure for admissions, curriculum transaction and evaluation	Yes
		Requirement of the laboratory support and Library Resources	Yes
		Cost estimate of the programme and the provisions	Yes
		Quality assurance mechanism and expected programme outcomes	Yes
		Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence	Yes

Srno	Name of Progm	Other Details	
2	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management	Year	2021-22
		Date of Approval of PPR	14-10-2017
		Upload of PPR	View
		Upload Approval of PPR	View
		Expected outcome	Anyone who is directly related to Logistic Functions and Supply Chain Management. Candidates who are responsible for Planning at the 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.
		Whether Programme Project Report (PPR) prepared for the Programme and approved as per Regulation 13 and Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020	Yes
		Whether HEI compliance to following provision for the Programme Project Report (PPR) as per Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Programme's mission & objectives	Yes
		Relevance of the program with HEI's Mission and Goals	Yes
		Nature of prospective target group of learners	Yes
		Instructional Design	Yes
		Procedure for admissions, curriculum transaction and evaluation	Yes
		Requirement of the laboratory support and Library Resources	Yes
		Cost estimate of the programme and the provisions	Yes
		Quality assurance mechanism and expected programme outcomes	Yes
		Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence	Yes

Srno	Name of Progm	Other Details	
3	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism	Year	2021-22
		Date of Approval of PPR	14-10-2017
		Upload of PPR	View
		Upload Approval of PPR	View
		Expected outcome	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 update to current practices followed globally in tourism and hospitality and to customize the same to the Indian context.
		Whether Programme Project Report (PPR) prepared for the Programme and approved as per Regulation 13 and Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020	Yes
		Whether HEI compliance to following provision for the Programme Project Report (PPR) as per Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Programme's mission & objectives	Yes
		Relevance of the program with HEI's Mission and Goals	Yes
		Nature of prospective target group of learners	Yes
		Instructional Design	Yes
		Procedure for admissions, curriculum transaction and evaluation	Yes
		Requirement of the laboratory support and Library Resources	Yes
		Cost estimate of the programme and the provisions	Yes
		Quality assurance mechanism and expected programme outcomes	Yes
		Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence	Yes

Srno	Name of Program	Other Details	
4	Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	Year	2021-22
		Date of Approval of PPR	14-10-2017
		Upload of PPR	View
		Upload Approval of PPR	View
		Expected outcome	This Programme is targeted fresh graduates in any discipline, working Executives / Progressional and who aspire to acquire the overall management skills.
		Whether Programme Project Report (PPR) prepared for the Programme and approved as per Regulation 13 and Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020	Yes
		Whether HEI compliance to following provision for the Programme Project Report (PPR) as per Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Programme's mission & objectives	Yes
		Relevance of the program with HEI's Mission and Goals	Yes
		Nature of prospective target group of learners	Yes
		Instructional Design	Yes
		Procedure for admissions, curriculum transaction and evaluation	Yes
		Requirement of the laboratory support and Library Resources	Yes
		Cost estimate of the programme and the provisions	Yes
		Quality assurance mechanism and expected programme outcomes	Yes
		Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence	Yes

Srno	Name of Program	Other Details	
5	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	Year	2021-22
		Date of Approval of PPR	14-10-2017
		Upload of PPR	View
		Upload Approval of PPR	View
		Expected outcome	The MBA in Human Resource Management provides learners with a contemporary focus and offers a rigorous academic programme for success in the HR profession.
		Whether Programme Project Report (PPR) prepared for the Programme and approved as per Regulation 13 and Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020	Yes
		Whether HEI compliance to following provision for the Programme Project Report (PPR) as per Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Programme's mission & objectives	Yes
		Relevance of the program with HEI's Mission and Goals	Yes
		Nature of prospective target group of learners	Yes
		Instructional Design	Yes
		Procedure for admissions, curriculum transaction and evaluation	Yes
		Requirement of the laboratory support and Library Resources	Yes
		Cost estimate of the programme and the provisions	Yes
		Quality assurance mechanism and expected programme outcomes	Yes
		Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence	Yes

Srno	Name of Progm	Other Details	
6	Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business	Year	2021-22
		Date of Approval of PPR	14-10-2017
		Upload of PPR	View
		Upload Approval of PPR	View
		Expected outcome	The 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.
		Whether Programme Project Report (PPR) prepared for the Programme and approved as per Regulation 13 and Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020	Yes
		Whether HEI compliance to following provision for the Programme Project Report (PPR) as per Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Programme's mission & objectives	Yes
		Relevance of the program with HEI's Mission and Goals	Yes
		Nature of prospective target group of learners	Yes
		Instructional Design	Yes
		Procedure for admissions, curriculum transaction and evaluation	Yes
		Requirement of the laboratory support and Library Resources	Yes
		Cost estimate of the programme and the provisions	Yes
		Quality assurance mechanism and expected programme outcomes	Yes
		Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence	Yes

Srno	Name of Progm	Other Details	
7	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance	Year	2021-22
		Date of Approval of PPR	14-10-2017
		Upload of PPR	View
		Upload Approval of PPR	View
		Expected outcome	The Successful student will gain an overall financial and business perspective which will provide them with a competitive advantage for employment.
		Whether Programme Project Report (PPR) prepared for the Programme and approved as per Regulation 13 and Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020	Yes
		Whether HEI compliance to following provision for the Programme Project Report (PPR) as per Annexure V of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Programme's mission & objectives	Yes
		Relevance of the program with HEI's Mission and Goals	Yes
		Nature of prospective target group of learners	Yes
		Instructional Design	Yes
		Procedure for admissions, curriculum transaction and evaluation	Yes
		Requirement of the laboratory support and Library Resources	Yes
		Cost estimate of the programme and the provisions	Yes
		Quality assurance mechanism and expected programme outcomes	Yes
		Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence	Yes

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Srno	Name of Progrm	Other Details		Annexure	Details of Developments of SLM	
1	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management	Year	2021-22		Development of SLM	In House Faculty
					Percentage of SLM developed by In- House Faculty	100

Srno	Name of Progm	Other Details	Annexure	Details of Developments of SLM
	Outline of the Syllabus	MBAC1001 Management Concepts & Organisational Behaviour MBAC1002 Managerial Economics MBAC2001 Financial Management 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 MBHM3001 Healthcare Environment & Management MBHM3002 Hospital Architecture, Planning and Maintenance MBHM3003 Health care Laws, Ethics and Medical Terminology MBHM3004 Hospital Operations Management MBHM3005 Patient care Management MBHM4001 Purchase Management & Inventory Control for Hospitals MBHM4002 Hospital Facilities Management MBHM4003 Hospital Information System MBHM4004 Total Quality Management MBHM4005 Public Health System & Outreach Programmes MBHM4006 Project Work	<p>Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020:</p> <p>Curriculum and Pedagogy:- Yes</p> <p>Print Material :-Yes</p> <p>Audio-Video Material :-Yes</p> <p>Online Material:-Yes</p> <p>Computer-based material:-Yes</p> <p>Computer Disks:-No</p>	<p>Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020:</p> <p>Preparation of Learning Material:-Yes</p> <p>Preparedness of Learning Material :-Yes</p> <p>Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020</p> <p>1 Year:-Yes</p> <p>2 Year:-Yes</p> <p>3 Year:-Not Applicable</p>
	Whether SLM approved by Statutory Authority of HEI	Yes		
	Statutory bodies approval upload	View		
	When was it prepared	24-09-2013		
	Last Updated	24-09-2013		
	Name of the faculty who prepared SLM	Dr. V. Gopal		
	Designation	Professor		
	Department	Mother Theresa Post Graduate & Research Institute Of Health Sciences		
	Reference of Self Learning Material	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 QUALITY-CONCEPTS AND TASKS, New Age International, 1996. Kume, H., MANAGEMENT OF QUALITY, Productivity Press, 1996		

Srno	Name of Progrm	Other Details		Annexure	Details of Developments of SLM	
		Upload Sample SLM (Only Content Pages)	View			
		SLM Url	https://backup.pondiuni.edu.in/content/study-material-question-bank			
2	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	<div>Year</div> <div>Outline of the Syllabus</div> <div>Whether SLM approved by Statutory Authority of HEI</div> <div>Statutory bodies approval upload</div> <div>When was it prepared</div> <div>Last Updated</div> <div>Name of the faculty who prepared SLM</div> <div>Designation</div> <div>Department</div>	<div>2021-22</div> <div>MBAC1001 Management Concepts & Organisational Behaviour MBAC1002 Managerial Economics MBAC1003 Accounting for Managers MBAC1004 Business Environment and Law MBAC1005 Research Methodology MBAC2001 Financial Management MBAC2002 Marketing Management MBAC2003 Human Resource Management MBAC2004 Operations Research and Management MBAC2005 Strategic Management MBSC 3001 Production and Operations Management MBSC 3002 Logistics Management MBSC 3003 Supply Chain Management MBSC 3004 Materials and Stores Management MBSC 3005 Information System in Supply Chain Management MBSC 4001 Project Management in Supply Chain Operations MBSC 4002 Innovations and R&D Management MBSC4003 Procurement and Quality Management MBSC 4004 Customer Relationship Management MBSC 4005 Global Supply Chain Management MBSC 4006 Project Work</div> <div>Yes</div> <div>View</div> <div>24-09-2013</div> <div>24-09-2013</div> <div>Dr. R. Venkatesa Kumar</div> <div>Professor</div> <div>Dept of Management Studies, School of Management, Pondicherry University</div>	<div>Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020:</div> <div>Curriculum and Pedagogy:- Yes</div> <div>Print Material :-Yes</div> <div>Audio-Video Material :-Yes</div> <div>Online Material:-Yes</div> <div>Computer-based material:-Yes</div> <div>Computer Disks:-No</div> <div>Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020:</div> <div>Preparation of Learning Material:-Yes</div> <div>Preparedness of Learning Material :-Yes</div>	<div>Development of SLM</div> <div>Percentage of SLM developed by In- House Faculty</div>	<div>In House Faculty</div> <div>100</div>

Srno	Name of Progm	Other Details		Annexure	Details of Developments of SLM		
		Reference of Self Learning Material	Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011 S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008 Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008 Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008	Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020			
		Upload Sample SLM (Only Content Pages)	View	1 Year:-Yes 2 Year:-Yes 3 Year:-Not Applicable			
		SLM Url	https://backup.pondiuni.edu.in/content/study-material-question-bank				
3	Business Administration/Commerce/Management/Finance - Master of Business Administration - Tourism	Year	2021-22	Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	Development of SLM	In House Faculty	
		Outline of the Syllabus	MBAC1001 Management Concepts & Organisational Behaviour MBAC1002 Managerial Economics MBAC1003 Accounting for Managers MBAC1004 Business Environment and Law MBAC1005 Research Methodology MBAC2001 Financial Management MBAC2002 Marketing Management MBAC2003 Human Resource Management MBAC2004 Operations Research and Management MBAC2005 Strategic Management MBTM 3001 Tourism Principles, Policies & Practices MBTM 3002 Global Tourism Geography MBTM 3003 Tourism Products of India MBTM 3004 Destination Planning and Development MBTM 3005 Eco Tourism MBTM 4001 Air Fares & Airline Management MBTM 4002 Travel Agency & Tour Operations Management MBTM 4003 Event Management MBTM 4004 Customer Relationship & Service Management MBTM 4005 E-Tourism Management MBTM 4006 Project Work	Curriculum and Pedagogy:- Yes Print Material :-Yes Audio-Video Material :-Yes Online Material:-Yes Computer-based material:-Yes Computer Disks:-No	Percentage of SLM developed by In- House Faculty	100	
		Whether SLM approved by Statutory Authority of HEI	Yes				
		Statutory bodies approval upload	View				
		When was it prepared	24-09-2013				
		Last Updated	24-09-2013				

Srno	Name of Progrm	Other Details		Annexure	Details of Developments of SLM	
		Name of the faculty who prepared SLM	Dr. Sampad Kumar Swain		Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		Designation	Professor			
		Department	Dept of Tourism Studies, School of Management, Pondicherry University			
		Reference of Self Learning Material	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.	Preparation of Learning Material:-Yes		
		Upload Sample SLM (Only Content Pages)	View	Preparedness of Learning Material :-Yes		
		SLM Url	https://backup.pondiuni.edu.in/content/study-material-question-bank	Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020		
				1 Year:-Yes		
				2 Year:-Yes		
				3 Year:-Not Applicable		
4	Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	Year	2021-22	Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	Development of SLM	In House Faculty
		Outline of the Syllabus	MBAC1001 Management Concepts & Organisational Behaviour MBAC1002 Managerial Economics MBAC2001 Financial Management 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 MBGN 3001 Consumer Behaviour MBGN 3002 Performance Management MBGN 3003 Merchant Banking and Financial Services MBGN 3004 Management Control Systems MBGN 3005 Entrepreneurship Management MBGN 4001 Investment and Portfolio Management MBGN 4002 Services Marketing MBGN 4003 Information Technology and E-Business MBGN 4004 International Business MBGN 4005 Training and Development MBGN 4006 Project Work	Curriculum and Pedagogy:- Yes	Percentage of SLM developed by In- House Faculty	100
		Whether SLM approved by Statutory Authority of HEI	Yes	Print Material :-Yes		
				Audio-Video Material :-Yes		
				Online Material:-Yes		
				Computer-based material:-Yes		

Srno	Name of Progm	Other Details		Annexure	Details of Developments of SLM	
		Statutory bodies approval upload	View	Computer Disks:-No	Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	
		When was it prepared	11-08-2011			
		Last Updated	12-02-2018			
		Name of the faculty who prepared SLM	Dr. P. Sridharan			
		Designation	Professor	Preparation of Learning Material:-Yes	Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020	
		Department	Pondicherry University			
		Reference of Self Learning Material	Apte, P.G, INTERNATIONAL FINANCIAL MANAGEMENT, Tata McGrawhill, New Delhi. Buckley, Adrian, MULTINATIONAL FINANCE, Prentice Hall, New Dehhi. Eitman, D.K. and A.I Stenehlf, 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.	Preparedness of Learning Material :-Yes		
		Upload Sample SLM (Only Content Pages)	View	1 Year:-Yes 2 Year:-Yes 3 Year:-Not Applicable		
		SLM Url	https://backup.pondiuni.edu.in/content/study-material-question-bank			
5	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	Year	2021-22	Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	Development of SLM	In House Faculty
		Outline of the Syllabus	MBAC1001 Management Concepts & Organisational Behaviour MBAC1002 Managerial Economics MBAC2001 Financial Management 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 MBHR 3001 Human Resource Development MBHR 3002 Performance Management MBHR 3003 Knowledge Management MBHR 3004 Industrial Relations Management MBHR 3005 Employee Legislation MBHR 4001 Organizational Development and Change MBHR 4002 Human Resource Accounting MBHR 4003 Compensation Management MBHR 4004 Human Resource Information System MBHR 4005 Global HR Practices MBHR 4006 Project Work		Percentage of SLM developed by In- House Faculty	100
					Curriculum and Pedagogy:- Yes	
					Print Material :-Yes	
					Audio-Video Material :-Yes	
					Online Material:-Yes	

Srno	Name of Progm	Other Details		Annexure	Details of Developments of SLM	
		Whether SLM approved by Statutory Authority of HEI	Yes	Computer-based material:-Yes		
		Statutory bodies approval upload	View	Computer Disks:-No		
		When was it prepared	11-08-2011	Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020: Preparation of Learning Material:-Yes Preparedness of Learning Material :-Yes Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020 1 Year:-Yes 2 Year:-Yes 3 Year:-Not Applicable		
		Last Updated	12-02-2018			
		Name of the faculty who prepared SLM	Dr. A Punitha			
		Designation	Assistant Professor			
		Department	Directorate of Distance Education, Pondicherry University			
		Reference of Self Learning Material	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. Kulshreshtha , HUMAN RESOURCE ACCOUNTING, Anmol Publications. D. Prabakara Rao, HUMAN RESOURCE ACCOUNTING , Inter India Publications.			
		Upload Sample SLM (Only Content Pages)	View			
		SLM Url	https://backup.pondiuni.edu.in/content/study-material-question-bank			
6	Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business	Year	2021-22	Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020: Curriculum and Pedagogy:- Yes	Development of SLM	In House Faculty
					Percentage of SLM developed by In- House Faculty	100

Srno	Name of Progm	Other Details	Annexure	Details of Developments of SLM
	Outline of the Syllabus	MBAC1001 Management Concepts & Organisational Behaviour MBAC1002 Managerial Economics MBAC2001 Financial Management 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 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	Print Material :-Yes Audio-Video Material :-Yes Online Material:-Yes Computer-based material:-Yes Computer Disks:-No	Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020: Preparation of Learning Material:-Yes Preparedness of Learning Material :-Yes Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020 1 Year:-Yes 2 Year:-Yes 3 Year:-No
	Whether SLM approved by Statutory Authority of HEI	Yes		
	Statutory bodies approval upload	View		
	When was it prepared	11-08-2011		
	Last Updated	12-02-2018		
	Name of the faculty who prepared SLM	Dr. Yarlagadda Srinivasulu		
	Designation	Professor		
	Department	Dept of International Business, School of Management, Pondicherry University		
	Reference of Self Learning Material	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.		

Srno	Name of Progrm	Other Details		Annexure	Details of Developments of SLM	
		Upload Sample SLM (Only Content Pages)	View			
		SLM Url	https://backup.pondiuni.edu.in/content/study-material-question-bank			
7	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance	Year	2021-22	Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020: Curriculum and Pedagogy:- Yes Print Material :-Yes Audio-Video Material :-Yes Online Material:-Yes Computer-based material:-Yes Computer Disks:-No Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020: Preparation of Learning Material:-Yes Preparedness of Learning Material :-Yes	Development of SLM	In House Faculty
		Outline of the Syllabus	MBAC1001 Management Concepts & Organisational Behaviour MBAC1002 Managerial Economics MBAC2001 Financial Management 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 MBFM 3001 Strategic Financial Management MBFM 3002 Banking and Indian Financial System MBFM 3003 Merchant Banking and Financial Services MBFM 3004 Project Management MBFM 3005 Management Accounting MBFM 4001 Investment And Portfolio Management MBFM 4002 Global Financial Management MBFM 4003 International Trade and Finance MBFM 4004 Security Market Operations MBFM 4005 Financial Derivatives MBFM 4006 Project Work		Percentage of SLM developed by In- House Faculty	100
		Whether SLM approved by Statutory Authority of HEI	Yes			
		Statutory bodies approval upload	View			
		When was it prepared	11-08-2011			
		Last Updated	12-02-2018			
		Name of the faculty who prepared SLM	Dr V Umasri			
		Designation	Assistant Professor			
		Department	Directorate of Distance Education, Pondicherry University			

Srno	Name of Progm	Other Details		Annexure	Details of Developments of SLM	
		Reference of Self Learning Material	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	Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020		
		Upload Sample SLM (Only Content Pages)	View	1 Year:-Yes 2 Year:-Yes		
		SLM Url	https://backup.pondiuni.edu.in/content/study-material-question-bank	3 Year:-Not Applicable		
8	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing	Year	2021-22	Whether HEI adheres to the compliance of provisions mentioned in Annexure VI of UGC (ODL Programmes and Online Programmes) Regulations, 2020:	Development of SLM	In House Faculty
		Outline of the Syllabus	MBAC1001 Management Concepts and Organisational Behaviour MBAC1002 Managerial Economics MBAC1003 Accounting for Managers MBAC1004 Business Environment and Law MBAC1005 Research Methodology MBAC2001 Financial Management MBAC2002 Marketing Management MBAC2003 Human Resource Management MBAC2004 Operations Research & Management MBAC2005 Strategic Management MBMM3001 Consumer Behaviour common to MBA(G) MBMM3002 Marketing Research MBMM3003 Industrial Marketing MBMM3004 Logistics & Supply Chain Management MBMM3005 Retail Marketing common to MBA(RM) MBMM4001 Rural Marketing MBMM4002 Services Marketing common to MBA(G) –IV Sem MBMM4003 Advertising and Sales Promotion MBMM4004 Customer Relationship Management MBMM4005 Global Marketing	Curriculum and Pedagogy:- Yes Print Material :-Yes Audio-Video Material :-Yes	Percentage of SLM developed by In- House Faculty	100
		Whether SLM approved by Statutory Authority of HEI	Yes	Online Material:-Yes Computer-based material:-Yes		
		Statutory bodies approval upload	View	Computer Disks:-No		
		When was it prepared	11-08-2011	Whether HEI adheres to the compliance of provisions mentioned in Annexure VII of UGC (ODL Programmes and Online Programmes) Regulations, 2020:		
		Last Updated	01-07-2013			
		Name of the faculty who prepared SLM	Dr. Sk Md Nizamuddin			
		Designation	Assistant Professor	Preparation of Learning Material:-Yes		
		Department	Directorate of Distance Education, Pondicherry University			

Srno	Name of Progrm	Other Details	Annexure	Details of Developments of SLM
		Reference of Self Learning Material Keiefer Lee & Steve Carter, GLOBAL MARKETING MANAGEMENT, Oxford University, 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 Masaaki & Helsen, GLOBAL MARKETING MANAGEMENT, John Willey & sons Inc, 2004 Terpstra & Sarathy, INTERNATIONAL MARKETING, Thomsn.	Preparedness of Learning Material :-Yes Preparedness of SLM as per Annexure VII of UGC(ODL Programmes and Online Programmes) Regulations, 2020 1 Year:-Yes 2 Year:-Yes 3 Year:-Not Applicable	
		Upload Sample SLM (Only Content Pages) View		
		SLM Url https://backup.pondiuni.edu.in/content/study-material-question-bank		

Examination Centre

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examinatio for ODL programme for Upcoming Academic Years
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1	Yes	Pondicherry University (Karaikal Campus)	Bharathiyar Street,- Karaikal-609605- Pondicherry	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
2	Yes	Swami Vivekananda Institute of Technology	S.D Road, Patny Centre,- Secunderabad-500003-Telangana	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
3	Yes	St. Joseph's College (Autonomous)	Chathiram Bus Stand-Trichy-620002-Tamil Nadu	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
4	Yes	Andhra Loyola College	Near Ramesh Hospital-Vijayawada-520008-Andhra Pradesh	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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
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						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
5	Yes	Dr. S.R.K. Govt Arts College	Pillaraya Street- Yanam-533464- Pondicherry	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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						5	Provision of Video recording	Yes

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
6	Yes	St. Xavier's College (Autonomous),	#30, Park Street,- Kolkata-700016-West Bengal	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
7	Yes	Carreograph Institute of Management Studies	#112, Bidhan Sarani, Shyambazar-Kolkata-700004-West Bengal	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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8	Yes	Mahe Co-Operative College of Teacher Education	Near Cemetery Road, Manjakkal-Mahe-673310-Pondicherry	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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9	Yes	Gujarat Institute of Hotel Management	Akota - Padra Road, Akota,-Vadodara-390020-Gujarat	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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10	Yes	Chandrabhan Sharma College of Science and Commer	Powai Vihar, Powai- Mumbai-400076- Maharashtra	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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11	Yes	TSR & TBK Degree College	D.No.27-1-235/1, 61st Ward to GVMC-Visakhapatnam-530026-Andhra Pradesh	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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12	Yes	Xavier Institute of Management	St. Xavier's College P.O-Thumba, Thiruvananthapuram-695586-Kerala	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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13	Yes	Jawaharlal Nehru Rajkiya Mahavidyalaya	Port Blair-Andaman & Nicobar Island- 744104-Andaman and Nicobar Islands	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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14	Yes	Pandu College	Pandu,-Guwahati-781012-Assam	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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15	Yes	Institute of Environment and Management	"Environment House", Alkapuri, Kursi Road- Lucknow-226022- Uttar Pradesh	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	Yes
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						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
16	Yes	Ravenshaw University	College Square, Near Railway Station- Cuttack-753003- Odisha	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
17	Yes	Sacred Heart College	Thevara,-Cochin-682013-Kerala	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
18	Yes	St. Joseph's Evening College	#35, Museum Road- Bengaluru-560025- Karnataka	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
19	Yes	Shikshapeeth College of Management and Technology	# 16, Bindra Market, Near Tilak Nagar Police Stat-New Delhi-110018-Delhi	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
20	Yes	Guru Nanak College (Autonomous)	Guru Nanak Salai, Velachery-Chennai-600042-Tamil Nadu	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
21	Yes	Alagappa Institute of Technology	#49 Gangadeeshwarar Koil Street-Chennai-600084-Tamil Nadu	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
22	Yes	School of Commerce,	Betram Hall Main Building, -Chennai-600034-Tamil Nadu	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Srno	It is certified that all the activities	Name of Centre	Address of Centre / City/ Pin Code/ State	Briefly write on the methods and steps to be adopted for conduct of examination to ensure security, transparency & credibility of examination	Whether Examination centre fulfills all the requirement mentioned in Annexure II	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
23	Yes	Saradha Gangadharan College	Near Marapalam Signal, Lake Road,- Velrampet-605004-Pondicherry	The following are placed for information: The Examinations of DDE are conducted as per stipulated UGC guidelines – by the Controller of Examinations, Pondicherry University, Puducherry. The setting of questions papers as well as evaluation is done by the Senior faculties and experts in relevant fields. The papers are despatched by secure means to respective centres. Observers appointed from Pondicherry University they open question paper unless and take the examination process ahead at all centres in a transparent and credible manner To oversee the credibility of the examinations, CCTV surveillance in all examination halls is mandatory In rare cases where a CCTV facility is not available, seamless video recording is done. The answer sheets are packed and sealed in presence of University Observers. Then the Chief Superintendent will despatch to Pondicherry University for evaluation. To uphold the values of effective and fair valuation, answer sheets of all exams are valued at a single point under directions of the CE, by qualified and eligible faculty as prescribed in the guidelines. There is a confidential flying squad with senior professors of Pondicherry University who visit several centres at random across the country to provide surprise checks on the conduct of exams.	Yes	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

Regional Centre

Srno	Name of Regional Centre	Address of Regional Centre	City	Pin Code	State	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
1	NA	NA	NA	605014	Pondicherry	NA	0000000000	NA	NA	0

Learner Support Centre (LSC) details

Srno	Name of College & Address	City	Pin Code	State	Whether the College / institute is Private or Govt	Name of Affiliating University / HEI	Name of Co-ordinator	Contact Details of Co-ordinator	Qualifications	No. Col
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Srno	Name of College & Address	City	Pin Code	State	Whether the College / institute is Private or Govt	Name of Affiliating University / HEI	Name of Co-ordinator	Contact Details of Co-ordinator	Qualifications	No. Col
1	Directorate of Distance Education , RV Nagar,	Puducherry	605014	Pondicherry	Government	Pondicherry University	Dr. C K Ramaiah	04132654565	PhD	2
2	Rourkela Institute of Management Studies , Institutional Area, Gopabandhu Nagar,	Rourkela	769015	Odisha	Private	Sambalpur University	Dr Srikumar	7064400303	PhD	1
3	St. Joseph's College of Arts and Science , St. Joseph's College Road,	Cuddalore	607001	Tamil Nadu	Private	Autonomus	Dr.M.Arumai Selvam	04142286311	PhD	1
4	St. Joseph's College (Autonomous) , Chathiram Bus Stand	Trichy	620002	Tamil Nadu	Private	Autonomus	Dr. Pravin Durai	9443838457	PhD	1
5	Guru Nanak College (Autonomous) , Guru Nanak Salai,	Chennai	600042	Tamil Nadu	Private	University of Madras	Dr S S Savithri	04422451746	PhD	1
6	St. Xavier's College , 30 Park Street,	Kolkata	700016	West Bengal	Private	Autonomus	Prof. Ashoknath	8583980490	PhD	1
7	St. Joseph's Evening College , No. 35,	Bangalore	560025	Karnataka	Private	Autonomus	Dr. Kanishka	9916855880	PhD	1
8	Loyola College , School of Commerce	Chennai	600034	Tamil Nadu	Private	Autonomus	Prof. T. Eugene	04428178321	PhD	1



Programme Wise Information

Srno	Name of College/Institute	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
1	NEAR BUS STAND NEEM KA THANA	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism	Yes	1985	35

Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business	Yes	1985	35
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing	Yes	2006	14
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Hospital Management	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Commerce - Finance	Yes	1985	35
Arts/Humanities/Social Sciences - Masters of Arts - English	Yes	1985	35
Arts/Humanities/Social Sciences - Masters of Arts - Hindi	Yes	1985	35
Arts/Humanities/Social Sciences - Masters of Arts - Sociology	Yes	1985	35
Journalism/ Mass Communication/Media - Bachelor of Arts - Journalism & Mass Communication	Yes	2005	15
Business Administration/Commerce/ Management/Finance - Bachelor of Commerce - Commerce	Yes	1985	35
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
Business Administration/Commerce/ Management/Finance - Bachelor of Business Administration - Management	Yes	1985	35
Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - History	Yes	1985	35
Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - Economics	Yes	1985	35
Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - English	Yes	1985	35
Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - Political Science	Yes	1985	35
Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - Sociology	Yes	1985	35
Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	Yes	1985	35

2 NEAR BUS
STAND NEEM
KA THANA

Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Tourism	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Commerce - Finance	No	-	-
Journalism/ Mass Communication/Media - Bachelor of Arts - Journalism & Mass Communication	Yes	2014	6
Business Administration/Commerce/ Management/Finance - Bachelor of Commerce - Commerce	Yes	2010	10
Business Administration/Commerce/ Management/Finance - Bachelor of Business Administration - Management	Yes	2010	10
Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - English	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	No	-	-
Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-

Srno	Name of College/Institute			
3	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Tourism	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	Yes	2017	3

Srno	Name of College/Institute			
4	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Tourism	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-

Srno	Name of College/Institute			
5	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Tourism	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-

Srno	Name of College/Institute			
6	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/ Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/ Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/ Management/Finance - Bachelor of Business Administration - Management	Yes	2009	11
	Business Administration/Commerce/ Management/Finance - Master of Business Administration - Finance	No	-	-

Srno	Name of College/Institute			
7	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	Yes	2004	16
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-

Srno	Name of College/Institute			
8	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-

Srno	Name of College/Institute			
9	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
	Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - English	Yes	2016	4

Srno	Name of College/Institute			
10	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Hospital Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
11	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	Yes	1980	40
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-

Srno	Name of College/Institute			
12	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	Yes	2005	15
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	Yes	2001	19

Srno	Name of College/Institute			
13	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	Yes	2011	9
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	Yes	2010	10
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	Yes	2010	10

Srno	Name of College/Institute			
14	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	No	-	-
	Arts/Humanities/Social Sciences - Masters of Arts - English	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	Yes	2005	15

Srno	Name of College/Institute			
15	NEAR BUS STAND NEEM KA THANA			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Commerce - Finance	No	-	-
	Business Administration/Commerce/Management/Finance - Bachelor of Commerce - Commerce	Yes	2017	3
	Business Administration/Commerce/Management/Finance - Bachelor of Business Administration - Management	No	-	-
	Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - English	No	-	-
	Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - History	No	-	-
	Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - Sociology	No	-	-
	Arts/Humanities/Social Sciences - Bachelor of Arts (Combination of 3 Subjects) - Economics	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-
16	Rourkela Institute of Management Studies			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Hospital Management	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	No	-	-

Srno	Name of College/Institute			
17	Loyola College			
	Proposed Programme	Whether LSC is offering same programme under conventional mode	If Yes, than years since when being taught in conventional mode	No. of years
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	No	-	-
	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	No	-	-

Human Resources Information

Academic Staff for ODL Programmes

Type of Staff *	No. of Staff Exclusively of ODL*
Head / Professor	15
Associate Professor	8
Assistant Professor	17

Administrative Staff for ODL Programmes

Type of Staff *	Total No. of Staff Exclusively for ODL
Deputy Registrar	1
Assistant Registrar	2
Section Officer	4
Assistants	10
Computer Operators	5
Class-IV / Mult Tasking Staff	4
Technical / Professional	1
Outsourced skilled and unskilled	2

Faculty Details for ODL

Srno	Year	Academic Session	Name of Programmes	Faculty
------	------	------------------	--------------------	---------

Srno	Year	Academic Session	Name of Programmes	Faculty			
1	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - Marketing	Name of faculty	Designation	Phone	Email
				Dr. Sk. Md. Nizamuddin	Assistant Professor	9787702239	nizamsm.pu@gmail.com
				Dr. K. Lavanya Latha	Assistant Professor	klavanyalat	klavanyalatha@gmail.com
2	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - International Business	Name of faculty	Designation	Phone	Email
				Dr. Yarlagadda Srinivasulu	Professor	7639846101	yarlagadda_srinivasulu@rediffmail.com
				Dr. P.G. Arul	Professor	9489585536	pgarulibm@pondiuni.edu.in
3	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - General	Name of faculty	Designation	Phone	Email
				Dr. P. Sridharan	Professor	9894023571	drsridharpu@gmail.com
				Dr. A. Balakrishnan	Associate Professor	9489585514	abalki.btm@pondiuni.edu.in
4	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - Hospital Management	Name of faculty	Designation	Phone	Email
				Dr. V. Gopal	Professor	9488381721	deanmtihs@dataone.in
				Dr. S. Haripriya	Associate Professor	9443701906	priya.fst@pondiuni.edu.in
5	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - Finance	Name of faculty	Designation	Phone	Email
				Dr. R. Kasilingam	Professor	9840179939	kasimeena@gmail.com
				Dr. V. Umasri	Assistant Professor	9442287102	umasri.sbm@gmail.com
6	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - Human Resource Management	Name of faculty	Designation	Phone	Email
				Dr. A. Punitha	Assistant Professor	9884960686	puunila@gmail.com
				Dr. Rajeesh Vishwanath	Assistant Professor	9443351302	rajeesh71@gmail.com
7	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - Tourism	Name of faculty	Designation	Phone	Email
				Dr. Sampad Kumar Swain	Professor	8989986744	sampadswain@gmail.com
				Dr. R.C. Anu Chandran	Assistant Professor	9843244547	anoos_ind@yahoo.co.in

Srno	Year	Academic Session	Name of Programmes	Faculty				
8	2021-22	July	Business Administration/Commerce/Management/Finance - Master of Business Administration - Operations & Supply Chain Management	Name of faculty Dr. R. Venkatesa Kumar Dr. S. Thiagarajan	Designation Professor Assistant Professor	Phone 9894240012 04132654713	Email venkatesh.dms@pondiuni.edu.in sthiyags@yahoo.com	

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	Agreed to withdraw after reopening of Court (Covid

Help Desk

Help Desk Address: Pondicherry University, Directorate of Distance Education, Dr. B.R. Ambedkar Administrative Building, R V Nagar, Kalapet, Puducherry - 14	Name of Contact Person: Dr Adapa Madavi Latha	Designation: Academic Coordinator University
Phone No: 4132654717	Email: coordinator.dde@pondiuni.edu.in	Contact hours for Help Desk: 09.30 AM to 5.30 PM

Compliance

Compliance to specific provisions of UGC (ODL Programmes and Online Programmes) Regulations, 2020

The HEI undertakes to ensure all the provisions of the regulation and few specific provisions adherence to the following:

Learner Support Centre defined under these regulations will not be the Learner Support Centre for more than two Higher Educational Institutions at a time to offer programmes in Open and Distance Learning mode:-

Yes

Learner Support Centre will not be set up under a franchisee agreement in any case. :- Yes

Academic and instructional facilities at its Learner Support Centres for Open and Distance Learning mode, and information resources for online delivery of programmes meet all the conditions of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 and guidelines issued from time to time. :-

Yes

Intake capacity under Open and Distance Learning mode for a programme under science discipline to be offered by HEI shall not be more than three times of the approved intake in conventional mode (in case of Dual Mode). :-

NA

Learning enrolment under science discipline will commensurate with the capacity of the Learner Support Centres (for Open and Distance Learning only) to provide lab facilities to the admitted learners (for Open University). :-

NA

Private University established under a State Act will be eligible to offer programmes under Open and Distance Learning mode through its Head Quarters. :-

NA

Academic and administrative staff has appointed as per University Grants Commission (Minimum Qualifications for Appointment of Teachers and other Academic Staff in the Universities and Colleges and other Measures for the Maintenance of Standards in Higher Education) Regulation, 2018. :-

Yes

Academic Staff mentioned in application are exclusively appointed for the proposed programmes. :- Yes

Examination Centres meet all the guidelines laid under Annexure II of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

Upload Affidavit as per the prescribed format :- View

Submission

It is hereby declared and affirmed that the Higher Educational Institution shall adheres to all the provisions mentioned under the UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 including following Annexures

Centre for Internal Quality Assurance (CIQA) in Annexure I

Conduct of Examination and Minimum Standards for Examination Centres in Annexure II

Territorial Jurisdiction and Regulating Provisions for Different Types of Higher Educational Institutions in Annexure III (For ODL Programmes)

Human Resource and Infrastructural Requirements in Annexure-IV

Guidelines on Programme Project Report (PPR) in Annexure-V

Quality Assurance Guidelines of Learning Material in Multiple Media and Curriculum and Pedagogy in Annexure-VI

Guidelines on Self-Learning Material and E-Learning Material in Annexure-VII

Learner Support Centres in Annexure-VIII

Assessment Criteria for Offering Online Programmes through Non-SWAYAM Learning

Learning Platform in Annexure-IX (For ONLINE Programmes)

Grievance Redress Mechanism in Annexure-X

Further undertakes to ensure that the HEI shall display on its website a joint declaration by authorized signatories, Registrar and Director of Centre for Internal Quality Assurance, authenticating the documents uploaded on its website, in compliance of regulation 9 of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The HEI hereby declare that the information given above and in the enclosed documents is true, correct and nothing material has been concealed therein. The Higher Educational Institution shall be solely responsible for any legal issues arising out of non-compliance of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.

The HEI understand that in case information provided is found to be contrary to the fact, it 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

Submitted Date:



PONDICHERRY UNIVERSITY
(A Central University)
DIRECTORATE OF DISTANCE EDUCATION

PROF.C.K. RAMAIAH
DIRECTOR

R.V. Nagar, Kalapet, Pondicherry - 605014
Off: 0413-2654565, Fax: 0413-2655258
Email: director.dde@pondiuni.edu.in

Ref.No.PU/DDE/Fuel/F&A/2021-22/

Date: 31-07-2021

To

The Manager,
Indian Bank
Pondicherry University Branch
Puducherry - 605 014.

Sir,

Sub: PU - DDE - Registration and Assessment of CIQA Charges - Distance Learning Programmes - Settlement of Payment - Reg.

-oOo-

An amount of Rs.1,53,400/= (Rupees One Lakh Fifty Three Thousand and Four Hundred only) may be transferred from DDE Account No.701620949 to the Director, DDE, Pondicherry University whose A/c Numbers are noted against them:

Sl.No.	Name of the Employee	Account Number	Cheque No, Date	Amount Rs.
1	The Secretary University Grants Commission, Distance Education Bureau 35 - Feroze Shah Road, New Delhi - 110 001	A/c. No.8627101002051 Canara Bank UGC Branch IFSC: CNRB0008627 New Delhi	274976 31-07-2021	1,53,400
		Total		1,53,400

(Rupees One Lakh Fifty Three Thousand and Four Hundred only)

Yours sincerely,

[Signature]
DIRECTOR, DDE

Encl.: As above



O/c: DIRECTOR
PONDICHERRY UNIVERSITY
PUDUCHERRY - 605 014

[Signature]
31/7/21

1DIBH21212203583



PONDICHERRY UNIVERSITY
(A Central University)
DIRECTORATE OF DISTANCE EDUCATION

PROF.C.K. RAMAIAH
DIRECTOR

R.V. Nagar, Kalapet, Pondicherry – 605014
Off: 0413-2654565, Fax: 0413-2655258
Email: director.dde@pondiuni.edu.in

Ref.No.PU/DDE/UGC-CIQA /F&A/2021-22/

Date: 02-08-2021

To

The Manager,
Indian Bank
Pondicherry University Branch
Puducherry – 605 014.

Sir,

Sub: PU - DDE – Registration and Assessment of CIQA Charges - Distance Learning Programmes – Settlement of Payment - Reg.

-o0o-

An amount of Rs.29,500/= (Rupees Twenty Nine Thousand and Five Hundred only) may be transferred from DDE Account No.701620949 to the Director, DDE, Pondicherry University whose A/c Numbers are noted against them:

Sl.No.	Name of the Employee	Account Number	Cheque No, Date	Amount Rs.
1	The Secretary University Grants Commission, Distance Education Bureau 35 – Feroze Shah Road, New Delhi – 110 001	A/c. No.8627101002051 Canara Bank UGC Branch IFSC: CNRB0008627 New Delhi	274978 02-08-2021	29,500
		Total		29,500

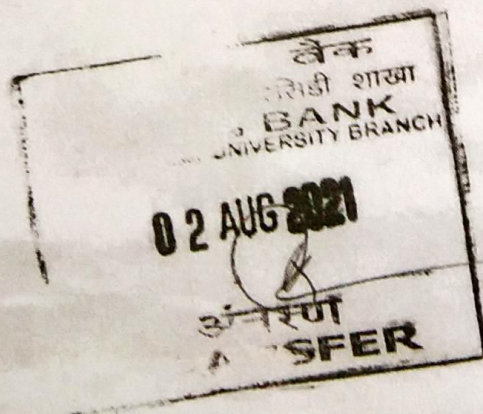
(Rupees Twenty Nine Thousand and Five Hundred only)

Yours sincerely,

DIRECTOR, DDE

DIRECTOR
Directorate of Distance Education
Pondicherry University
Puducherry – 605 014.

Encl.: As above



TD 21214328378

Part - B

EC Resolution of the
HEI for the
Establishment of
Directorate of Distance
Education,
Pondicherry University

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.

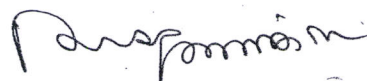
The matter is placed before the Executive Council for approval please.

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.

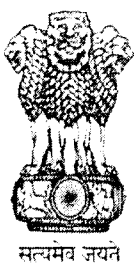
95.30 TO CONSIDER AND APPROVE THE GRANT OF FIXED MEDICAL
ALLOWANCE AT A UNIFORM RATE TO ALL EMPLOYEES OF THE
UNIVERSITY IN LIEU OF REIMBURSEMENT OF MEDICAL EXPENSES
AT PRESENT ALLOWED UNDER THE MEDICAL ATTENDANCE RULES

Resolved to defer the item.


REGISTRAR
PONDICHERRY UNIVERSITY
PUDUCHERRY - 605 014.

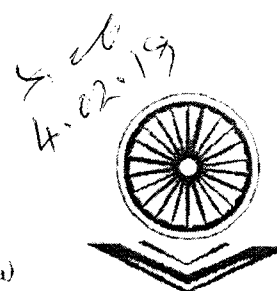
DEB Recognition

2018-19 & 2019-20



सत्यमेव जयते

दूरस्थ शिक्षा ब्यूरो
विश्वविद्यालय अनुदान आयोग
(मानव संसाधन विकास मंत्रालय, भारत सरकार)
बहादुर शाह जफर मार्ग, नई दिल्ली - 110 002
Distance Education Bureau
University Grants Commission
(Ministry of Human Resource Development, Govt. of India)
35, FerozeShah Road, New Delhi - 110 001
www.ugc.ac.in/deb
Ph: (011) 23604678, 23604671, 23604694



ज्ञान - विज्ञानं विमुक्तये

F. No. 1-22/2018 (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.

D. S.

UNIVERSITY GRANTS COMMISSION
Distance Education Bureau

F.No. 1-18/2018 (DEB-I)

Dated: 31-12-2018

S.NO	STATE	NAME/CATEGORY OF HEI	PERIOD OF RECOGNITION	LIST OF PROGRAMMES RECOGNISED FOR 2018-19, ACADEMIC SESSION BEGINNING JULY, 2018 AND ONWARDS		LIST OF PROGRAMMES RECOGNISED FOR 2018-19, ACADEMIC SESSION BEGINNING JANUARY, 2019 AND ONWARDS	
				NUMBER OF RECOGNISED PROGRAMMES	NAME OF RECOGNISED PROGRAMMES	NUMBER OF RECOGNISED PROGRAMMES	NAME OF RECOGNISED PROGRAMMES
					8) MASTER OF ARTS (EDUCATION) 9) MASTER OF ARTS (ENGLISH) 10) MASTER OF ARTS (HINDI) 11) MASTER OF ARTS (HISTORY) 12) MASTER OF ARTS (MATHEMATICS) 13) MASTER OF ARTS (POLITICAL SCIENCE) 14) MASTER OF ARTS (SOCIOLOGY) 15) MASTER OF COMMERCE 16) MASTER OF LIBRARY AND INFORMATION SCIENCE 17) MASTER OF SCIENCE (INFORMATION TECHNOLOGY) 18) MASTER OF BUSINESS ADMINISTRATION 19) MASTER OF COMPUTER APPLICATIONS		
51	PONDICHERRY	PONDICHERRY UNIVERSITY (CENTRAL UNIVERSITY)	2018-19 TO 2019-20	2	1) BACHELOR OF BUSINESS ADMINISTRATION 2) BACHELOR OF COMMERCE	9	1. MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) 2. MASTER OF

UNIVERSITY GRANTS COMMISSION

Distance Education Bureau

F.No. 1-18/2018 (DEB-I)

Dated: 31-12-2018

S.NO	STATE	NAME/CATEGORY OF HEI	PERIOD OF RECOGNITION	LIST OF PROGRAMMES RECOGNISED FOR 2018-19, ACADEMIC SESSION BEGINNING JULY, 2018 AND ONWARDS		LIST OF PROGRAMMES RECOGNISED FOR 2018-19, ACADEMIC SESSION BEGINNING JANUARY, 2019 AND ONWARDS	
				NUMBER OF RECOGNISED PROGRAMMES	NAME OF RECOGNISED PROGRAMMES	NUMBER OF RECOGNISED PROGRAMMES	NAME OF RECOGNISED PROGRAMMES
							BUSINESS ADMINISTRATION (MARKETING) 3. MASTER OF BUSINESS ADMINISTRATION (FINANCE) 4. MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS) 5. MASTER OF BUSINESS ADMINISTRATION (GENERAL) 6. MASTER OF COMMERCE (FINANCE) 7. MASTER OF ARTS (ENGLISH) 8. MASTER OF ARTS (SOCIOLOGY) 9. MASTER OF ARTS (HINDI)
52	RAJASTHAN	JAIPUR NATIONAL UNIVERSITY (PRIVATE UNIVERSITY)	2018-19 TO 2019-20	9	1) BACHELOR OF ARTS 2) BACHELOR OF BUSINESS ADMINISTRATION 3) BACHELOR OF COMMERCE 4) BACHELOR OF		

IGNOU

Recognition



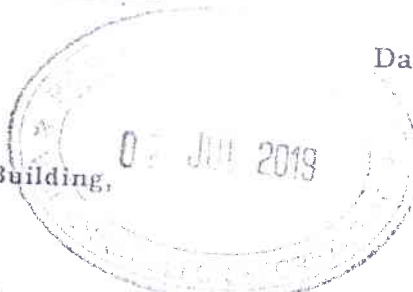
UNIVERSITY GRANTS COMMISSION
DISTANCE EDUCATION BUREAU
35 FEROZE SHAH ROAD
NEW DELHI-110 001

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



28 JUN 2019

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

2	MASTER OF BUSINESS ADMINISTRATION (MARKETING)	beginning from January, 2019 onwards.)
3	MASTER OF BUSINESS ADMINISTRATION (FINANCE)	2018-19 to 2019-20 (2018-19, session beginning from January 2019 onwards.)
4	MASTER OF BUSINESS ADMINISTRATION (INTERNATIONAL BUSINESS)	
5	MASTER OF BUSINESS ADMINISTRATION (GENERAL)	
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 fake 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 on the directions of Hon'ble Supreme Court dated 03.11.2018 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 decided 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.

11. The application stands closed for 2018-19 for further recognition, if any, and the HEI needs to apply afresh as and when there is an application for recognition of ODL programmes.

12. The decision of the Commission shall be final and binding on the Higher Educational Institutions.

Yours faithfully,

(Jitendra)

Education Officer

Copy to:

1. The Joint Secretary (Distance Learning), MHRD, Govt of India, Shastri Bhawan, New Delhi - 110 001.
2. The Member Secretary, AICTE, Nelson Mandela Marg, Vasant Kunj, New Delhi - 110070
3. The Vice-Chancellor, **Pondicherry University, Dr. B.R. Ambedkar Administrative Building, R.V. Nagar, Kalapet, Puducherry - 605014.**
4. The Joint Secretary, Central University Bureau, UGC.
5. The Publication Officer (Web), UGC for uploading on the website.
6. Guard file.


(Jitendra)
Education Officer



इन्दिरा गांधी राष्ट्रीय मुक्त विश्वविद्यालय
INDIRA GANDHI NATIONAL OPEN UNIVERSITY

(19)

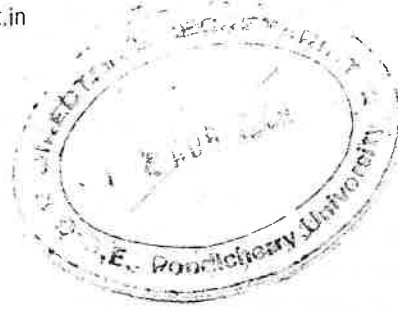
मैदान गढ़ी, नई दिल्ली-110068, भारत
MAIDAN GARHI, NEW DELHI-110068. INDIA
फोन PHONE : (0) 91-11-29535923-32, 29533340 (D)
टेलीफैक्स TELEFAX: 91-11-29536668
ई-मेल E-mail : basuswaraj@hotmail.com
वेबसाईट WEBSITE : www.ignou.ac.in/www.dec.ac.in

दूरस्थ शिक्षा परिषद
DISTANCE EDUCATION COUNCIL

11143

F.No.DEC/PU/2005
Date: 6.08.2008

प्रो० स्वराज बसु
निदेशक
Prof. Swaraj Basu
Director



Sub: Post - facto approval to Pondicherry University, Pudducherry- Reg.

Dear Sir,

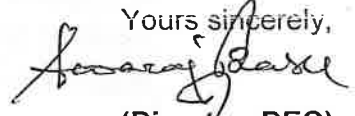
This has reference to your application requesting for post-facto recognition of Distance Education Council for programmes offered through distance mode by Directorate of Distance Education of your university.

In this connection, we would like to inform you that based on the recommendation of the expert committee that visited your university, the Chairman, Distance Education Council has accorded post-facto approval to your university for programmes offered through distance mode with effect from 1st March, 1995 to academic year 2006-2007 as per the enclosed list.

Further, we would also like to inform that, it is the responsibility of the university to follow the norms prescribed by the concerned regulatory bodies or seek their recognition for professional/technical programme/s as per the requirements. Getting approval of concerned statutory apex body for relevant programme/s will be the sole responsibility of the university. The territorial jurisdiction for offering distance education would be as per the Acts and Statutes of your university.

With regards,

Yours sincerely,


(Director, DEC)

The Registrar
Directorate of Distance Education
Pondicherry University
University Campus
Kalapet
Pondicherry -- 605 014

PONDICHERRY UNIVERSITY

Courses Offered by Directorate of Distance Education, Pondicherry University		Year of Introduction & Post facto Recognition sought
Bachelor of Business Administration	BBA	1995 to 2007
Bachelor of Commerce in Corporate Secretaryship	B.Com. (CS)	1995 to 2007
Bachelor of Commerce	B.Com.	1995 to 2007
Bachelor of Commerce in Marketing	B.Com.(Marketing)	1995 to 2007
Bachelor of Commerce in Foreign Trade	B.Com.(Foreign Trade)	1995 to 2007
PG Diploma in Business Administration	PGDBA	1995 to 2007
PG Diploma in International Business	PGDIB	1995 to 2007
PG Diploma in Marketing Management	PGDMM	1995 to 2007
PG Diploma in Financial Management	PGDFM	1995 to 2007
PG Diploma in Portfolio Management	PGDPM	1995 to 2007
PG Diploma in Operations Research	PGDOR	1995 to 2007
PG Diploma in Banking and Finance	PGDBF	1995 to 2007
PG Diploma in Human Resource Management	PGDHRM	1995 to 2007
Master of Commerce in Marketing	MMM / M.Com. (M)	1996 to 2007
Master of Commerce in Finance	MFM / M.Com. (F)	1996 to 2007
Master of Arts in History	MA History	1996 to 2007
Master of Arts in Sociology	MA Sociology	1996 to 2007
Master of Arts in Hindi	MA Hindi	1996 to 2007
Master of Arts in Political Science	MA Political Science	1996 to 2007
PG Diploma in Tourism Administration	PGDTA	1996 to 2007
PG Diploma in Computer Applications (duration 18 months)	PGDCA	1996 to 2007
Master of Commerce in Foreign Trade	MFT/ M.Com.(FT)	1997 to 2007
PG Diploma in Pharmaceutical Marketing	PGDPHM	1998 to 2007
PG Diploma in Software Marketing	PGDSM	1998 to 2007
PG Diploma in Agricultural Marketing	PGDAGM	1998 to 2007
PG Diploma in Cooperative Management	PGDCM	1998 to 2007
PG Diploma in Insurance Management	PGDIM	1998 to 2007
Master of Arts in Human Resource	MHRM / MA (HR)	1999 to 2007
Master of Arts in Public Administration	MA (Public Administration)	1999 to 2007
Bachelor of Computer Applications	BCA	2000 to 2007
Master of Arts in Human Rights	MHR/MA(Human Rights)	2002 to 2007
Master of Business Administration in Marketing	MBA(Marketing)	2005 to 2007
Master of Business Administration in Finance	MBA (Finance)	2005 to 2007
Master of Business Administration in International Business	MBA (IB)	2005 to 2007
Master of Business Administration in Human Resource Management	MBA (HRM)	2005 to 2007
Master of Arts in Tamil	MA Tamil	2005 to 2007
Master of Arts in English	MA English	2005 to 2007
PG Diploma in Human Rights	PGDHR	2005 to 2007
Bachelor of Library and Information Science	BLIS	2006 to 2007

इन्दिरा गांधी राष्ट्रीय मुक्त विश्वविद्यालय
INDIRA GANDHI NATIONAL OPEN UNIVERSITY

मैदान गढ़ी, नई दिल्ली-110068, भारत
MAIDAN GARHI, NEW DELHI-110068. INDIA
फोन PHONE : (0) 91-11-29533340
फैक्स FAX : 91-11-29536668
ई-मेल E-mail : smanjulika@hotmail.com

प्रो० मंजुलिका श्रीवास्तव

निदेशक

Prof. Manjulika Srivastava
Director

PONDICHERRY UNIVERSITY	
Date of Receipt	24/12/09
Entry No.	2254

F. No. DEC/2009/1413
17.12.2009

Sub: Continuation of Recognition till the Committee visits - Reg.

Dear Sir/Madam,

This has reference to your application requesting the Distance Education Council for recognition of your programmes offered through distance mode from the year 2008-09 onwards.

In this connection we would like to inform you that your proposal for granting regular recognition to your University is under process. Meanwhile, your University has been granted continuation of provisional recognition till such time the Committee visits your University and submits its recommendations and a decision is taken by the Joint Committee on the same.

However, we maintain that it is the responsibility of the Institution/University to follow the norms prescribed by the concerned regulatory bodies and seek their recognition for professional / technical programme/s as per the requirements. Getting approval of concerned statutory apex body for relevant programme/s will be the sole responsibility of the Institution.

The DEC does not allow franchising of study centers.

Further, we would also like to mention that the territorial jurisdiction for offering distance education programmes would be as per Acts and Statutes of your University and in accordance with the UGC guidelines. Your institutions shall also follow all norms/guidelines issued by the DEC for offering programmes through distance mode a copy of which is enclosed.

With regards,

Yours sincerely,


(Manjulika Srivastava)

The Vice Chancellor
Pondicherry University
R. Venkatraman Nagar,
Kalapet-605014,
Puducherry

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DEC Guidelines:

1. The Institution will offer only such programmes through distance mode which are offered by the Institution through regular face-to-face mode.
2. The nomenclature of the programmes should be strictly as prescribed by the UGC/AICTE and approved by the Joint Committee of UGC-AICTE-DEC.
3. The eligibility conditions and duration of programmes will be as per the DEC norms and for professional and technical programmes as per the norms laid down by the AICTE. No admission to MBA, PGDBM and MCA programmes can be done without ensuring that the student has secured a valid score in the entrance test examination for this purpose.
4. The Institution shall limit admission to maximum 60 seats per programme per Study Centre for Management, Computer & IT, and Allied Health Sciences programmes. For laboratory/Practical work, the institution can have a maximum of 30 students in a batch subject to maximum 60 students per Study Centre. The Study Centre be owned by the University and should be opened with the approval of EC/BOM of the University concerned.
5. The Institution should have at least one full time faculty member exclusively for coordinating each programme.
6. Regarding territorial jurisdiction for offering programmes through distance mode the latest UGC notifications will prevail over all previous notifications and circulars. As per the UGC notification, State Universities (both private as well as Govt funded) can offer programmes only within the State and Deemed Universities from the Headquarters and in no case outside the state. However, Deemed Universities may seek the permission to open off campus centers in other states and offer distance education programmes through the approved off campuses only after approval of UGC and DEC. Central Universities will also adhere to the UGC norms. The territorial jurisdiction for the institutions (both private as well as Govt funded) shall be the Headquarters, and in no case outside the State. Thus, the territorial jurisdiction of your Institution shall be governed by these UGC guidelines.
7. The Distance Education Council prohibits franchising of Study Centres. Thus, your Institution will not franchise any Study Centre.
8. The Institution's management of the distance education programmes will be open for review and inspection from time to time by DEC to provide inputs for further improvement or as deemed necessary. The academic norms of the programmes shall be under monitoring and regulation by the concerned regulatory authorities.


(Manjilika Srivastava)



Team Visited: 29.8.09.

25

इन्दिरा गांधी राष्ट्रीय मुक्त विश्वविद्यालय INDIRA GANDHI NATIONAL OPEN UNIVERSITY

मैदान गढ़ी, नई दिल्ली-110068, भारत
MAIDAN GARHI, NEW DELHI-110068. INDIA
फोन PHONE : (0) 91-11-29533340
फैक्स FAX : 91-11-29536668
ई-मेल E-mail : smanjulika@hotmail.com

दूरस्थ शिक्षा परिषद
DISTANCE EDUCATION COUNCIL

PONDICHERRY UNIVERSITY VC's Secretariat	
Date of Receipt	09/08/10
Entry No.	2447

प्रो० मंजुलिका श्रीवास्तव

निदेशक

Prof. Manjulika Srivastava
Director

F.No.DEC/Recog/2010/2287
Dated: 4.08.10

To

The Vice Chancellor
Pondicherry University
R. Venkatraman Nagar,
Kalapet-605014,
Puducherry

Recd
09/08/10
Div. JDE

09/08/10

Recognition
up to 2013
A. M. / Ann
9/8

Sub: Recognition of Directorate of Distance Education, Pondicherry University, Puducherry by the Distance Education Council- reg.,

Policy Sub
Dio DO

Dear Sir/Madam,

With reference to your application seeking recognition of Distance Education Council for offering programmes through distance education mode, an Expert Committee was constituted comprising nominees of UGC, AICTE and DEC as per provisions of the Joint Committee of UGC-AICTE-DEC, which visited your Institution and submitted its recommendations. The recommendations of the Expert Committee were placed before the Distance Education Council in its 35th meeting. Based on the decision of the Distance Education Council, I have been directed to inform you that your University/Institution has been accorded recognition for a period of three academic years w.e.f. academic year 2010-11 to academic year 2012-13 for offering following programmes through distance education mode:

R/3637
10/08/10

PROGRAMMES RECOMMENDED

S. No.	Name of the Programme	Duration	Eligibility
1	Master of Business Administration in Marketing*	3 Years	Passed any degree examination from a University recognized by UGC.
2	Master of Business Administration in Finance*	3 Years	
3	Master of Business Administration in International Business*	3 Years	and
4	Master of Business Administration in Human	3 Years	Qualifying marks in the Entrance examination conducted by the

11-08

26

	Resource Management*		University or any other national/state level entrance exam for Management programmes.
5	Master of Business Administration – General *	3 Years	
6	Master of Commerce in Finance	2 Years	Passed degree examination from a University recognized by UGC in the relevant discipline
7	Master of Arts in Tamil	2 Years	Passed degree examination from a University recognized by UGC in the relevant discipline
8	Master of Arts in English	2 Years	
9	Master of Arts in Hindi	2 Years	
10	Master of Arts in Sociology	2 Years	
11	Master of Computer Applications*	3 Years	<p>Candidates who have secured 55% of marks or above in any one of the following or equivalent are eligible to apply:</p> <p>Bachelor's Degree in Computer Applications / Commerce / Corporate Secretary ship / Economics / Business Administration (with mathematics / Business Mathematics / Statistics / Computer Applications as one of the subjects)</p> <p>OR</p> <p>Bachelor's Degree in science with Mathematics /Statistics as one of the subjects.</p> <p>And</p> <p>Qualifying marks in the Entrance examination conducted by the University or any other national/state level entrance exam for Computer application programmes</p>

*The programmes are professional in nature, they require approval from the concerned Statutory Councils. Technical, Engineering programmes require AICTE recognition. Any other professional degree requires approval from the concerned Statutory Councils. Hence, the approval accorded by the DEC is conditional subject to the approval of the AICTE and any other Statutory Councils. It will be the responsibility of your Institution to seek prior approval from the concerned statutory Councils/regulatory bodies, wherever required.

- A. The recognition to above programmes is subject to the compliance of the following by the University.
- The University shall follow the self learning methodology in updating, preparation of the courseware and improve its SLM as per ODL pedagogy

by involving more experts on their advisory committees for various course writers from other ODL Institutions in the country.

- ii) The University shall enhance and explore the use of A/V use in delivery of programmes to supplement the SLMs.
- iii) Orientation and training of the staff is required to develop self learning packages and should be arranged within two to three months time from the receipt of this letter.
- iv) More involvement of the external experts in programme/course design and development should take place.
- v) Credit page should be included in the course material.
- vi) Additional references/ further readings should be included in the course material.

B. The University/Institution may note that:

- 1. The Institution will offer only such programmes through distance mode which are offered by the Institution through regular face-to-face mode and approved by the Distance Education Council as mentioned in this letter. The Institution will not offer any other programme through distance mode other than those approved by the Distance Education Council.
- 2. Technical, Engineering programmes require AICTE recognition. Any other professional programme requires approval from the concerned Statutory Council.
- 3. Programmes in the areas of Health, Nursing, Dentistry, and allied areas may be offered with the approval of the statutory councils/regulatory bodies, wherever required.
- 4. It will be the responsibility of the Institution to follow the norms prescribed by the regulatory bodies, and seek their approval, wherever required.
- 5. The nomenclature of the programmes should be strictly as prescribed by the UGC/AICTE and approved by the Distance Education Council.
- 6. The eligibility conditions and duration of programmes will be as per the DEC norms and for professional and technical programmes as per the norms laid down by the AICTE. No admission to MBA, PGDBM and MCA programmes can be done without ensuring that that the student has secured a valid score in the entrance test examination for this purpose.
- 7. The Institution shall limit admission to maximum 60 seats per programme per Study Centre for Management, Computer & IT, and Allied Health Sciences programmes. For laboratory/Practical work, the institution can have a maximum of 30 students in a batch subject to maximum 60 students per Study Centre. The Study Centre be owned by the University and should be opened with the approval of EC/BOM of the University concerned.
- 8. The Institution should have at least one full time faculty member exclusively for coordinating each programme.
- 9. The territorial jurisdiction for offering programmes through distance mode will be as per the decision taken in the 35th Meeting of the Distance Education Council. In its 35th meeting the Council noted that distance education and online education cannot have the Territorial Jurisdiction. In case of Central Universities and the State Universities, the Territorial Jurisdiction will be as per their Acts and Statutes for offering programmes through distance mode. The Territorial Jurisdiction in case of Deemed Universities will be as per UGC, which mandates the prior approval of the UGC for opening Centres / off Campus Centres outside the Headquarters. The Territorial Jurisdiction in case of Private Institutions (other than Universities) will be as decided by the Joint Committee, which has decided that the territorial jurisdiction for the institutions (both private as well as Govt funded) shall be the Headquarters, and in no case outside the State.
- 10. The Distance Education Council prohibits franchising of Study Centres. Thus, your Institution will not franchise any Study Centre.
- 11. The Institution's management of the distance education programmes will be open for review and inspection from time to time by DEC to provide inputs for

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further improvement or as deemed necessary. The academic norms of the programmes shall be under monitoring and regulation by the concerned regulatory authorities.

12. For Management and Computer Science programmes, the Institution should also note that

- The programme should have a mandatory internship of six months;
- Institute/University concerned should seek accreditation from National Board of Accreditation as per prevailing rules;
- Institute/University concerned should have concerned Department and the conventional universities should have on campus programme on offer;
- Institute/University concerned should not have advertised for the programmes before receiving the approval letter;
- Institute/University concerned should disclose, on line, in public domain the details of the student admitted, centre-wise, as per the format to be prescribed by AICTE;
- Institute/University concerned should ensure delivery of the course material on-line within one year of the date of approval;

It may be noted that before launching the programme the Institution should submit an affidavit within 30 days from date of issue of this letter that it agrees to and will abide by all terms and conditions contained in this letter. In case, the DEC does not receive the affidavit within 30 days from date of issue of this letter, the approval accorded to your Institution will be considered as withdrawn. Further, if it is found that the Institution is flouting any norms, then the recognition accorded to your Institution will be withdrawn without any notice.

Thanking you,

Yours sincerely,


(Manjulika Srivastava)
Director (DEC)

Copy to:

1. Director, Directorate of Distance Education, Pondicherry University, R. Venkatraman Nagar, Kalapaet-605014, Puducherry
2. Concerned File
3. Guard File

NAAC
Accreditation Certificate

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

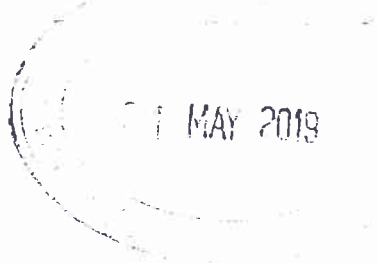
An Autonomous Institution of the University Grants Commission

NAAC/DO-AKR/2019

27th May 2019

Respected Sir/Madam,

Greetings from NAAC!



PUIVCS/147
19/06/2019

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)

Director (S)

19/6/19

24/6/19

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

NIRF

Ranking Certificates



Government of India
Ministry of Human Resource Development



India Rankings 2018

(National Institutional Ranking Framework)

Pondicherry University, Puducherry

ranked 86 in Overall Category


CHAIRMAN, NBA


MEMBER SECRETARY, NBA



Government of India
Ministry of Human Resource Development



Certificate

NATIONAL INSTITUTIONAL RANKING FRAMEWORK

INDIA RANKINGS 2019

Pondicherry University, Puducherry
Ranked 72 in Overall Category

CHAIRMAN, NBA

MEMBER SECRETARY, NBA



Rank-band: 101-150 | Rank-band: 151-200

Search: PO

Showing 1 to 1 of 1 entries (filtered from 101 total entries)

Previous **1** Next

PROPOSED PROGRAMMES

PONDICHERRY UNIVERSITY
DIRECTORATE OF DISTANCE EDUCATION

List of Proposed Programmes			
Sl. No	Programme to be offered in	Level	Name of Programme
1.	ODL	PG	Master of Business Administration - Marketing
2.	ODL	PG	Master of Business Administration - Finance
3.	ODL	PG	Master of Business Administration - International Business
4.	ODL	PG	Master of Business Administration - Human Resource Management
5.	ODL	PG	Master of Business Administration - General
6.	ODL	PG	Master of Business Administration - Hospital Management
7.	ODL	PG	Master of Business Administration - Tourism
8.	ODL	PG	Master of Business Administration - Operations & Supply Chain Management

Part - C

Centre for Internal Quality Assurance (CIQA)

Annexure - I

Date: 11-04-2018

* * * * *

Director

PONDICHERRY UNIVERSITY
Directorate of Distance Education

No.PU/DDE/CIQA/2019

Date: 10.10.2019

Sub: Constitution of Centre for Internal Quality Assurance (CIQA) for DDE – Reg.

As suggested by the Distance Education Bureau (DEB), the Directorate of Distance Education has to establish CIQA to oversee the quality of the programmes offered under Open and Distance Learning. In this regard, DDE would like to constitute a CIQA Committee to oversee the following:

1. To maintain quality in the services provided to the students.
2. To ensure continuous improvements in the overall operations of the DDE.
3. To identify the key areas in which the DDE should maintain quality.
4. To devise mechanisms for interaction and collecting of feedback from various departments and stakeholders of the DDE.
5. To conduct regular meetings and discuss all the problems for the qualitative improvement of the DDE programmes.
6. To ensure the implementation of its recommendations through regular monitoring.
7. To ensure participation of all stakeholders including learners, teachers, staff, parents, society, employers, and government in quality improvement processes.
8. To prepare Programme based Project Report and also ensure launch of new programme(s).
9. Collection, collation and dissemination of accurate, complete and reliable statistics about the quality of the programme(s).

In this regard, the following committee is proposed to constitute the Centre for Internal Quality Assurance (CIQA) for DDE to oversee all the quality issues suggested by the DEB as listed above.

1. Prof. K. Chandrasekharar Rao, Dean, CDC
2. Prof. Y. Srinivasulu, Dept. of International Business
3. Prof. S. Victor Anand Kumar, Dept. Management Studies
4. Prof. T. Duraivel, Dept. of Mathematics
5. ✓ Dr. Aravind Gupta, Assistant Director, DDE
6. Dr. S.K. Md. Nizamuddin, Assistant Professor, DDE
7. Prof. C. K. Ramaiah, Director, DDE

Submitted for your kind consideration and approval please.

Registrar

Director (C&CR)


Vice Chancellor

Director DDE

Director (DDE)

URGENT

PU/DDE/DR/2019-20/
1446,
14.10.19

	<p align="center">PONDICHERRY UNIVERSITY (A Central University) DIRECTORATE OF DISTANCE EDUCATION</p>
<p>Prof.C.K. RAMAIAH DIRECTOR (I/C), DDE</p>	<p>R.V.Nagar, Kalapet, Puducherry-605 014. Tel.No.0413-2654 565; Mob: 9487605773</p>

No.PU/DDE/CIQA/Notification1/

Date 11.10.2019

CENTRE NOTIFICATION - I

As suggested by the Distance Education Bureau (DEB), the Directorate of Distance Education, Pondicherry University has established Centre for Internal Quality Assurance (CIQA) to oversee the quality of the programmes offered under Open and Distance Learning. In this regard, CIQA, DDE formed to oversee the following:

1. To maintain quality in the services provided to the students.
2. To ensure continuous improvements in the overall operations of the DDE.
3. To identify the key areas in which the DDE should maintain quality.
4. To devise mechanisms for interaction and collecting of feedback from various departments and stakeholders of the DDE.
5. To conduct regular meetings and discuss all the problems for the qualitative improvement of the DDE programmes.
6. To ensure the implementation of its recommendations through regular monitoring.
7. To ensure participation of all stakeholders including learners, teachers, staff, parents, society, employers, and government in quality improvement processes.
8. To prepare Programme based Project Report and also ensure launch of new programme(s).
9. Collection, collation and dissemination of accurate, complete and reliable statistics about the quality of the programme(s).

The Centre for Internal Quality Assurance (CIQA) of the DDE comprising of the following members to oversee all the quality issues suggested by the DEB:

1. Prof. K. Chandrasekharar Rao, Dean, CDC
2. Prof. Y. Srinivasulu, Dept. of International Business
3. Prof. S. Victor Anand Kumar, Dept. Management Studies
4. Prof. T. Duraivel, Dept. of Mathematics
5. Dr. Aravind Gupta, Assistant Director, DDE
6. Dr. S.K. Md. Nizamuddin, Assistant Professor, DDE
7. Prof. C. K. Ramaiah, Director, DDE


 Director i/c, DDE



PONDICHERRY UNIVERSITY

(A Central University)

DIRECTORATE OF DISTANCE EDUCATION

Prof. C.K.RAMAI AH

Director

R. V. Nagar, Kalapet

Pondicherry – 605 014

Ref: PU/DDE/DIR/2019-20/1051

Date: 18-10-2019

To
All the Members
Centre for Internal Quality Assurance (CIQA)

Sir,

Sub: PUDDE- Constitution of Centre for Internal Quality Assurance- Nomination as a
Member- Intimation – Reg.

We are happy to inform you that Vice-Chancellor is pleased to nominate you as a member of the Centre for Internal Quality Assurance (CIQA) of the Directorate of Distance Education, Pondicherry University for a period of three years to develop and put in place a comprehensive and dynamic quality assurance system to provide high quality programmes of higher education to distance learners by the Directorate of Distance Education, Pondicherry University.

We are happy if you could kindly accept nomination and serve as Member of the Centre for Internal Quality Assurance (CIQA) from 17-10-2019 to 17-10-2022.

In this connection, a meeting is planned on 21-10-2019 at 3.00 P.M. in the Committee Room of the Directorate of Distance Education to discuss about the various issues related to Internal Quality Assurance including the recommendations of the Coordinators of Spot Admission Centres, Examination Centres and Twinning Programme Institutions.

Yours sincerely

Director

To

Prof. K. Chandra Sekhara Rao, Dean, College Development Council, PU, Pondicherry
Prof. K. Srinivas, Dean, School of Humanities, Pondicherry University, Pondicherry
Prof. S. Victor Anand Kumar, Professor, Department of Management Studies, PU, Pondicherry
Prof. Yarlagaadda Srinivasulu, Professor, Department of International Business, PU, Pondicherry
Prof. T. Duraivel, Associate Professor and Head Department of Mathematics, PU, Pondicherry
Dr. Sk.Md.Nizamuddin, Assistant Professor, Directorate of Distance Education, PU, Pondicherry

Minutes of

Minutes of the First Meeting of Centre for Internal Assurance, Directorate of Distance Education held on 21.10.2019 at 3:00 P.M. in the Committee Room of DDE

The Meeting of Centre for Internal Quality Assurance (CIQA) was held on 21.10.2019 at 3:00 P.M. in the Committee Room of Directorate of Distance Education (DDE) to discuss about the various issues related to Internal Quality assurance.

The following members were present.

- | | |
|---|------------|
| 1. Prof. C.K. Ramiah, Director (i/c), DDE | - Chairman |
| 2. Prof. K. Chandra Sekhara Rao, Dean, College Development Council, | - Member |
| 3. Prof. K. Srinivas, Dean, School of Humanities, PU | - Member |
| 4. Prof. T. Duraivel, Head, Department of Mathematics, PU | - Member |
| 5. Prof. Y. Srinivasulu, Department of International Business, PU | - Member |
| 6. Dr. Arvind Gupta, Assistant Director, DDE, PU | - Member |
| 7. Dr. Sk. Md. Nizamuddin, Assistant Professor, DDE, PU | - Member |

At the outset, the Director welcomed the members and briefed about the DDE and the objectives of the Centre for Internal Quality Assurance of the DDE. Director also apprised the members about the steps taken by the DDE to improve the quality of distance education during 2019 including conducting two Job Fairs and DDE Centres Coordinators meeting to resolve all problems and improve the quality in teaching. It is decided to have a separate meeting about formulating policies related to programmes development methodology and delivery. The Committee has gone through all the recommendations of the Coordinators of the Sport Admission Centres, Examination Centres and Twinning Programme Centres held on 23.08.2019.

The members discussed the following points and made the following recommendations as listed below:


1. The total degree fee for MBA programme through Twinning Mode is to be enhanced from Rs.45,000/- to Rs. 60,000/-.
2. It is suggested to appoint Senior Professors as Coordinators for each degree programme offered by the DDE to update curriculum, market the programme and arrange quality teaching.
3. There is no change in administrative fee to spot admission centers.
4. Recommended to enhance the PCP classes' remuneration from Rs.500/- to Rs.750/- per hour in all the centers.
5. It is suggested to appoint only qualified senior faculties to deliver lectures to the students of PCP classes. These lecturers need to submit a PPT of their presentation and any other teaching/ learning material useful to students to upload on the DDE website.
6. The Committee suggested to constitute '**Fee Revision Committee**' to decide all the fee related issues like increase of degree tuition fee, conduct of examination fee etc.

7. The Committee suggested to consider admission ads to be released through Google AdWords, Social media, Education Portals, etc. to reach more people
8. To attract students from Northern states, the Committee suggested that DDE to think about offering few courses in Hindi medium particularly UG programmes.
9. The Committee recommends in appointing a fulltime Receptionist to attend to enquiries / all phone calls received from students.
10. For all enquiries received from the students (through email and mobile), the Committee suggested that a computer generated FAQs to be created and send automatically.
11. The Committee recommends to develop a separate DDE website with two servers (one server for DDE Exams Centre at COE building with mirroring facility and main server is placed at DDE) and make provision for uploading all teaching materials including PPTs, handouts, video lectures etc. of each Study Centre.
12. The Committee suggested to look for the Parliament Act passed in which instructions are given not to give "*Distance Education*" on the degree certificate and also look for other universities how they are awarding the degrees, submit the full case in the next meeting.

The meeting ended with thanks to the Chair.


(C.K. RAMIAH)


(K. CHANDRA SEKHARA RAO)


(K. SRINIVAS)


(T. DURAIVEL)


(Y. SRINIVASULU)


(ARVIND GUPTA)


(Sk. Md. NIZAMUDDIN)

These minutes are approved by the VC on behalf of Executive Council and Academic Council of the Pondicherry University, Puducherry.

Approved by



Vice-Chancellor

Minutes of the Second Meeting of Centre for Internal Quality Assurance,
Directorate of Distance Education held on 09.06.2020 at 11:00 A.M. through
Video Conferencing in the Committee Room of DDE

The Meeting of Centre for Internal Quality Assurance (CIQA) was held on 09.06.2020 at 11:00 A.M. through Video Conferencing in the Committee Room of Directorate of Distance Education (DDE) to discuss about the various issues related to Internal Quality Assurance.

The following members were present.

- | | |
|--------------------------------------|------------|
| 1. Prof. C.K. Ramiah, Director (i/c) | - Chairman |
| 2. Prof. K. Chandra Sekhara Rao | - Member |
| 3. Prof. Y. Srinivasulu | - Member |
| 4. Prof. T. Duraivel | - Member |
| 5. Prof. S. Victor Anand Kumar | - Member |
| 6. Dr. Arvind Gupta | - Member |
| 7. Dr. Sk. Md. Nizamuddin | - Member |

Director welcomed the members and briefed about the action taken on points decided during the previous meeting. Then the members discussed 10 agenda points sent to the members for the meeting and after lot of deliberations made, the following recommendations are suggested:

1. Before revising or updating the study materials, Syllabus has to be relooked into first and the same has to be finalized by the BOS. The Committee suggested to go for standard textbooks of reputed publishers in place of locally written books by identified Subject Experts. All these books may be supplemented with video lectures.
2. For all Common papers, textbooks and book chapters may be used and special courses, customized /written study material and video lessons could be provided.
3. To match with UGC terminology, the Committee suggested to change the Sport Admission Centre into two categories: **"Learning Support Centres"** those are offering teaching (PCP classes) and conducting DDE examinations and some are helping the Pondicherry University in getting admissions and their name will remain as **"Sport Admission Centre"**.
4. To improve the quality of the DDE programmes, it is suggested to offer inspiring /business lectures to the students. The Committee felt that evaluation has to be done at each stage of the programme starting from Admissions, Teaching, Course materials, Learning Support Centres, Examinations, overall DDE courses.
5. Exit interviews of the outgoing students will give really good inputs for the quality improvement. The Committee also suggested to go for periodical evaluation on continuously mode to improve the education system.
6. There is a need for standardization of Question papers in terms quality of questions, format and also suggested to get **moderation by senior faculty member** before it goes for printing. Instructions to students, invigilators, Learning Support Centres to be updated. Also suggested to mail the instructions to all students just before the exams to avoid all problems and malpractices.

7. The Committee suggested to release DDE advertisement in **LinkedIn.com, Google Paper Clip** at least 2-3 months before the admissions date so as to reach more people and receive more applications.
8. Also suggested to make **Two Documentary Films** on DDE one focusing Executives and another for all other types of students. In this case several projects may be given to the students of Department of Electronic Media & Mass Communication to market the DDE programmes.
9. Feedback may be collected from exiting batch students before awarding their degrees. Also periodical feedback may be taken after each semester is over.
10. The Committee felt the Vision & Mission should be modified in line with Pondicherry University's Vision & Mission so all the members were requested to give their feedback in the next meeting.
11. The Committee suggested to arrange the FAQs under various topics covering each phase in the timeline (*starting from enrollment of a student to awarding of degree*) of DDE Programmes.
12. The Committee suggested to give research projects to each DDE staff by way of conducting surveys. Some of the projects identified are as given below:
 - a) Feedback on PCP Lectures by the students.
 - b) Problems faced by the lectures of DDE while conducting PCP lectures.
 - c) Survey of Twinning Programme students issues.
 - d) Student's feedback on DDE Study Materials.
 - e) What the various modes of Digital marketing the DDE programmes?
 - f) Exam or Projects related problems / issues.
 - g) Student's satisfaction on quality of the DDE Degree Programmes.
13. The Committee recommended training programmes to both academic and admin staff of the DDE. For Faculty members: a) One training programme on maintenance of quality on various facets of DDE teaching with the help of NAAC experts, b) a training programme to the Coordinators of the Learning Support Centres, and c) IT related Training Programme to office staff for timely completing the works with best quality.
14. Time required to complete each task has to be worked out to avoid unnecessary delay. So, DDE is preparing flowcharts to each work to be carried out by the DDE along with minimum required time for each task so that each work may be monitored and make sure the action on those letters will be taken immediately without any delay. The Committee would like to know the progress of the same.

The meeting ended with thanks to the Chair.

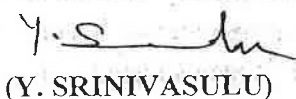


(K.K. RAMAIAH)

(K. CHANDRA SEKHARA RAO)



(T. DURAIVEL)



(Y. SRINIVASULU)



(ARVIND GUPTA)



(Sk. Md. NIZAMUDDIN)

Conduct of Examinations and Minimum Standards for Examination Centres

Annexure - II

List of Examination Centres

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
1	Loyola College	School of Commerce, Nungabakkam	Chennai	600034	Tamil Nadu	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	Yes
						5	Provision of Video recording	Yes
2	Saradha Gangadharan College	Near Marapalam Signal, Lake Road,	Velrampet	605004	Pondicherry	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
3	Shikshapeeth College of Management and Technology	# 16, Bindra Market, Near Tilak Nagar Police Stat	New Delhi	110018	Delhi	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
4	Alagappa Institute of Technology	#49 Gangadeeshwarar Koil Street	Chennai	600084	Tamil Nadu	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
5	St. Joseph's Evening College	#35, Museum Road	Bengaluru	560025	Karnataka	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
6	Guru Nanak College (Autonomous)	Guru Nanak Salai, Velachery	Chennai	600042	Tamil Nadu	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
7	Sacred Heart College	Thevara,	Cochin	682013	Kerala	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
8	Ravenshaw University	College Square, Near Railway Station	Cuttack	753003	Odisha	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
9	Institute of Environment and Management	“Environment House”, Alkapuri, Kursi Road	Lucknow	226022	Uttar Pradesh	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations, 2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
10	Pandu College	Pandu,	Guwahati	781012	Assam	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
11	Jawaharlal Nehru Rajkiya Mahavidyalaya	Port Blair	Andaman & Nicobar Island	744104	Andaman and Nicobar Islands	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
12	Xavier Institute of Management	St. Xavier's College P.O	Thumba, Thiruvananthapuram	695586	Kerala	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
13	Sri Ramakrishna College of Arts and Science	Avinashi Road	Coimbatore	641006	Tamil Nadu	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
14	TSR & TBK Degree College	D.No.27-1-235/1, 61st Ward to GVMC	Visakhapatnam	530026	Andhra Pradesh	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
15	Chandrabhan Sharma College of Science and Commer	Powai Vihar,Powai	Mumbai	400076	Maharasht ra	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
16	Gujarat Institute of Hotel Management	Akota - Padra Road, Akota,	Vadodara	390020	Gujarat	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
17	Mahe Co-Operative College of Teacher Education	Near Cemetery Road, Manjakal	Mahe	673310	Pondicherry	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
18	Carreograph Institute of Management Studies	#112, Bidhan Sarani, Shyambazar	Kolkata	700004	West Bengal	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
19	St. Xavier's College (Autonomous),	#30, Park Street,	Kolkata	700016	West Bengal	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
20	Dr. S.R.K. Govt Arts College	Pillaraya Street	Yanam	533464	Pondicherry	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
21	Andhra Loyola College	Near Ramesh Hospital	Vijayawada	520008	Andhra Pradesh	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
22	St. Joseph's College (Autonomous)	Chathiram Bus Stand	Trichy	620002	Tamil Nadu	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
23	Swami Vivekananda Institute of Technology	S.D Road, Patny Centre,	Secunderabad	500003	Telangana	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes
24	Pondicherry University (Karaikal Campus)	Bharathiyar Street,	Karaikal	609605	Pondicherry	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No

Sl no	Name of Centre	Address	City	Pin Code	State	A) Proposed Examination Centre for term end examination for ODL programme for Upcoming Academic Years		
						5	Provision of Video recording	Yes
25	St. Joseph's College of Arts and Science (Autonomo	St. Joseph's College Road,	Manjakuppam, Cuddalore	607001	Tamil Nadu	1	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure III of UGC (ODL Programmes and online Programmes) Regulations,2020	Yes
						2	Whether the examination centre is located as per sub regulation 15 and Annexure II of Regulations	Yes
						3	Provision of CCTV Cameras	Yes
						4	Provision of Bio-metric attendance	No
						5	Provision of Video recording	Yes

Territorial Jurisdiction and Regulating Provisions for different types of HEI

Annexure - III

CHAPTER – VIII

ADMISSION OF STUDENTS TO THE UNIVERSITY AND TO THE COLLEGES / INSTITUTIONS ADMITTED TO THE PRIVILEGES OF THE UNIVERSITY

[Sections 5(19) and 27(1) (a)]

*Eligibility and
Admission*

1. Without prejudice to the provisions of the Act and the Statutes, and other Rules of the University, no student shall be eligible for admission to any under-graduate or post-graduate course of study in the University unless he/she has passed the examination or examinations prescribed by the University for admission to the concerned course or courses.
2. Application for admission to the University shall be made to the Dean of the concerned School in such form as may be prescribed and within the last date fixed in respect of each course.
3. The applications so received shall be forwarded by the Dean to the Admission Committee of the Schools / Departments concerned as may be constituted by the Vice-Chancellor.
4. The processing of admission in respect of each course may be completed by the Admission Committee concerned as per prescribed procedure and the list of candidates recommended for admission shall be forwarded to the Vice-Chancellor for approval.
5. All admissions shall be provisional in the first instance and may be finalised within a time limit as may be fixed by the Vice-Chancellor. No candidate shall claim admission as a matter of right.
6. Admission to the various courses in the colleges / institutions admitted to the privileges of the University shall be processed by the Admission Committee constituted by the colleges / institutions concerned and finalised subject to regulations prescribed in this regard.

*Admission of
French Nationals*

7. French nationals of Indian origin who have been permitted long term residence in the Union Territory of Pondicherry under the provisions of the Treaty of Cession, shall be treated on par with Indian nationals for admission to the courses in the University and in colleges / institutions admitted to the privileges of the University.

*Admission of
Foreign Nationals*

8. Admission of foreign nationals, other than those stipulated in para 7 above, shall be regulated in accordance with the guidelines issued from time to time by the Government of India.

9. The University may make admission/enrollment of students for Ph.D. Programmes in various subjects / disciplines both on part-time and full-time basis including external registration for the Ph.D. Degree, details of which shall be prescribed through regulations from time to time.

*Enrollment of
students to the
Doctor of
Philosophy
Degree in the
University*

Normally, registration for Ph.D. Degree shall be done twice in a year (in April and October).

- 10.(a) The reservation in student admission shall be made as per reservation policy of UGC / Government of India as communicated by UGC from time to time.
- (b) Students who have discontinued their studies but have not got their Transfer Certificates will be eligible for re-admission in the eligible semester/class provided the total period of break in studies has not exceeded two academic years.

NOTE: For those students who have taken their Transfer Certificates, fresh admission / eligibility procedure will apply.

- 11.(1) The University may admit students from any part of India or abroad to its Regular as well as distance Education programmes.

*Admission of
students*

- (2) The University may enter into MoU with Academic / Research institutions in India or abroad for research purposes with the approval of the Academic and Executive Councils of the University. The scholars of such institutions shall also be eligible for registration for Ph.D programme with the University.

- (3) The University may do all such acts and things as may be necessary and incidental to the above.

Human Resources and Infrastructural Requirements

Annexure - IV

Academic Staff for ODL Programmes	
Type of Staff *	No. of Staff Exclusively of ODL*
Head / Professor	15
Associate Professor	8
Assistant Professor	17

Administrative Staff for ODL Programmes	
Type of Staff *	Total No. of Staff Exclusively for ODL
Deputy Registrar	1
Assistant Registrar	2
Section Officer	4
Assistants	10
Computer Operators	5
Class-IV / Mult Tasking Staff	4
Technical / Professional	1
Outsourced skilled and unskilled	2

Details of Faculty Members				
S.No	Name of Programme	Name of faculty	Designation	Qualification
1.	MBA- Tourism	Dr. Sampad Kumar Swain	Professor	PhD
		Dr. R.C. Anu Chandran	Assistant Professor	PhD
2.	MBA- International Business	Dr. Yarlagadda Srinivasulu	Professor	PhD
		Dr. P.G. Arul	Professor	PhD
3.	MBA- Marketing	Dr. Sk. Md. Nizamuddin	Assistant Professor	PhD
		Dr. K. Lavanya Latha	Assistant Professor	PhD
4.	MBA- Human Resource Management	Dr. A. Punitha	Assistant Professor	PhD
		Dr. Rajeesh Vishwanath	Assistant Professor	PhD
5.	MBA- Hospital Management	Dr. V. Gopal	Professor	PhD
		Dr. S. Haripriya	Associate Professor	PhD
6.	MBA- Operations & Supply Chain Management	Dr. R. Venkatesa Kumar	Professor	PhD
		Dr. S. Thiagarajan	Assistant Professor	PhD
7.	MBA- General	Dr. P. Sridharan	Professor	PhD
		Dr. A. Balakrishnan	Associate Professor	PhD
8.	MBA- Finance	Dr. R. Kasilingam	Professor	PhD
		Dr. V. Umasri	Assistant Professor	PhD

Total Build-up area for Open and Distance Learning activity - Minimum 15000 sq.ft.

(carpet area):

Build-up Area Type	Minimum Built up area required as per Regulations	Built-Up Area available (Carpet Area Sq. ft)	Difference	Compliance or Not
Academic	7500	15902	8402	Yes
Administrative	1500	5000	3500	Yes
Academic support such as Library, Reading Room, Computer Centre, Information and Communication technology labs, Video and Audio Labs etc.	4500	14552	10052	Yes
Amenities or other support facilities(Excluding toilets)	1500	1883	383	Yes
Total built-up area for ODL activities	15000	37337	22337	Yes

Programme Project Reports (PPRs)

Annexure - V

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION



PROGRAMME PROJECT REPORT

MBA (FINANCE)

Submitted for Approval of UGC

2020 -2021

(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.

(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.

6. Curriculum design

MBA (FINANCE)

CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	4	100	50
2	MBAC 1002	Managerial Economics	4	100	50
3	MBAC 1003	Accounting for Managers	4	100	50
4	MBAC 1004	Business Environment and Law	4	100	50
5	MBAC 1005	Research Methodology	4	100	50

II SEMESTER

1	MBAC 2001	Financial Management	4	100	50
2	MBAC 2002	Marketing Management	4	100	50
3	MBAC 2003	Human Resources Management	4	100	50
4	MBAC 2004	Operations Research and Management	4	100	50
5	MBAC 2005	Strategic Management	4	100	50

III SEMESTER

1	MBFM 3001	Strategic Financial Management	4	100	50
2	MBFM 3002	Banking and Indian Financial System	4	100	50
3	MBFM 3003	Merchant Banking and Financial	4	100	50
4	MBFM 3004	Project Management	4	100	50
5	MBFM 3005	Management Accounting	4	100	50

IV SEMESTER

1	MBFM 4001	Investment And Portfolio Management	4	100	50
2	MBFM 4002	Global Financial Management	4	100	50
3	MBFM 4003	International Trade and Finance	4	100	50
4	MBFM 4004	Security Market Operations	4	100	50
5	MBFM 4005	Financial Derivatives	4	100	50
6	MBFM 4006	Project Work	4	100	50
		Total	84		

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, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-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*

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. Sulphery & 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

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.*

**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 policies 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, 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,*

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 $(2 \times n)$ and $(m \times 2)$ 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*

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 (SBU); 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, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- 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 SERVICES, *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 PORTFOLIO 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 MANAGEMENT, *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: MBFM4003

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 – Forfaiting – 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 Form, 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, NewDelhi*.

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 **100marks**. 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



MBA (Marketing)
PROJECT PROPOSAL REPORT

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

MBA- Marketing

(a) Mission and objectives of this Program:

MBA Program in Marketing Management aims to provide professionals with the theories and principles integral to the marketing profession in a global economy. This program 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 man power in the field of marketing managers so as to satisfy the customer needs 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 program:

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 career 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 :

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 which is reviewed by external experts. After thorough review it was

placed in Board of Studies, subsequently it was approved by Academic Council. 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 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

(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. 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 are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and bring out the major changes.

Detailed Syllabus

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, ORGANISATIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*

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

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

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*

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*

**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, Delhi, 2010.

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

M.M. Sulphery & 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

**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.*

**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.

**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 policies 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, 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,*

**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*

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 $(2 \times n)$ and $(m \times 2)$ 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*

**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 (SBU); 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 policies- 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 (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 Kassarian, CONSUMER BEHAVIOUR, *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 BEHAVIOUR: 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 (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 – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors.

UNIT-III

Measurement & 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*

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

Hawaladar, 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) - 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*.

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 Publishing 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-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 policies - 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 Publishers, 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) - 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 Publishing 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-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*

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

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

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

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 Limited, New Delhi. 2011*

S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008*

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

Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT

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

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*, 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*
Masaaki & Helsen, GLOBAL MARKETING MANAGEMENT, *John Willey & sons Inc*, 2004
Terpstra & Sarathy, INTERNATIONAL MARKETING, *Thomson*.

PONDICHERRY UNIVERSITY
DIRECTORATE OF DISTANCE EDUCATION



MBA (INTERNATIONAL BUSINESS)
PROJECT PROPOSAL REPORT

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

MBA- International Business

(a) Mission and objectives of this Program:

Mission of this programme 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 program:

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.

(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 which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by Academic Council. 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 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)

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**)

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	Rs.
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 are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and bring out the major changes.)

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, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-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*

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*

**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. Sulphrey & 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

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.*

**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.

**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 policies 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, 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,*

**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*

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*

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 policies- 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, UNCTAD, IMF, World Bank; Generalized system of preferences, GSP; 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 legal 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; Joint Ventures, Patents and trade marks; Technology transfer, Telecommunications. Framework 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 Standbrook (eds), INTERNATIONAL TRADE LAW AND PRACTICE, *Euromoney Publications*, London.

Schmothoff C.R: Export Trade, THE LAW AND PRACTICE OF INTERNATIONAL TRADE.

Motiwali 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 forwarding 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 III*) 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.*

Rodriquez, 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 realities.

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, 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 strategies.

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 (International Business) - 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 – International 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*, Delhi
Francis Cherunilam, INTERNATIONAL ECONOMICS, *Tata Mc Graw Hill Pub Ltd*, 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

2020 - 2021

(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 Industrial 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.

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.

6. Curriculum design

MBA (Human Resource Management)

CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	4	100	50
2	MBAC 1002	Managerial Economics	4	100	50
3	MBAC 1003	Accounting for Managers	4	100	50
4	MBAC 1004	Business Environment and Law	4	100	50
5	MBAC 1005	Research Methodology	4	100	50

II SEMESTER

1	MBAC 2001	Financial Management	4	100	50
2	MBAC 2002	Marketing Management	4	100	50
3	MBAC 2003	Human Resources Management	4	100	50
4	MBAC 2004	Operations Research and Management	4	100	50
5	MBAC 2005	Strategic Management	4	100	50

III SEMESTER

1	MBHR 3001	Human Resource Development	4	100	50
2	MBHR 3002	Performance Management	4	100	50
3	MBHR 3003	Knowledge Management	4	100	50
4	MBHR 3004	Industrial Relations Management	4	100	50
5	MBHR 3005	Employee Legislation	4	100	50

IV SEMESTER

1	MBHR 4001	Organizational Development and Change	4	100	50
2	MBHR 4002	Human Resource Accounting	4	100	50
3	MBHR 4003	Compensation Management	4	100	50
4	MBHR 4004	Human Resource Information System	4	100	50
5	MBHR 4005	Global HR Practices	4	100	50
6	MBHR 4006	Project Work	4	100	50
		Total	84		

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, ORGANISATIONAL 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(FDI)s).

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*

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

JelsyJoshephKuppapally, 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.

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Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

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.*

**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
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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 policies 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, 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,*

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*

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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 $(2 \times n)$ and $(m \times 2)$ 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 (SBU); 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, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- 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.*
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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*

RobertCardy, 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*

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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 HRIS - 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, *OxfordUniversity Press, 2005*

Dowling & Welch, INTERNATIONAL HRM: MANAGINGPEOPLE 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 **100marks**. 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

2020 -2021

(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.

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.

6. Curriculum design

MBA (GENERAL)

(Course code – 43)

CURRICULUM

I SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	4	100	50
2	MBAC 1002	Managerial Economics	4	100	50
3	MBAC 1003	Accounting for Managers	4	100	50
4	MBAC 1004	Business Environment and Law	4	100	50
5	MBAC 1005	Research Methodology	4	100	50

II SEMESTER

1	MBAC 2001	Financial Management	4	100	50
2	MBAC 2002	Marketing Management	4	100	50
3	MBAC 2003	Human Resources Management	4	100	50
4	MBAC 2004	Operations Research and Management	4	100	50
5	MBAC 2005	Strategic Management	4	100	50

III SEMESTER

1	MBGN 3001	Consumer Behaviour	4	100	50
2	MBGN 3002	Performance Management	4	100	50
3	MBGN 3003	Merchant Banking and Financial Services	4	100	50
4	MBGN 3004	Management Control Systems	4	100	50
5	MBGN 3005	Entrepreneurship Management	4	100	50

IV SEMESTER

1	MBGN 4001	Investment and Portfolio Management	4	100	50
2	MBGN 4002	Services Marketing	4	100	50
3	MBGN 4003	Information Technology and E-Business	4	100	50
4	MBGN 4004	International Business	4	100	50
5	MBGN 4005	Training and Development	4	100	50
6	MBGN 4006	Project Work	4	100	50
		Total	84		

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, ORGANISATIONAL 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(FDI)s).

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*

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. Sulphery & 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

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.*

**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 policies 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, 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,*

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 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 $(2 \times n)$ and $(m \times 2)$ 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 (SBU); 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, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- 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 Kassarian, CONSUMER BEHAVIOUR, *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 BEHAVIOUR: 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 (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 SERVICES, *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 – Balancing 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 Blanchard 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 care, Transport and allied services.

REFERENCES

Donald L. Sexton & Raymond W. Smilor, THE ART AND SCIENCE OF ENTREPRENEURSHIP, *Ballinger*

Clifford M. Baumbach & 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 – FUNDAMENTALS, *McGraw Hill*

MBA (General) – IV Semester

PAPER -XVI
INVESTMENT AND PORTFOLIO 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 MANAGEMENT, *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.*

Zcithaml, 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; Coping 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 Stenehelf, 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 **100marks**. 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 (TOURISM)

Submitted for Approval of UGC

2020-2021

(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.

- 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.

6. Curriculum design

MBA (TOURISM) **CURRICULUM**

I SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	4	100	50
2	MBAC 1002	Managerial Economics	4	100	50
3	MBAC 1003	Accounting for Managers	4	100	50
4	MBAC 1004	Business Environment and Law	4	100	50
5	MBAC 1005	Research Methodology	4	100	50

II SEMESTER

1	MBAC 2001	Financial Management	4	100	50
2	MBAC 2002	Marketing Management	4	100	50
3	MBAC 2003	Human Resources Management	4	100	50
4	MBAC 2004	Operations Research and Management	4	100	50
5	MBAC 2005	Strategic Management	4	100	50

III SEMESTER

1	MBTM 3001	Tourism Principles, Policies & Practices	4	100	50
2	MBTM 3002	Global Tourism Geography	4	100	50
3	MBTM 3003	Tourism Products of India	4	100	50
4	MBTM 3004	Destination Planning and Development	4	100	50
5	MBTM 3005	Eco Tourism	4	100	50

IV SEMESTER

1	MBTM 4001	Air Fares & Airline Management	4	100	50
2	MBTM 4002	Travel Agency & Tour Operations Management	4	100	50
3	MBTM 4003	Event Management	4	100	50
4	MBTM 4004	Customer Relationship & Service Management	4	100	50
5	MBTM 4005	E-Tourism Management	4	100	50
6	MBTM 4006	Project Work(100 marks)	4	100	50
		Total	84		

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, ORGANISATIONAL 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*

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. Sulphrey & Az-har Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

Maheswari & Maheswari, MERCANTILE LAW. Himalaya Publishing House. Mumbai

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.*

**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 policies 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 $(2 \times n)$ and $(m \times 2)$ 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 (SBU); 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, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- 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.*

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.

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*, Lonely 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-1

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 manage 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 Ecotourism - 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

EcotourismDevelopment- 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

ConservationofEcotourism - 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 Don'ts 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, ATAOT, 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.

**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, Parasuraman & 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 **100marks**. 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 (Hospital Management)

Submitted for Approval of UGC

2020 -2021

(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 organizations 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.

(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 insupporting other activities like dispatch of study materials.
- Senior Medical practitionersfrom 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 DDEProgrammes in the University website.
- The student support services like help desk (grievances) will be provided and solved in person, phone, emails and group SMSs.

6. Curriculum Design

MBA (HOSPITAL MANAGEMENT) **CURRICULUM**

I SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	4	100	50
2	MBAC 1002	Managerial Economics	4	100	50
3	MBAC 1003	Accounting for Managers	4	100	50
4	MBAC 1004	Business Environment and Law	4	100	50
5	MBAC 1005	Research Methodology	4	100	50

II SEMESTER

1	MBAC 2001	Financial Management	4	100	50
2	MBAC 2002	Marketing Management	4	100	50
3	MBAC 2003	Human Resources Management	4	100	50
4	MBAC 2004	Operations Research and Management	4	100	50
5	MBAC 2005	Strategic Management	4	100	50

III SEMESTER

1	MBHM3001	Healthcare Environment & Management	4	100	50
2	MBHM3002	Hospital Architecture, Planning and Maintenance	4	100	50
3	MBHM3003	Health care Laws, Ethics and Medical Terminology	4	100	50
4	MBHM3004	Hospital Operations Management	4	100	50
5	MBHM3005	Patient care Management	4	100	50

IV SEMESTER

1	MBHM4001	Purchase Management & Inventory Control for Hospitals	4	100	50
2	MBHM4002	Hospital Facilities Management	4	100	50
3	MBHM4003	Hospital Information System	4	100	50
4	MBHM4004	Total Quality Management	4	100	50
5	MBHM4005	Public Health System & Outreach Programmes	4	100	50
6	MBHM4006	Project Work(100 marks)	4	100	50
		Total	84		

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

JelsyJoshephKuppappally, 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. Sulphery & 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 policies 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, 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*,

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, New Delhi,*,

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, New Delhi, 2010*

Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, New Delhi, 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*

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 (SBU); 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, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- 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, *Lakshminarayana 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*

MBA (Hos. Mgmt) – III Semester

Paper Code: MBHM 3002

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 Hospitals

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., *DeepDeep 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. Coe, CLINICAL ENGINEERING PRINCIPLES AND PRACTICES

Antony Kelly, MAINTENANCE PLANNING AND CONTROL

**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-of-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 the importance 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 ISO2000, 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 RajuS.M., TOTAL QUALITY MANAGEMENT: A PRIMER, *Tata McGraw Hill*,
Srinivasan, N.S. AND V. NARAYANA, MANAGING QUALITY- 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.al., 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 **100marks**. 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



Programme Project Report

MBA (Operations & Supply Chain Management)

Submitted for Approval of UGC

With effect from 2020 -21 ONWARDS

MBA- Operations & Supply Chain Management

(a) Mission and objectives of this Program:

MBA Program 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 program offers solutions to Logistics and supply Chain Management problems by using cross functional inputs.

The main objectives of the program are:

- Understand the principles & role of Supply Chain Management in Organizations.
- Understand the Supply Chain Model, Structure, Strategies, Planning & Operations.
- Understand the nature & importance of inter-relationships within Supply Chain.
- Understand and apply range of tools and techniques to supply chain optimization.
- Come across relevant Supply Chain case studies from real business & industry

(b) Relevance of the program:

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 with 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 which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by the 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 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.

**MBA (OPERATIONS & SUPPLY CHAIN MANAGEMENT)
CURRICULUM**

I SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	4	100	50
2	MBAC 1002	Managerial Economics	4	100	50
3	MBAC 1003	Accounting for Managers	4	100	50
4	MBAC 1004	Business Environment and Law	4	100	50
5	MBAC 1005	Research Methodology	4	100	50

II SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	4	100	50
2	MBAC 2002	Marketing Management	4	100	50
3	MBAC 2003	Human Resources Management	4	100	50
4	MBAC 2004	Operations Research and Management	4	100	50
5	MBAC 2005	Strategic Management	4	100	50

III SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBSC 3001	Production and Operations Management	4	100	50
2	MBSC 3002	Logistics Management	4	100	50
3	MBSC 3003	Supply Chain Management	4	100	50
4	MBSC 3004	Materials and Stores Management	4	100	50
5	MBSC 3005	Information System in Supply Chain Management	4	100	50

IV SEMESTER

Sl.No.	Code	Course Title	Credits	Max. Marks	Minimum Passing Marks
1	MBSC 4001	Project Management in Supply Chain Operations	4	100	50
2	MBSC 4002	Innovations and R&D Management	4	100	50
3	MBSC4003	Procurement and Quality Management	4	100	50
4	MBSC 4004	Customer Relationship Management	4	100	50
5	MBSC 4005	Global Supply Chain Management	4	100	50
6	MBSC 4006	Project Work (100 marks)	4	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 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	Rs.
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University Degree – Rs.450)	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. for 100 students’ enrolment)

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

DDE is having sufficient fund for running the programme.

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

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*
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*

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. Sulphrey & 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

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.*

**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 policies 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, 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,*

**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 $(2 \times n)$ and $(m \times 2)$ 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*

**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 (SBU); 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, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- 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: MBSC3001

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 Everetl E. R J, PRODUCTION AND OPERATIONS MANAGEMENT , *Prentice-Hall*, 1992, 2000 5th ed.

Chary, PRODUCTION AND OPERATIONS MANAGEMENT, *Tata McGraw-Hill*, 1997 9th e
Hill T, OPERATIONS MANAGEMENT , *Palgrave*, 2000

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

**PAPER - 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 Devices, 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 hlll 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 influencing 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 delhi 2010*

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 Limited, New Delhi, 2011*

S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008*

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

Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT

V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, *Wiley India, 2008*

(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 & Peter Meindl, SUPPLY CHAIN MANAGEMENT , *PHI*

Donald J. Bowersox David J. Closs, LOGISTICAL MANAGEMENT , *TATA MC GRAWHILL*

Dr. R.P.Mohanty & Dr. S.G.Deshmukh ESSENTIALS OF SUPPLY CHAIN MANAGEMENT, *Jaico Student Edition*

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.



REGISTRAR
PONDICHERY UNIVERSITY
PUDUCHERRY - 605 014.

2013.73.10

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 DDL 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

[Signature]
REGISTRAR
 PONDICHERRY UNIVERSITY
 PUDUCHERRY - 605 014.

MINUTES OF THE SEVENTY THIRD MEETING OF THE ACADEMIC
COUNCIL HELD ON 24.9.2013

2013.73.10 To ratify the decision taken by Hon'ble Vice-Chancellor to
approve the minutes of Board of Studies of Directorate of
Distance Education.

Ratified.


REGISTRAR
PONDICHERRY UNIVERSITY
PUDUCHERRY - 605 014.

Learner Support Centres

Annexure - VII

List of Learner Support Centres								
Sl. no	Name of College/Institute	Address of College/Institute	City	Pin Code	State	Whether the College/institute is Private or Govt	Name of Affiliating University / HEI	Name of Co-ordinator
1.	Directorate of Distance Education,	Pondicherry University	Puducherry	605014	Pondicherry	Government	Pondicherry University	Dr C K Ramaiah
2.	Andhra Loyola College	(AUTONOMOUS)	Vijayawada	520008	Andhra Pradesh	Private	Autonomous	Rev Fr G.M.Victor Emmanuel,SJ
3.	Rourkela Institute of Management Studies	Institutional Area	Chhend Colony	769015	Odisha	Private	Biju Patnaik University of Technology, Odisha	Dr Sreekumar
4.	St. Aloysius College (Autonomous)	Post Box No. 720	Mangalore	575003	Karnataka	Private	Autonomous	Dr Ravi Shetty
5.	St. Joseph's College of Arts and Science (Autonomous)	St. Joseph's College Road	Cuddalore	607001	Tamil Nadu	Private	Autonomous	Rev. Fr. A. Alex
6.	Guru Nanak College	Guru Nanak College Road	Chennai	600042	Tamil Nadu	Private	University of Madras	Dr S Savithri
7.	St Josephs College	St Josephs College Road	Trichy	620002	Tamil Nadu	Private	Autonomous	Prof F R Alexander Pravin Durai
8.	St Xaviers College	30	Kolkata	700016	West Bengal	Private	Autonomous	Prof Ashok Nath
9.	Loyola College	Loyola College Road	Chennai	600034	Tamil Nadu	Private	University of Madras	Prof T Eugene
10.	Carreograph Institute of Management Studies	227D	Shyambazar	700004	West Bengal	Private	Autonomous	Tamal Chattjee
11.	Pondicherry University Community College	II Floor	Cemetery Road	673310	Pondicherry	Government	Pondicherry University	Dr. M. P. Rajan
12.	Swami Vivekananda Institute of Technology	Mehabub College Campus,	Secunderabad	500003	Andhra Pradesh	Private	JNTU	Dr Anail Konda
13.	Shikshapeeth College of Management and Technology	16, Bindra Market,	Opp MetroPillar No.494	110018	Delhi	Private	Jamia Milla Islaimia	Dr Anuj Malhotra
14.	St. Joseph's Evening College	No. 35	Bangalore	560025	Karnataka	Private	(Autonomous)	Dr Kanishka
15.	Alagappa Institute of Technology	49, GangadeeshwararKoil Street,	Chennai	600084	Tamil Nadu	Private	Alagappa Institute	Mr Naresh

Grievance Redressal Mechanism

Annexure - VIII

GRIEVANCE REDRESSAL MECHANISM

Directorate of Distance Education, Pondicherry University provides different channels to approach DDE to sort-out the students Grievances.

These include:

- a) Details of the persons at the Directorate of Distance Education (DDE) to be contacted to redressal of Students Grievance are provided.
- b) Periodical updates related to students' issues are uploaded on the Website.
- c) In case of non-receipt of printed study materials, soft copies of the Study Materials of all the courses are made available to the students.
- d) The grievances are attended through phone calls, email and in persons by the Academic coordinators and other staff of the DDE.
- e) Telephonic calls are attended during the working hours on all working days.
- f) In case, candidates wants to know about the admission dates, courses offered and Fee structure; their enquiry are attended by providing the DDE admission link on our website.
- g) If a prospective student wants to know more about the details of the specific courses, they can contact the Academic coordinators, Course coordinators, Faculty members working in DDE and even the Assistant Director and Director of the DDE telephone calls or can mail to the respective email ID .
- h) Students seek the admission can easily download the information brochure, Admission application form and prospectus from the university website or can physically visit Learning Support centers located in different colleges/institutions all over the country.
- i) Grievances related to admissions, Student Identity Card, Study materials are attended through E-Mail to the Director, DDE (director.dde@pondiuni.edu.in & coordinator.dde@pondiuni.edu.in)

- j) Grievances related to Examination application form, Hall ticket, Examination centers and declaration of results and other examination related issues are attended by the office of the Controller of Examinations, (DDE wing), Pondicherry University (ddeexam@yahoo.co.in). Also on telephonic calls on Ph. 0413 2654436/827/513.
- k) Examination application form, Examination scheduled and Declaration of Examination results are intimated to the students through the website.
- l) Further the students are also permitted to contacts through listed phone numbers given in the Prospectus and Pondicherry University Website www.pondiuni.edu.in
- m) Long list of FAQ are prepared and uploaded on the website to sort-out most of their problems.
- n) All subject related problems are attended by the course coordinators and generals issues by the two academic coordinators.
- o) Specific problems are attended by DDE staff and 3 faculty members day to day basis.
- p) Director, DDE oversees the students issues from time to time to sort-out all problems.

AFFIDAVIT

Annexure -IX



सत्यमेव जयते

INDIA NON JUDICIAL Government of Puducherry

e-Stamp

Certificate No.	: IN-PY41857542172131S
Certificate Issued Date	: 09-Oct-2020 12:55 PM
Account Reference	: IMPACC (SH)/ pyshimp17/ SARAM/ PY-PU
Unique Doc. Reference	: SUBIN-PYPYSHIMP1769215907036106S
Purchased by	: THE DIRECTOR DDE PONDICHERRY UNIVERSITY
Description of Document	: Article 5 Agreement or Memorandum of Agreement
Property Description	: ODL DEB AFFILIATION NEW COURSE
Consideration Price (Rs.)	: 0 (Zero)
First Party	: THE DIRECTOR DDE PONDICHERRY UNIVERSITY
Second Party	: THE UNIVERSITY GRANTS COMMISSION NEW DELHI
Stamp Duty Paid By	: THE DIRECTOR DDE PONDICHERRY UNIVERSITY
Stamp Duty Amount(Rs.)	: 100 (One Hundred only)



.....Please write or type below this line.....

AFFIDAVIT

The **PONDICHERRY UNIVERSITY, R.V. NAGAR, KALAPET, PUDUCHERRY - 605 014**, undertakes to abide by the following terms and conditions duly approved by the statutory bodies of the university;

And accordingly

Prof. GURMEET SINGH, Vice Chancellor and **Prof. C. K. RAMAIAH, Director**, Directorate of Distance Education of Pondicherry University, R.V. Nagar, Kalapet, Puducherry-605 014, do hereby solemnly affirm and declare as under:



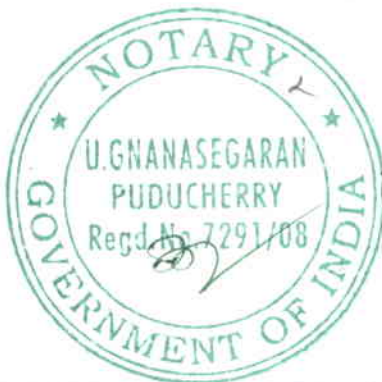
LB 0007517083

[Signature]

[Signature]

1. The validity of this Stamp certificate should be verified at 'www.shoekstamp.com' or using e-Stamp Mobile App of Shoekstamp.
2. Any discrepancy in the details on this Certificate and as available on the website / Mobile App renders it invalid.
3. The mode of checking the legitimacy is on the users of the certificate.
4. In case of any discrepancy please inform the Competent Authority.

1. That this Higher Educational Institution namely **Pondicherry University (DDE)** wishes to apply for the recognition of Open and Distance Learning Programmes and /or Online Programmes (as applicable) to be offered under University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 from the academic session 2020-21.
2. That the deponents have fully understood all clauses, all terms and conditions as stipulated in the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
3. That the Higher Educational Institution is eligible in all respect to apply for offering programmes through; a) Open and Distance Learning (ODL) mode, OR b) Online Learning mode , OR c) Open and Distance Learning (ODL) and Online Learning mode (as applicable), as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
4. That the Higher Educational Institution after getting programme wise recognition shall scrupulously abide by all the terms and conditions as stipulated under University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 along with compliance to all the provisions regarding;
 - a) Centre for Internal Quality Assurance (CIQA): **Annexure-I**
 - b) Conduct of Examination and Minimum Standards for Examination Centres: **Annexure-II**
 - c) Territorial Jurisdiction and Regulating Provisions for different types Of Higher Educational Institutions: **Annexure-III**
 - d) Human Resource and Infrastructural Requirements: **Annexure-IV**
 - e) Guidelines on Programme Project Report (PPR) : **Annexure-V**
 - f) Quality Assurance Guidelines of Learning Material in Multiple Media and Curriculum and Pedagogy: **Annexure-VI**
 - g) Guidelines on Self-Learning Material and E-Learning Material: **Annexure-VII**
 - h) Learner Support Centres : **Annexure-VIII**
 - i) Assessment Criteria for offering Online Programmes through Non-Swayam Learning Platform: **Annexure IX**
 - j) Grievance Redress Mechanism: **Annexure X**
5. That the Higher Educational Institution shall adhere to various directives issued by the Commission from time to time.
6. That the Higher Educational Institution shall not offer prohibited programmes i.e. programmes not permitted to be offered in Open and Distance Learning Mode and Online mode in Higher Education as mentioned in clause (z) of regulation 2 of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
7. That the Higher Education Institution shall ensure compliance to other relevant UGC Regulations and norms issued by the relevant statutory/regulatory bodies from time to time .





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




Prof. GURMEET SINGH
VICE-CHANCELLOR
PONDICHERRY UNIVERSITY
PUDUCHERRY

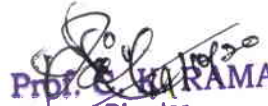
8. That, for the programmes falling under the ambit of a statutory or regulatory authority or regulatory council, the Higher Educational Institution has the approval or recommendations of the respective statutory or regulatory authority or regulatory council for offering the programmes in Open and Distance Learning mode or Online mode, as applicable; and has also submitted the same to UGC along with the application.
9. That the Higher Educational Institution shall ensure to provide all such information asked by UGC and display the same information as per mandatory disclosure of information as stipulated under regulation 9 of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
10. That the Higher Educational Institution shall not offer any Open and Distance Learning (ODL) Programmes and Online Programmes and admit students thereto unless it has been granted recognition by the Commission and admission shall not be made in anticipation of the recognition.
11. That the Higher Educational Institution undertakes to upload admission details on the portal within the stipulated time as decided by the Commission from time to time.
12. That the Higher Educational Institution is an Open University already recognised for offering Open and Distance Learning Programme(s) or Online Programmes for the academic year 2019-20 and shall obtain NAAC accreditation prior to the completion of the current recognition period, failing which the Commission shall not accord further recognition to Open and Distance Learning (ODL) Programmes and Online Programmes (Applicable only for Open Universities recognized for 2019-20).
Or
That the Higher Educational Institution is an Open University not recognised for offering Open and Distance Learning Programme(s) or Online Programmes for the academic year 2019-20 and shall obtain NAAC accreditation within one year of becoming eligible, failing which the Commission shall not accord further recognition to Open and Distance Learning (ODL) Programmes and/or Online Programmes (Applicable only for Open Universities).
13. That the Higher Educational Institution shall ensure the readiness/availability of E- Learning Material for all years/semesters of proposed online programmes and its uploading on the learning platform before the start of academic session and information about the same shall be intimated to UGC in timely manner as per Annexure-VII of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
14. That all the information given by the Higher Education Institution in the proposal submitted to UGC is complete, true and correct and the deponents are fully aware of the consequences mentioned in relevant clauses, if the Higher Education Institution fails to abide by University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.




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


Prof. GURMEET SINGH
VICE-CHANCELLOR
PONDICHERRY UNIVERSITY
PUDUCHERRY

15. That the deponents are fully aware that in case any information, documentary evidence submitted/produced by the Higher Educational Institution is found to be false or fake at a later stage or in case of any violation, UGC shall take punitive measures as mentioned in Regulation 7 of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 which includes withdrawal of the recognition of Open and Distance Learning (ODL) Programmes and Online Programmes and may also refer the matter to the Central or State Government as applicable for withdrawal of Higher Educational Institution status. It is the sole responsibility of the Higher Educational Institution for the career consequences of students, if any, arising out of the same.


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

Verification:


We, the above-named deponents, do hereby verify on 14/10/2020 at Puducherry that the contents mentioned above are correct and true statements.


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




Prof. GURMEET SINGH
VICE-CHANCELLOR
PONDICHERRY UNIVERSITY
PUDUCHERRY



SIGNED BEFORE ME

14/10/2020
U. GNANASEGARAN,
M.A., B.L., P.G.D., IR&PM.,
ADVOCATE & NOTARY,
Govt. of India
Regd. No. 7291/2008
No. 189, ETAT CIVIL STREET,
PERIA KALAPET & POST,
PUDUCHERRY - 605 014.
Cell: 94436 59851.

List of Books added to PU DDE Library in 2019

MBA - Marketing			
SN O	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 Methodology	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 Restructuring 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 - Hospital 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