

ESTABLISHMENT OF PARENT INSTITUTES

Government of Kerala
1985

Reg. No. KL/TV (N)/12

MAHATMA GANDHI UNIVERSITY

EMBLEM

KERALA GAZETTE

EXTRAORDINARY
PUBLISHED BY AUTHORITY

17th April 1985

Vol. XXX] Trivandrum, Wednesday,

[No. 323

27th Chaithra 1907

GOVERNMENT OF KERALA

Law (Legislatton -C) Department

NOTIFICATION

No. 3431/Leg. C/85/Law. Dated, Trivandrum, 17th April, 1985/
27th Chaithra, 1907.

The following Act of the Kerala State Legislature is hereby published for general information. The Bill as passed by the Legislative Assembly received the assent of the Governor on the 17th day of April, 1985.

By order of the Governor,

P. P. MATHAI,

Special Secretary (Law)

PRINTED AND PUBLISHED BY THE S.G.P. AT THE
GOVERNMENT PRESS, TRIVANDRUM, 1965

33/1562/MC.



REGISTRAR

ACT 12 OF 1985**THE MAHATMA GANDHI UNIVERSITY ACT, 1985 ***

[Act No. 12 of 1985 as amended up to Act No. 2 of 2005]

An Act to establish and incorporate a University at Kottayam by the name Mahatma Gandhi University.

Preamble.- WHEREAS, it is considered necessary to establish a new teaching and affiliating University in the State to provide for the urgent development of higher education in the areas comprised in the Kottayam, Ernakulam and Idukki revenue districts, the Kuttanad taluk of the Alleppey revenue district and the Kozhencherry, Mallappally, Thiruvalla and Rani taluks of the Pathanamthitta revenue district of the State;

BE it enacted in the Thirty-sixth Year of the Republic of India as follows:-

**CHAPTER I
PRELIMINARY**

1. Short title and commencement.- (1) This Act may be called [the Mahatma Gandhi University Act, 1985].

(2) It shall be deemed to have come into force on the 2nd day of October, 1983.

2. Definitions:- In this Act, unless the context otherwise requires,-

★ The expression "Gaudiji University" is substituted by the expression "Mahatma Gandhi University" in all the sections wherever it occurs in this Act and also in the long title to the Act vide Gandhiji University (Amedment and special provisions) Act, 1988, Act 11 of 1988.




REGISTRAR

Copy of Resolution of H.E.I for establishment
of Distance Education Department

**Mahatma Gandhi University
Statutes 1997**



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REGISTRAR

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Kerala Gazette No. 12. dated 21st March 2000
PART IV

Mahatma Gandhi University
NOTIFICATION

Academic Legislation/2552/S/52/96.

22nd October 1998.

In exercise of the powers conferred under section 23 (ii) of the Mahatma Gandhi University Act, 1985 the Syndicate in its meeting held on 7-8-1998 resolved to approve the final draft of the Mahatma Gandhi University Statutes 1997 as recommended by the Academic Council on 14-7-1998 and to submit the same to the Chancellor of the University for his assent.

The Mahatma Gandhi University Statutes 1997 was assented to by the Chancellor on 9-10-1998 and shall be deemed to have come into force from that date.

DR. JOSE JAMES,
Registrar.



[Handwritten Signature]
REGISTRAR

Copy of Resolution of the HEI for establishment of
Distance Education

11. *Release of Securities etc.:*

All Securities lodged with the University by the Educational Agencies or Principals of affiliated colleges or other persons shall be released under the signature of the Registrar.

CHAPTER 42

UNIVERSITY DEPARTMENTS

Department of study and/or Research:

A University Department of Study and/or Research is one established by Statute and under the direct control of the University.

Names of Departments/School of study and Research:

(1) The following shall be the Departments/Schools of study and/or Research in the University.

- (1) School of Chemical Sciences
- (2) School of Pure and Applied Physics
- (3) School of Biosciences
- (4) School of International Relations
- (5) School of Gandhian Studies and Peace Science
- (6) School of Letters
- (7) School of Social Sciences
- (8) School of Behavioural Sciences
- (9) School of Indian Legal Thought
- (10) School of Mass Communication
- (11) School of Mathematics and Computer Sciences
- (12) School of Distance Education
- (13) Department of Printing and Publishing
- (14) School of Ichthyology and Ecology
- (15) Department of Remote Sensing
- (16) Department of Adult, Continuing and Extension Education
- *(17) School of Pedagogical Science
- (18) School of Management and Business Studies
- (19) School of Environmental Studies
- (20) Department of Physical Education and Sports Sciences.]

Each Department/School of study and Research shall be under a Head of the Department/Director.

(3) Not with standing anything contained in any other Statutes, Ordinance or Regulation in force, it shall be competent for the Vice-Chancellor, in consultation with the Syndicate, to confer functional autonomy on all or any of the University Departments of Teaching and Research subject to the Statutory powers and duties of the Academic council as provided in the Act.

(4) The functional autonomy as may be conferred shall be as regards all the courses offered by such Departments and shall relate to matters such as the development of curriculum, design of courses, mode of conduct of courses and conduct of Examination for the courses, subject to the Statutory powers and duties of the Academic council as provided in the Act.]

* The above amendments to the Mahatma Gandhi University Statutes, 1997 was assented to by the Chancellor on 21.12.2002 and shall be deemed to have come into force on that date

+ The above ammendment was assented to by the chancellor on 22-2-2005 and shall be deemed to have come into force on that date.



REGISTRAR

ACADEMIC PLANNER 2018-19

Sl No	Programme	Duration	July '18	Aug 18	Sep 18	Oct 18	Nov 18	Dec'18	Jan'19	Feb 19	Mar 19	Apr 19	May 19	Jun 19
1	BA English	3 Years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes	Assignment	Exam	Result		
2	BA Economics	3 Years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes	Assignment	Exam	Result		
3	B Com	3 Years	Admission, Distribution of SLM	Contact Classes Practical	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes Project work	Assignment	Exam	Result		
4	BBA	3 Years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes Project work	Assignment	Exam	Result		
5	BCA	3 Years	Admission, Distribution of SLM	Contact Classes Practical	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes Project work	Assignment	Exam	Result		
6	BTTM	3 Years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes Project work	Assignment	Exam	Result		
7	M A English	2 Years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes	Assignment	Exam	Result		
8	M Com	2 years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes	Assignment	Exam	Result		
9	MBA	2 Years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes	Assignment	Exam	Result		
10	LLM	2years	Admission, Distribution of SLM	Contact Classes	Contact Classes	Assignment	Assignment	II nd sem begins / Distribution of SLM	Contact Classes	Assignment	Exam	Result		

Sandhya R.S.

ASSISTANT REGISTRAR(SDE)

Sandhya R.S.

PROFESSOR & HEAD



[Signature]

REGISTRAR

MAHATMA GANDHI UNIVERSITY

Abstract

School of Distance Education – UGC-DEB - Submitting application for recognition to the ODL Programmes - Programme Project Reports, Syllabi and Curriculum - Approved - Orders issued - reg.

SCHOOL OF DISTANCE EDUCATION

No. 6260 /SDE III/2/2017

Dated, P.D.Hills, 26.10.2017

ORDER

- Read: (1) UGC (Open Distance Learning) Regulations 2017 dated 23.06.2017
(2) U.O No.5201/SDE I/UGC-DEB/2017 dated 24.08.2017
(3) U.O No. 2653/SDE I/UGC-DEB/2017 dated 20.09.2017
(4) Minutes Item No. OA 3 of the meeting of the Standing Committee of Academic Council held on 23.10.2017

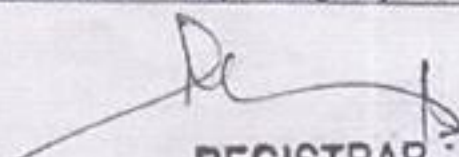
As per UGC regulations read as paper (1) above, the University has to apply for recognition of programmes to be conducted under Open Distance Learning mode within the time frame stipulated.

As per order read as paper (2) above, the Vice chancellor accorded sanction to initiate steps to submit online application to the UGC-DEB for starting programmes (Conventional courses, Certificate/ Diploma/PG Diploma Courses) under Open Distance Learning mode.

As per order read as paper (3) above, the Syndicate of the University accorded sanction to the newly designed Certificate/ Diploma/PG Diploma programmes (listed below) to be conducted under Open Distance Learning mode.

Subsequently, the Programme Project Reports of 6 UG Programmes, 5 PG Programmes and 35 Certificate/ Diploma/PG Diploma programmes were prepared and placed before the Standing Committee of the Academic Council. The meeting of the Standing Committee of the Academic Council held on 23.10.2017 vide minutes item read as paper (4) above, resolved to recommend to approve the Programme Project Reports of 35 new Certificate/ Diploma / PG Diploma programmes and 11 UG/PG programmes (listed below) to be conducted under Open Distance Learning mode. Further resolved to recommend to approve the Curriculum and Syllabi of the 35 new Certificate/ Diploma/PG Diploma programmes .

Sl. No.	Certificate/ Diploma/PG Diploma Programmes
1	Post Graduate Diploma in Culture and Heritage Tourism Management
2	Diploma in Ecotourism
3	Certificate in Event Management.
4	Post Graduate Certificate in E-learning and E-content Development
5	Certificate in Business Data Analysis using Tally and Excel


REGISTRAR



6	Diploma in Computerized Financial Accounting and Taxation
7	Post Graduate Diploma in Data and Business Analytics
8	Post Graduate Diploma in Human Rights
9	Post Graduate Certificate in Instrumental Methods of Chemical Analysis
10	Certificate in Extruder Operator for Polymer Industry Applications
11	Diploma in Food Analysis and Quality Control
12	Post Graduate Diploma in Food Safety Management and Regulations
13	Certificate in Biofertilizer Production Technology
14	Diploma in Early Detection and Intervention of Disabilities
15	Diploma in Advanced Counselling and Psychotherapy
16	Certificate in Prosthetics and Orthotic
17	Diploma in Autism Spectrum Disorders
18	Post Graduate Diploma in Guidance and Counseling
19	Post Graduate Diploma in Management of Learning Disability
20	Certificate in Parenting Psychology
21	Post Graduate Diploma in Science of Teaching
22	Post Graduate Certificate in English Language Teaching
23	Post Graduate Diploma in Educational Administration
24	Certificate in Climate Change and Environment Management
25	Certificate in Waste Management
26	Certificate in Water Harvesting and Management
27	Post Graduate Diploma in Computer Applications
28	Certificate in Internet Programming and Web Technologies
29	Certificate in Nano Science and Nano Technology
30	Certificate in Film, Culture and Society (CFCSS)
31	Post Graduate Diploma in Law and Political Economy of GST
32	Certificate in Yogic Science
33	Certificate in Organic Farming
34	Diploma in Food Processing
35	Certificate in Ambedkar Studies

Sl. No.	
Under Graduate Programmes	
1	BA English
2	BA Economics
3	BBA
4	BCA
5	B Com. (CA)
6	BITM
Post Graduate Programmes	
7	MA English
8	M Com.
9	MBA
10	LLM
11	MA Economics

Sanction has been accorded by the Vice Chancellor exercising powers under Chapter III, Section 10(17) of Mahatma Gandhi University Act 1985 to the recommendations of the Standing Committee of the Academic Council vide paper read as (4) above, being approved.

Orders are issued accordingly.

Sd/-
K Sherafudeen
Assistant Registrar (SDE)
For Registrar

Copy to:

- 1. PS to VC /PVC
- 2. PA to Registrar/FO/CE
- 3. Heads of Schools/Deptts./Centres
- 4. JD, KSA
- 5. CM Section/ IQAC/Ae A1/ Ae C
- 6. SDE II/SDE III/SDE IV Sections
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Forwarded/By Order


Section Officer




REGISTRAR



Mahatma Gandhi University

Priyadarshini Hills P.O., Kottayam, Kerala, India- 686560. Tel: 91-481-2731001 Fax: 91-481-2731002

E-mail:vc@mgu.ac.in Website: www.mgu.ac.in

(Established by Kerala State Legislature by Notification No.3431/Leg.Cl/85/Law, dated 17th April 1985)

Vice-Chancellor

No.SDE 1/1/UGC-DEB/2018/A

05.10.2018

CERTIFICATE

The study /learning materials for the 10 UG/PG Programmes which were offered earlier under recognition of the Distance Education Council have been prepared and submitted for approval of the Academic Council. The draft study/learning materials for the proposed 10 new Programmes to be conducted under ODL mode have been under perusal of the respective academics and adequate measures have been initiated to get the study/learning materials approved by the Academic Council of the University. As and when it is approved, the document will be submitted to the UGC-DEB.

PROFESSOR IN CHARGE OF
VICE - CHANCELLOR

FACULTY DETAILS

S I No.	Name of the faculty permanently dedicated for ODL	ODL Programme	Qualifications	Designation	Experience (in Years)	Works at Head Quarters/ Regional centre / Study Centre
1	Dr. Johney Johnson	MBA	Ph D, MBA, M Phil, PGDOR		16	Head Quarters
2	Dr. E Sulaiman	M Com	Ph D, M Com (Finance), MBA (Marketing)		17	
3	Shri. K N Somanathan	LL M	MA, LLM, M Phil		6	
4	Dr. Santhosh P Thampi	BBA	Ph D, MBA, M.T.M, B Tech, DRTM (Rail Transport Management)		13	
5	Dr. Robinet Jacob	BTTM	Ph D, Master of Tourism Administration (MTA), M S (Psychotherapy and Counselling) , IATA-UFTAA (Standard & Consultant Courses)	Course Co-ordinator	21	
6	Shri. Benson kunjoonju	B. Com with CA	M Com		31	
7	Dr. Sajimon Abraham	BCA	Ph D , MCA, M Sc (Maths), MBA		19	
8	Dr. K M Krishnan	MA English	Ph D, M A		29	
9	Dr. Jose J Naduthotty	BA Economics	Ph D, M A			
10	Dr. Saji Mathew	BA English	Ph D, M A , M Phil		14	



[Signature]
REGISTRAR

[Signature]
PROFESSOR & HEAD

[Signature]
ASSISTANT REGISTRAR(SDE)



കേരളം കേരल KERALA

Affidavit

BW 471026

I, M.R. UNNI, REGISTRAR of MAHATMA GANDHI UNIVERSITY, Kottayam, Kerala, 686560, do hereby solemnly affirm and declare as under :

1. That this University namely MAHATMA GANDHI UNIVERSITY is eligible to impart education through ODL mode, as per University Grants Commission (Open and Distance Learning) Third Amendment Regulations, 2018.
2. That University has submitted the proposal online through the designated portal of UGC and is also submitting duly certified three hard copies of the same proposal along with all the annexures, within the specified period, to UGC.
3. That the deponent has fully understood the clauses, terms and conditions as stipulated in the University Grants Commission (Open and Distance Learning) Regulations, 2017 and its amendments there on, including that of providing all such information asked by UGC and displaying information on website of the University as required for the academic session 2018-2019 and onwards.
4. That the University will attain a NAAC score of 3.26 on a 4-point scale before the end of academic session July 2019 – June 2020, failing which, the Commission shall not accord any approval to the Open and Distance Learning Programmes of the University.



Michael James
MICHAEL JAMES
Advocate & Notary
Bhuvanoor, Kottayam Dist.
Kerala State, India - 686 631
R. VENUGOPAL
No. 6980 / 93 / 01

Rs. 100/-
The Registrar
M-G University, P.D hills P.O, Kottayam

5. That the University is adhering to the norms and standards of AICTE to run programmes of MBA, MCA, Travel and Tourism at Degree level in ODL mode, as applicable, as per the AICTE letter no. AICTE/P&AP/ODL/2018 dated 28/31.8.2018.
6. That, it is declared that academic and instructional facilities ie; Self Learning Material, Infrastructure & student support facility at its Regional Centres and Learning Support Centres/Study Centres, meet all the conditions as laid down under (ODL) Regulations 2017 and its amendments and guidelines issued by UGC from time to time, and are commensurate with the academic programmes and learner's strength thereto. It is also declared that these centres and its functions are as per norms and guidelines issued by other concerned Regulatory Authorities also, as applicable.
7. That the University shall scrupulously abide by the terms and condition as stipulated under UGC(ODL) Registrations, 2017 and its amendments and norms issued by the statutory bodies from time to time.
8. That all the information given by the University in the proposal submitted to UGC is complete, true and correct.
9. That deponent is fully aware of the consequences, if the University fails to abide by UGC (ODL) Regulations, 2017 and its amendments.
10. That the deponent is fully aware that in case any information, documentary evidence submitted/produced by the University is found to be false and/ or fake at a later stage or in case of any violation, UGC may take punitive measures mentioned in UGC(ODL) Regulations, 2017 and its amendments. The deponent is also fully aware that, It is/ will be the sole responsibility of the University for career consequence of the students, If any, arising out of the same.



[Signature]
 DEPONENT
M. R. UNNI
 REGISTRAR
 MAHATMA GANDHI UNIVERSITY

Verification:

I, the above named deponent, do hereby verify on 04/10/2018 at Priyadarsini Hills, Kottayam that the contents mentioned above are correct and true statements.



Solemnly affirmed and signed before me by the deponent on this the 4th day of October 2018 at my office at Ettumanoor.

[Signature]
 DEPONENT
M. R. UNNI
 REGISTRAR
 MAHATMA GANDHI UNIVERSITY

Michael
MICHAEL JAMES
 Advocate & Notary
 Ettumanoor, Kottayam Dist.
 Kerala State, India - 686 631

ADMINISTRATIVE STAFF DETAILS

SL No	Name of the Administrative Staff	Qualifications	Designation	Experience (in years)	Appointment Order	Works at Headquarter/ Regional Centre/ Study Centre
1	Dr.Sandhya R.S	M.A, Ph.D	Professor & Head	12 years	Ad.AII/1/5038/2017/Admn(2) dated 05.02.2018	Headquarters
2	Sri. Sunny M.C	B.Sc, B.Ed	Assistant Registrar Section Officer, SDE I Section	30 years	5786/A1/2/2018/Admn dated 26.07.2018	
3	Pradeep R	B.A English, BLiSc	Section Officer, SDE I Section	26 years	4449/A1/2/2018/ Admn dated 01.06.2018	
4	Simi T Mathew	B.Sc Physics	Assistant	1 year	6900/A1/1/2017/Admn dated 22.1.2017	
5	Mulluprasad M R	Plus Two, DCA	Computer Assistant	5 months	Work Arrangement as per Order Ad.A4/4/2018 Admn dated 29.09.2018	
6	Bipin Das	plus Two	Clerical Assistant		4979/A3/1/2018/Admn fated 20.06.2018	
7	Sathi P B	Plus Two, DCA	Peon	2.5 months	Ad.A3/3/568/2018/Admn dated 10.07.2018	
8	Sheby Job Palakunnel	MA	Section Officer, SDE II Section	25 years	286/A1/2/2017/Admn dated 13.01.2017	
9	Damy Dius Fernandez	MA English	Assistant Section Officer	10 years	4606/A1/2/2015/Admn dated 18.08.2015	
10	Latha.K	B. Com.	Assistant	5 years	6336/A1/1/2013/Admn dated 10.11.2013	
11	Kavitha P R	M.A, B.Ed	Section Officer, SDE III Section	26 years	768/A1/2/2017/Admn dated 07.12.2017	
12	Jithin V J	B.Com	Assistant	1 year	6442/A1/1/2017/Admn dated 31.10.2017	
14	Venugopalan Nair.E.M	9th Pass	Office Attendant	21 years	6302/AIII/1/2013/Admn dated 09.12.2013	



Sandhya R.S
REGISTRAR

Sandhya R.S
PROFESSOR & HEAD

Sandhya R.S
ASSISTANT REGISTRAR (SDE)

II) Only For Dual Mode Universities

Name of the University:- MAHATMA GANDHI UNIVERSITY, KOTTAYAM, KERALA.

Sl. No	Name of Proposed Programmes	Whether already being taught in Regular mode (Yes/No)	If Yes, number of year since when being taught in regular mode	No. of full time dedicated faculty for proposed ODL programme	Students intake in regular mode	Proposed students intake in ODL mode	Number of Credits
1	BBA	Yes	24	1	3288	2500	120
2	BCA	Yes	20	1	2772	2000	120
3	B Com	Yes	34	1	16707	5000	120
4	B A English	Yes	34	1	3292	3000	120
5	B A Economics	Yes	34	1	2593	2000	120
6	BTM	Yes	18	1	292	1000	120
7	MBA	Yes	18	1	773	1000	93
8	M Com	Yes	34	1	2310	2500	64
9	M A English	Yes	34	1	581	2500	84
10	LL M	Yes	24	1	75	500	64

Date : 05.10.2018




 REGISTRAR

**Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education**

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Course Co-ordinator: Dr. Santhosh. P. Thampi

Academic support by
**School of Management and Business Studies
Mahatma Gandhi University
Kottayam, Kerala**

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Programme Project Report (PPR)

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State had also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all the Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Programme's mission & objectives

The broad objective of the Programme is to create professional managers, leaders and researchers in the field of Business Sectors. Specific objectives of the Programme include:

- i. To get a thorough understanding of the components of Business Sectors and to acquire knowledge and information pertaining to various industries in the manufacturing and Service sectors.
- ii. To help students acquire practical skills in all the major arenas of various industries.
- iii. To orient and equip students with Information Technology skills of the age.
- iv. To equip students with managerial skills and help in entrepreneurial development.
- v. To enhance the employability of students in accordance with the expectations of industries.

After the successful completion of the Programme, the students should be competent to work in companies in private sectors, Government agencies, Academics, Research, Consultancies, NGOs etc. Additionally, the Programme encourages entrepreneurship also.

2. Relevance of the programme with HEI's Mission and Goals

Business organisations require trained executives to take up their activities. The demand is on the rise, especially after liberalisation, privatisation and globalisation. But there exists a huge gap between the type and number of people required for organisations and their availability. A Degree Programme in Management at the UG level will help to cater the needs of Business Organisations. It would help students to build up their career in Managing business entities. The Bachelor of Business Administration Programme of Mahatma Gandhi University has been designed to bridge the gap of availability of trained manpower required for Business Organisations.

3. Nature of prospective target group of learners

This Programme mainly aims at those who are working and are willing to obtain a Degree, which would enable them to pursue higher studies. Those students who have passed the Plus Two Examination and are not able to take up full time courses can also benefit from this Programme. Another target group is Entrepreneurs. They can acquire insights about the theoretical concepts underlying business activities.

4. Appropriateness of Programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence

This Programme is designed in such a way that it can be conducted in the Open and Distance Learning mode to acquire specific skills and competencies. The Programme aims at inculcating Knowledge, Skills and Attitudes (KSA) in the students. Empowerment of students in various functional areas of business is the learning outcome envisaged in this Programme. The learning outcomes include the development of knowledge and understanding appropriate to the area of business and reflect academic, professional and occupational standards required by the business sector. The learning outcomes incorporate generic transferable skills and competencies, which can be acquired during the period of doing this Programme.

5. Instructional Design

Curriculum Design

Course Code	Title	Course Category	Credit	Contact Session (hrs)	Internal Marks	External Marks	Total Marks
FIRST SEMESTER							
DBA1CRT01	Principles and Methodology of Management	Core	4	12	20	80	100
DBA1CRT02	Business Accounting	Core	4	12	20	80	100
DBA1CMT03	Fundamentals of Business Mathematics	Complementary	4	12	20	80	100
DBA1CMT04	Fundamentals of Business Statistics	Complementary	4	12	20	80	100
DEN1CC01	English Paper –I	Common	4	12	20	80	100
Total			20	60	100	400	500
SECOND SEMESTER							
DBA2CRT05	Cost and Management Accounting	Core	4	12	20	80	100
DBA2CRT06	Business Communication	Core	4	12	20	80	100
DBA2CMT07	Mathematics for Management	Complementary	4	12	20	80	100
DBA2CMT08	Statistics for Management	Complementary	4	12	20	80	100
DEN2CC02	English Paper –II	Common	4	12	20	80	100
Total			20	60	100	400	500

THIRD SEMESTER							
DBA3CRT9	Human Resource Management	Core	4	12	20	80	100
DBA3CRT10	Marketing Management	Core	4	12	20	80	100
DBA3CRT11	Research Methodology	Core	4	12	20	80	100
DBA3CMT12	Business Laws	Complementary	4	12	20	80	100
DBA3PRP01	Personality Development and Management Skills (Minor Project)	Project	4	12	20	80	100
Total			20	60	100	400	500
FOURTH SEMESTER							
DBA4CRT14	Financial Management	Core	4	12	20	80	100
DBA4CRT15	Managerial Economics	Core	4	12	20	80	100
DBA4CRT16	Entrepreneurship	Core	4	12	20	80	100
DBA4CMT17	Basic informatics for Management	Complementary	4	12	20	80	100
DBA4CMT18	Corporate Law	Complementary	4	12	20	80	100
Total			20	60	100	400	500
FIFTH SEMESTER							
DBA5CRT19	Organisational Behaviour	Core	4	12	20	80	100
DBA5OPT20	Open Course	Optional Core	3	9	20	80	100
DBA5CRT21	Environment Science and Human Rights	Core	4	12	20	80	100
DBA5CMT22	Intellectual Property Rights and Industrial Laws	Complementary	4	12	20	80	100
DBA5CRT23	Operations Management	Core	2	6	20	80	100
DBA5CRT24	Industrial Relations	Core	3	9	20	80	100
Total			20	60	120	480	600
SIXTH SEMESTER							
DBA6OCT25	Optional-I	Optional Core	4	12	20	80	100
DBA6OCT26	Optional-II	Optional Core	4	12	20	80	100
DBA6CRT27	Strategic Management	Core	4	12	20	80	100
DBA6CRT28	Communication Skills and Personality development	Core	4	12	20	80	100
DBA6PRP02	Management Project	Project	4	12	20	80	100
Total			20	60	100	400	500
Grand Total			120	360	620	2480	3100

Duration of the Programme

The duration of the BBA Programme of study is three academic years with six semesters.

Faculty and support staff requirements

Course Co-ordinator

Dr. Santhosh. P. Thampi
Associate Professor
School of Management and Business Studies, Mahatma Gandhi University

Qualifications : Ph.D (Management),M.B.A, M.T.M, B.Tech, DRTM(Rail
Transport Management)

Teaching faculty

The two Common Courses in English have to be taught by teachers with a Master's degree in English along with other qualifications prescribed by the University. The core courses and open course have to be taught by teachers with MBA / M.Com qualification and other qualifications prescribed by the University. The interdisciplinary core courses have to be taught by teachers with MBA/M.A Economics with the qualifications prescribed by the University.

Instructional Delivery Mechanism

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, students are being offered 60 contact hours for each semester. The personal contact Programmes are being taken using audio visual aids, and students are encouraged to use web resources such as books, notes, videos etc.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

6. Procedure for Admissions, Curriculum Transaction and Evaluation

Qualification to get an admission for BBA Programme is a pass in Plus two.

▪ Verification of Documents:

1. Qualifying Certificates ie SSLC, Plus Two
2. Applicants possessing qualifications from Universities/Institutions other than Universities in Kerala should apply for recognition. Applications for Matriculation/ Recognition are also provided with the Application Form.
3. Candidates possessing qualifications from other Universities should also produce Migration Certificates / NOC from the Universities or Other Board of Examinations.
4. TC from the educational institution where the candidate last studied.

▪ Fees: **Rs.16,000/-** for Full Programme. The fees prescribed will be collected at the beginning of each year/semester.

- Evaluation
- Examinations
- Assignments
- Internals
- Test Papers
- Projects

Industrial Training Report

Students shall be required to undergo two to three weeks of practical training during the Fourth semester in any Business organization selected based on the guidelines provided by the University. They are required to submit a comprehensive report, as per the prescribed format, at the end fourth semester. The report will have an internal evaluation at the end of the semester.

7. Requirement of Laboratory Support And Library Resources

Mahatma Gandhi University Library and Information System consists of University Library, Libraries of the Schools and Libraries of the 4 Study Centres. The University Library was established in 1989. The University Library which is situated on the main campus and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area and consists of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The library provides service from 8 am to 8 pm in three shift timings for its staff. The library functions on an average of 345 days in a year. Reading space is provided on all the three floors housing the various sections of the library. The library provides reading facility to visually impaired users too. For this, an electronic lab custom made for visually and physically challenged users has been set up during 2016. The libraries of teaching departments are open during working hours of the Schools.

The University Library has a Library Advisory Committee. It is an 18 member committee with the Vice-Chancellor as Chairman and University Librarian as Convener. The library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC, Journal Article Index, Bi-monthly Bibliography compilation and Literature Search Service are also available

The library is a member of the INFLIBNET Centre, Ahmedabad as well as & DELNET (Developing Library Network). As a member of these networks, the library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its online thesis digital library. The various department libraries too have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	School of Management and Business Studies	7549

8. Cost Estimate of the Programme and the provision

Sl.No	Expenditure	Cost estimate for BBA Programme(1000 students)
01	Pay and Allowance	20,00,000
02	Contact classes and evaluation	15,00,000
03	Course materials	10,65,000
04	Advertisement charges	20,000
05	Postage and telephone	14,000
06	Books and Periodicals	40,000
07	Miscellaneous	20,000
	Total	46,59,000
	Provisions (10%)	4,65,900
	Total	Rs. 51,24,900/-
		Cost per student per year = Rs.5,125/-

9. Quality assurance mechanism and expected programme outcomes

The SDE has devised the following mechanism for monitoring the effectiveness of the BBA Programme to enhance its standards of curriculum, instructional design etc.

- Established a monitoring Committee at the University level to develop and put in place a comprehensive and dynamic internal quality assurance system to enhance the quality of the Programmes offered through distance mode as per the norms and guidelines of the University Grants Commission (Open and Distance Learning) Regulations, 2017.
- The SDE has an approved panel of experts for preparing SLM. The SLM prepared is being edited by the board of subject expert. The SLMs are developed with the approach of self explanatory, self-contained, self-directed, self-motivating and self-evaluating.
- The SDE of the University has full time faculty members exclusively for coordinating the Programme and also has a panel of qualified guest teachers for counselling students and engaging in personal contact Programmes.

The progress and the quality of the Programme will be monitored by the Internal Quality Assurance Cell of the University from the outcome and feedback of the learners as well as the proper documentation maintained in the Centre.

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Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

First Degree Programme in Commerce with Computer Application
(B. Com. CA)

Course Co-ordinator: Shri. Benson Kunjoonju

Academic support by
School of Management and Business Studies
Mahatma Gandhi University
Kottayam, Kerala

First Degree Programme in Commerce with Computer Application (B. Com. CA)

Programme Project Report

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State had also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all its Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new Endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Programme's Mission & Objectives

In line with the mission of the University to provide flexible learning opportunities to all, particularly to those who could not join regular colleges or universities owing to social, economic and other constraints, the first degree Programme in Commerce with Computer Application (B.Com. CA) aims at providing holistic and value based knowledge and guidance that they need to become worthy accounting and management professionals.

The Programme aims at the following objectives:

1. To provide a sound academic base from which an advanced career in Computer Application can be developed.
2. To provide basic understanding about Commerce and Management Education among students.
3. To develop academically competent and professionally motivated personnel, equipped with objective, critical thinking, right moral and ethical values that compassionately foster scientific temper with a sense of social responsibility.
4. To develop students to become globally competent.
5. To inculcate entrepreneurial skills among students.

2. Relevance of the Programme with HEI's Mission and Goals

The career related First Degree Programme in Commerce with Computer Application is designed with the objective of equipping students to cope with the emerging trends and challenges in the industrial and business world. In congruence with goals of the university the Programme also envisages to provide skilled manpower to the professional, industrial and service sectors in the country so as to meet global demands. The Programme is designed with three major subjects

so that a successful candidate can go for higher studies in any one of the major subjects of his/ her choice. The Programme also aims at making the students fit for taking up various jobs and to initiate and run self employment ventures.

3. Nature of Prospective Target Group of Learners:

B.Com (CA) is a three year Programme consisting of six semesters designed to bridge the gap between the industry and the academia. The Programme offers courses which are a blend of management, commerce and computer applications. This Programme aims at inculcating essential skills as demanded by the global software industry through an interactive learning process. The curriculum has been designed to cater to the ever changing demands of information technology along with necessary inputs from the Industry. B.Com. (CA) Programme is meant to heighten technological know-how, to train students to become industry specialists, to provide research-based training and to encourage software development. As only a small percentage of the B.Com aspirants in Kerala are being accommodated in the regular mode through colleges it is hoped that the Programme offered through the Distance Mode of the university will be a boon for those who could not join regular colleges owing to social, economic and other constraints such as eligibility for enrolment, age of entry, time and place etc.

4. Appropriateness of Programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence

The Self Learning Material (SLM) for the Programme has been developed keeping in mind the said categories of learners with the approach of self-explanatory, self-contained, self-directed, self-motivating and self-evaluating. The norms and guidelines suggested in the University Grants Commission (Open and Distance Learning) Regulations, 2017 such as the background of the learner and his/her learning needs, learning experiences and support and preparation in adapting to flexible learning were strictly adhered to during the planning period of developing SLM. The ingredients considered while developing SLMs include: (a) learning objectives (b) assessment of prior knowledge (c) learning activities (d) feedback of learning activities (e) examples and illustrations (f) self-assessment tests (g) summaries and key points (h) study tips etc.

The Programme could be considered appropriate to be conducted in the ODL mode to acquire specific skills and competence for the following reasons:

1. The specific skill and competencies required for a B.Com graduate can be imparted to a great extent through SLMs prepared with the approach of self-explanatory, self-contained, self-directed, self motivating and self-evaluating.
2. Availability of large volumes of study material on the various courses under the B.Com Programme in the Internet or Websites of the UGC or Universities in the form of notes in Word/PDF format, PPTs, Videos etc, and the counselling hours earmarked per course are considered sufficient to impart the required skill and competencies for the Programme.
3. The Programme stresses the application of theory and computing principles through project work, case studies, presentations and practical assignments
4. State-of-the-art computer labs and latest software's available to facilitate hands on experience at Learner Support Centres of the University

5. Instructional Design

5.1 Curriculum Design

The University is revising the curriculum and syllabi of its B.Com (CA) Programme once in every three years to ensure that the content is updated to reflect current academic knowledge and practice, and also to ensure that the University used to provide the best learning experiences possible for students. As part of curriculum design, the curriculum and syllabus revision workshop considered curriculum analysis of social needs, translating the needs into course, splitting the objectives into specific objectives, grouping the specific objectives into subjects, deriving the subjects from the classification, specifying enabling objectives, unitizing each subject matter, specification of required time and syllabus formulation. The curriculum of B.com (CA) has been prepared by considering the challenges of offering the Programmes through Distance Mode. The Curriculum and syllabus of B.com (CA) Distance mode is same as the Programme of Regular Course.

5.2 Programme Details

SEM	Course Code	Course Title	Course Type	Number of Credits	Contact Session (Hrs)	CE (Marks)	ESE (Marks)	Total
I	DEN1CC01	Language- English- I	Common	3	9	20	80	100
	*DML1CC01 **DHN1CC01	Second Language Course-I	Common	2	6	20	80	100
	DCO1CRT01	Dimensions and Methodology of Business Studies	Core	2	6	20	80	100
	DCO1CRT02	Financial Accounting	Core	4	12	20	80	100
	DCO1CRT03	Corporate Regulations and Administration	Core	3	9	20	80	100
	DCO1CMT01	Banking and Insurance	Complementary	2	6	20	80	100
		TOTAL		16	48	120	480	600
II	DEN2CC02	Language- English-II	Common	3	9	20	80	100
	*DML1CC02 **DHN1CC02	Second Language-II	Common	2	6	20	80	100
	DCO2CRT04	Financial Accounting	Core	3	9	20	80	100
	DCO2CRT05	Business Regulatory Framework	Core	3	9	20	80	100
	DCO2CRT06	Business Management	Core	3	9	20	80	100
	DCO2CMT02	Principles of Business Decisions	Complementary	2	6	20	80	100
		TOTAL		16	48	120	480	600
	DEN3CC03	Language- English-III	Common	3	9	20	80	100
	DCO3CRT07	Corporate Accounts	Core	3	9	20	80	100
III	DCO3CRT08	Quantitative Techniques for Business	Core	3	9	20	80	100
	DCO3CRT09	Financial Markets and Operations	Core	2	6	20	80	100
	DCO3CRT10	Marketing Management	Core	2	6	20	80	100
	DCO3OCT01	Computer Application- Information Technology for Business (Theory)	Optional Core	2	6	15	60	75
	DCO3OCP01	Computer Application- Information Technology for Business(Practical)	Optional Core	1	30	10	40	50
		TOTAL		16	69	125	500	625

IV	DEN4CC04	Language- English-IV	Common	3	9	20	80	100
	DCO4CRT11	Corporate Accounts II	Core	3	9	20	80	100
	DCO4CRT12	Quantitative Techniques for Business- II	Core	3	9	20	80	100
	DCO4CRT13	Entrepreneurship Development and Project Management	Core	3	9	20	80	100
	DCO4OCT02	Computer Application- Information Technology for Office (Theory)	Optional Core	3	9	15	60	75
	DCO4OCP02	Computer Application- Information Technology for Office (Practical)	Optional Core	1	30	10	40	50
		TOTAL		16	75	105	420	525
V	DCO5CRT14	Cost Accounting - 1	Core	4	12	20	80	100
	DCO5CRT15	Environment and Human Rights	Core	3	9	20	80	100
	DCO5CRT16	Financial Management	Core	3	9	20	80	100
	DCO5OCT03	Computer Application- Computerised Accounting(Theory)	Optional Core	3	9	15	60	75
	DCO5OCP03	Computer Application- Computerised Accounting (Practical)	Optional Core	1	30	10	40	50
		Open Course		2	6	20	80	100
		TOTAL		16	75	105	420	525
VI	DCO6CRT17	Cost Accounting - 2	Core	3	9	20	80	100
	DCO6CRT18	Advertisement and Sales Management	Core	2	6	20	80	100
	DCO6CRT19	Auditing and Assurance	Core	2	6	20	80	100
	DCO6CRT20	Management Accounting	Core	3	9	20	80	100
	DCO6OCT04	Computer Application- Software for Business and Research (Theory)	Optional Core	3	9	15	60	75
	DCO6OCP04	Computer Application- Software for Business and Research(Practical)	Optional Core	1	30	10	40	50
	DCO6PR01	Project and Viva		2	6	20	80	100
		TOTAL		16	75	125	500	625
		GRAND TOTAL		120	390	700	2800	3500

Second language *Malayalam ** Hindi

OPEN COURSES OFFERED*

Course Code	Course Title	Course type	Number of Credits	Contact session Hrs	CE (Marks)	ESE (Marks)	Total
DCO5OPT01	Fundamentals of Banking and Insurance	Open	2	6	20	80	100
DCO5OPT02	Capital Market and Investment Management	Open	2	6	20	80	100
DCO5OPT03	Fundamentals of Accounting	Open	2	6	20	80	100

*as decided by School of Distance Education

5.3 Duration of the Programme

The normal duration of the Programme shall be three years consisting of six semesters

5.4 Faculty and Support Staff Requirement

Course Co-ordinator

Shri. Benson Kunjoonju
Faculty Member,
Centre for Professional and Advanced Studies
College of Arts & Science

Qualification:M.com

Teaching Faculty

The two Common Courses (Languages) will be taught by teachers with a Master's degree in the relevant disciplines along with other qualifications prescribed by the University. The Core Courses including all practical papers, and Open Course have to be taught by teachers with M.Com qualification along with other qualifications prescribed by the University.

Instructional Delivery Mechanisms

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, the students are offered contact classes at the head quarters of the School of Distance Education and at the Learner's Support Centers during the weekend.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

In addition to this, the university has centralized resources to enable the student support activities in respect of Information Centre, Library with good collection of books and journals, Wi-Fi connectivity, Counselling, Students Grievance Redressal Cell, Post Office , Snack bar and Refreshment Centre, Reprographic centre, Drinking water etc.

6. Procedure for Admissions, Curriculum Transaction and Evaluation

Admission

The admission notifications for B.Com Programme among others are being issued in leading national and regional dailies during June-July. The detailed information regarding admission is being given on the SDE website and on the Admission website.. Students seeking admission shall apply online.

Minimum Eligibility for Admission

Eligibility for admission to the Programme is a pass in Higher Secondary Examination of the State or an examination accepted by the University as equivalent thereto. Candidates coming from Non-Commerce group should have at least 45% of the aggregate marks.

Fee Structure

B.Com (Computer Application) **Rs.15,000/-** for Full Programme.

Programme Delivery

The Programme is being delivered with the help of SLM and Personal Contact programmes. The SLM will be despatched to the students during each semester by hand or by post. And at the end of each semester assignments are given and the marks are included in the ESA.

Evaluation

The evaluation of the Programme will consist of two parts: a) Continuous Evaluation (CE) b) End Semester Evaluation (ESE) The external theory examination of all semesters shall be conducted by the University at the end of each semester/year. Internal evaluation is to be done by continuous assessment. For all courses without practical total marks of external examination is 80 and total marks of internal evaluation is 20. Marks distribution for external and internal assessments and the components for internal evaluation with their marks are shown below:

Components of Internal Evaluation of theory Marks

Attendance	5
Assignment /Seminar/Viva	5
Test papers (2x5=10)	10
Total	20

For all courses with practical total marks for external evaluation is 60 and total marks for internal evaluation is 15.

Components of Internal Evaluation Marks

Attendance	5
Assignment /Seminar/Viva	2
Test papers (2x4=8)	8
Total	15

For practical examinations total marks for external evaluation is 40 for internal evaluation is 10

Components Internal evaluation of Practical Marks

Attendance	2
Record*	4
Test paper (1 x 4)	4
Total	10

For projects

a) Marks of external evaluation: 80

b) Marks of internal evaluation: 20

Components of External Evaluation of Project Marks

Dissertation (External)	50
Viva-Voce (External)	30
Total	80

Components of internal Evaluation of Project

Punctuality	5
Experimentation/data collection	5
Knowledge	5
Report	5
Total	20

Assignments:-Assignments are to be done from 1st to 4th Semesters. At least one assignment should be done in each semester for all courses.

Seminar/Viva:- A student shall present a Seminar in the 5th semester for each paper and appear for Viva-voce in the 6th semester for each course.

Internal Assessment Test Papers: - Two test papers are to be conducted in each semester for each course. The evaluations of all components are to be published and are to be acknowledged by the candidates. The responsibility of evaluating the internal assessment is vested on the teacher(s), who teach the course. The results of the CE shall be displayed in SDE website. Complaints regarding the award of marks for CE if any have to be submitted to the Programme Co-ordinator within 15 working days from the display of marks.

A separate minimum of 30% marks each for internal and external (for both theory and practical) and aggregate minimum of 35% are required for a pass for a course. For a pass in a Programme, a separate minimum of **Grade D** is required for all the individual courses. If a candidate secures **F Grade** for any one of the courses offered in a Semester/Programme, **only F grade** will be awarded for that Semester/Programme until he/she improves this to **D Grade** or above within the permitted period. The CE and ESE ratio Students who complete the Programme with “D” grade in the Mahatma Gandhi University “Regulations for Under Graduate Programmes under Choice Based Credit and Semester System 2017” will have one betterment chance within 12 months, immediately after the publication of the result of the whole Programme. All papers (theory & practical), grades are given **on a 7-point scale** based on the total percentage of marks (**ISA+ESA**).

The minimum credits required for the award of the Programme

Credit Requirements	Credit
Accumulated minimum Credits required for successful completion of the Programme	120
Minimum Credits for Language Courses	22
Credits required for Core Courses including Project and Viva	73
Credits required for Complementary Courses	6
Minimum Credits required for Open Courses	3
Minimum Credits required for Elective/Option Courses	16

Internal assessment shall not be used as a tool for personal or other type of vengeance. A student has all rights to know, how the teacher arrived at the marks. In order to address the grievance of students, a three-level Grievance Redressal mechanism is envisaged. A student can approach the upper level only if grievance is not addressed at the lower level.

7. Requirements of the Laboratory Support and Library Resources

Computer Lab is not mandatory for B.Com (Finance and Co-operation streams but it is mandatory for B.Com (Computer Application). The students can use the state-of-the-art Computer Lab available at the Learning Support Centre. The students can also use the library resources available at the University Central Library and Learning Support Centers.

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Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B.	Name of School/Centre	Total No. of books
	School of Management and Business Studies	7549

8. Cost Estimate of the Programme and the Provisions

Sl.No	Expenditure	Cost estimate for B.Com Programme (1000 students/year)
01	Pay and Allowance	22,00,000
02	Contact classes and evaluation	12,50,000
03	Course materials	8,50,000
04	Advertisement charges	20,500
05	Postage and telephone	10,000
06	Books and Periodicals	75,000
07	Miscellaneous	12,500
	Total	44,18,000
	Provisions (10%)	4,41,800
	Total	Rs. 48,59,800
		Cost per student per year=Rs.4,860/-

9. Quality Assurance Mechanism and expected Programme outcomes

The SDE has devised the following mechanism for monitoring the effectiveness of the B.Com (CA) Programme to enhance its standards of curriculum, instructional design etc.

- (a) Established a monitoring Committee at the University level to develop and put in place a comprehensive and dynamic internal quality assurance system to enhance the quality of the Programmes offered through distance mode as per the norms and guidelines of the University Grants Commission (Open and Distance Learning) Regulations, 2017.
- (b) The SDE has an approved panel of experts for preparing SLM. The SLM prepared is being edited by the board of subject expert.
- (c) The SDE of the University has full time faculty members exclusively for coordinating the Programme and also has a panel of qualified guest teachers for counselling students and engaging in personal contact Programmes.

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

- Develop an ability to effectively communicate both orally and verbally
- Appreciate importance of working independently and in a team
- Have exposure of complex commerce problems and find their solution
- Process information by effective use of IT tools
- Understand required analytical and statistical tools for financial and accounting analysis
- Develop an understanding of various commerce functions such as finance, accounting, auditing, taxation, financial analysis, project evaluation, and cost accounting
- Develop self-confidence and awareness of general issues prevailing in the society

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**RESTRUCTURED CURRICULUM AND SYLLABI FOR THE
B.COM DEGREE PROGRAMME (MODEL I) UNDER THE
CHOICE BASED CREDIT AND SEMESTER SYSTEM**



**MAHATMA GANDHI UNIVERSITY
PRIYADARSHINI HILLS P O
KOTTAYAM, KERALA**

2017

(Effective from 2017-18 admissions)

ACKNOWLEDGEMENT

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I express profound gratitude to the Honourable Vice-Chancellor, Pro-Vice Chancellor, Registrar, Members of the Syndicate and Academic Council for their sincere co-operation and guidance for completion of this work. My thanks and appreciation also goes to the members of Faculty of Commerce and Board of Studies for their untiring efforts. I also appreciate the efforts of members of University Academic Section and other staff. .

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**Dean- Faculty of Commerce
Mahatma Gandhi University
Kottayam**

Courses and Duration of Examinations

Total credits: 120

Semesters- 6

Working Days per Semester: 90

Working Hours per Semester: 450

Examination- External Evaluation: 80% and Internal evaluation- 20%

MODEL-I

B.Com Degree Programme Model-I Course Structure

Common Courses

Sl No	Course Name	Credit	Hours per week
1	Language- English-I	4	5
2	Second Language-I	4	4
3	Language- English-II	4	5
4	Second Language-II	4	4
5	Language- English- III	3	3
6	Language- English -IV	3	3
	TOTAL	22	

Complementary Courses

Sl No	Course Name	Credit	Hours per week
1	Banking and Insurance	3	4
2	Principles of Business Decisions	3	4
	TOTAL	6	

Core Courses

Sl No	Course Name	Credit	Hours per week
1	Dimensions and Methodology of Business Studies	2	3
2	Financial Accounting I	4	5

3	Corporate Regulations and Administration	3	4
4	Financial Accounting II	4	5
5	Business Regulatory Framework	3	4
6	Business Management	3	3
7	Corporate Accounts I	4	5
8	Quantitative Techniques for Business- 1	4	5
9	Financial Markets and Operations	3	4
10	Marketing Management	3	3
11	Optional - 1	4	5
12	Corporate Accounts II	4	6
13	Quantitative Techniques for Business- II	4	6
14	Entrepreneurship Development and Project Management	4	5
15	Optional - 2 -	4	5
16	Cost Accounting - 1	4	6
17	Environment Management and Human Rights	4	5
18	Financial Management	4	5
19	Optional - 3	4	5
20	Cost Accounting - 2	4	6
21	Advertisement and Sales Management	3	4
22	Auditing and Assurance	4	5
23	Management Accounting	4	5
24	Optional - 4	4	5
25	Project and Viva	1	-
	TOTAL	89	

Details of Optional Courses

Sl No	Course Name	Credit	Hours per week
FINANCE AND TAXATION			
1	Goods and Services Tax	4	5
2	Financial Services	4	5
3	Income Tax- I	4	5
4	Income Tax - II	4	5
COMPUTER APPLICATIONS			
1	Information Technology for Business	4	5
2	Information Technology for Office	4	5
3	Computerized Accounting	4	5
4	Software for Business and Research	4	5

CO-OPERATION			
1	Basics of Co-operation	4	5
2	Management of Co-operative Enterprises	4	5
3	Co-operative Legal System	4	5
4	Accounting for Co-operative Societies	4	5
TRAVEL AND TOURISM			
1	Fundamentals of Tourism	4	5
2	Travel and Tourism Infrastructure	4	5
3	Hospitality Management	4	5
4	Tourism and Cultural Heritage of India	4	5
MARKETING			
1	Customer Relationship Management	4	5
2	Services Marketing	4	5
3	Marketing Research	4	5
4	International Marketing	4	5

OPEN COURSES OFFERED

Sl No	Course Name	Credit	Hours per week
1	CO5OP01- Fundamentals of Banking and Insurance	3	4
2	CO5OP02- Capital Market and Investment Management	3	4
3	CO5OP03- Fundamentals of Accounting	3	4
	TOTAL	3	

Semester-wise details

Semester- 1

Sl No	Course Code	Course Name	Credit	Hours per week
1		Language- English-I	4	5
2		Second Language-I	4	4
3	CO1CRT01	Dimensions and Methodology of Business Studies	2	3
4	CO1CRT02	Financial Accounting I	4	5
5	CO1CRT03	Corporate Regulations and Administration	3	4
6	CO1CMT01	Banking and Insurance	3	4
		TOTAL	20	25

Semester- 2

Sl No	Course Code	Course Name	Credit	Hours per week
1		Language- English-I	4	5
2		Second Language-I	4	4
3	CO2CRT04	Financial Accounting II	4	5
4	CO2CRT05	Business Regulatory Framework	3	4
5	CO2CRT06	Business Management	3	3
6	CO2CMT02	Principles of Business Decisions	3	4
		TOTAL	21	25

Semester 3

Sl No	Course Code	Course Name	Credit	Hours per week
1		Language- English-I	3	3
2	CO3CRT07	Corporate Accounts I	4	5
3	CO3CRT08	Quantitative Techniques for Business- 1	4	5
4	CO3CRT09	Financial Markets and Operations	3	4
5	CO3CRT10	Marketing Management	3	3
6		Optional - 1		
	CO3OCT01	Finance and Taxation-Goods and Services Tax	4	5
	CO3OCT02	Computer Application- Information Technology for Business (Theory)	3	3
	CO3OCP01	Computer Application- Information Technology for Business (Practical)	1	2
	CO3OCT03	Co-operation- Basics of Co-operation	4	5
	CO3OCT04	Travel and Tourism - Fundamentals of Tourism	4	5
	CO3OCT05	Marketing- Customer Relationship Management	4	5
		TOTAL	21	25

Semester- 4

Sl No	Course Code	Course Name	Credit	Hours per week
1	CO1CRT01	Language- English-I	3	3
2	CO4CRT11	Corporate Accounts II	4	6
3	CO4CRT12	Quantitative Techniques for Business- II	4	6
4	CO4CRT13	Entrepreneurship Development and Project Management	4	5
5	CO4	Optional - 2 -	4	5
	CO4OCT01	Finance and Taxation- Financial Services	4	5
	CO4OCT02	Computer Application- Information Technology for Office (Theory)	3	3
	CO4OCP01	Computer Application- Information Technology for Office (Practical)	1	2
	CO4OCT03	Co-operation- Management of Co-operative Enterprises	4	5
	CO4OCT04	Travel and Tourism- Travel and Tourism Infrastructure	4	5
	CO4OCT05	Marketing- Services Marketing	4	5
		TOTAL	19	25

Semester- 5

Sl No	Course Code	Course Name	Credit	Hours per week
1	CO5CRT14	Cost Accounting - 1	4	6
2	CO5CRT15	Environment and Human Rights	4	5
3	CO5CRT16	Financial Management	4	5
4		Optional - 3		
	CO5OCT01	Finance and Taxation- Income Tax- I	4	5
	CO5OCT02	Computer Application- Computerised Accounting(Theory)	3	3
	CO5OCP01	Computer Application- Computerised Accounting (Practical)	1	2
	CO5OCT03	Co-operation- Co-operative Legal System	4	5
	CO5OCT04	Travel and Tourism- Hospitality Management	4	5
	CO5OCT05	Marketing- Marketing Research	4	5

5		Open Course	3	4
		TOTAL	19	25

Semester- 6

SI No	Course Code	Course Name	Credit	Hours per week
1	CO6CRT17	Cost Accounting - 2	4	6
2	CO6CRT18	Advertisement and Sales Management	3	4
3	CO6CRT19	Auditing and Assurance	4	5
4	CO6CRT20	Management Accounting	4	5
5	CO6OCT	Optional - 4	4	5
	CO6OCT01	Finance and Taxation- Income Tax- II	4	5
	CO6OCT02	Computer Application- Software for Business and Research (Theory)	3	3
	CO6OCP01	Computer Application- Software for Business and Research(Practical)	1	2
	CO6OCT03	Co-operation- Co-operative Legal System	4	5
	CO6OCT04	Travel and Tourism- Tourism and Cultural Heritage of India	4	5
	CO6OCT05	Marketing- International Marketing	4	5
6	CO6PR01	Project and Viva	1	-
		TOTAL	20	25

SEMESTER 1

Core Course -1: DIMENSIONS AND METHODOLOGY OF BUSINESS STUDIES

Instructional Hours: 54

Credit: 2

Objectives

- *To understand business and its role in society*
- *To have an understanding of Business ethics and CSR*
- *To comprehend the business environment and various dimensions*
- *To familiarise Technology integration in business*
- *To introduce the importance and fundamentals of business research*

Module 1

Business and Environment Business- Functions - Scope - Significance of business - Objectives of business - Business and development - Forms of business organisations- Stake holders of business-

Business Environment – Definition - Features- Importance - Components of business environment- Internal environment and external environment - Micro environment and macro environment- Global business environment
(10 Hours)

Module 2

Business in India- Stages and developments of business in the Indian economy since independence - Role of public, private, co-operative sectors - Liberalisation, Privatisation and Globalization – Disinvestment – Outsourcing –Recent economic initiatives - Niti Ayog - Make in India initiative
(10 Hours)

Module 3

Technology integration in business- E Commerce- Meaning- Functions - Operation of E-commerce - Types of E-Commerce -B2C-B2B-C2C- C2B- B2E- B2G- P2P- E-Commerce and E-Business – M-Commerce- Meaning- Advantages- Challenges – E-Payment systems (brief study) Debit/Credit card payment, Net banking, Digital wallet, e-cheque, e-cash – Payment gateway.
(14 Hours)

Module 4

Business Ethics – Importance - Principles of business ethics - Factors influencing Business Ethics - Arguments in favour and against business ethics - Social responsibility of business – objectives and principles - Arguments in favour and against social responsibility. Corporate Governance – Meaning and importance – Objectives – Principles
(10 Hours)

Module 5

Business Research – Research- Meaning and Definition- Importance of research- Quantitative and qualitative approach to research-Inductive and deductive reasoning- Major Types of Research (Pure-Applied - Exploratory- Descriptive- Empirical- Analytical) - Business Research- Elements of Business Research-Management Research- -Objectives- Research Methods vs Research Methodology -Research Process(brief outline only) –Research report
(10 Hours)

Suggested Readings

1. Keith Davis and William C.Frederick: *Business and Society Management, Public Policy, Ethics.*
2. Peter F. Drucker: *Management Tasks, Responsibilities, Practices.*
3. Peter F Drucker: *The Practice of Management.*
4. P.T.Joseph, S.J, *E-Commerce: An Indian Perspective , Prentice Hall of India*
5. Kamalesh K Bajaj and Debjani Nag: *E-Commerce, the Cutting Edge of Business:, Tata McGraw Hill.*
6. Schneider: *E-Commerce:, Thomson Publication*
7. CSV Murthy, *Business Ethics, Himalaya Publishing House, Mumbai*
8. C R Kothari *Research Methodology, New Age Publishers*
9. O R Krishnaswamy: *Research Methodology- Himalaya Publications*
- 10.N V Badi and R.V. Badi: *Business Ethics: Vrinda Publications*
11. Cherunilam, Fransis, Business environment, *Himalaya Publishing House, Mumbai.*
12. Fernando, A, C,. Business Environment, *Pearson, New Delhi*
- 13 Francis, Ronald & Mishra, Muktha, Business Ethics: An Indian Perspective, *Tata McGraw Hill Pvt Ltd, New Delhi*
- 14 Sharma, J.P., Corporate Governance, Business Ethics, and CSR, *Ane Books Pvt Ltd, New Delhi.*
15. Ghosh, B.N., Business Ethics and Corporate Governance, *Tata McGraw Hill Pvt Ltd, Delhi.*

Core Course -2: FINANCIAL ACCOUNTING– I

Instructional Hours: 90

Credit: 4

Objective: *To equip the students with the skill of preparing accounts and financial statements of various types of business units other than corporate undertakings*

Module – I

Preparation of Financial Statements –Conceptual framework- Accounting Principles - Accounting Concepts - Accounting Conventions- - Capital and Revenue Expenditure - Capital and Revenue Receipts - Capital and Revenue Losses - Deferred Revenue Expenditure–Accounting Standards- Objectives -Final Accounts of Sole Trader - Trading Account - Manufacturing Account - Profit and Loss Account - Balance Sheet - Adjusting entries - Closing Entries- Practical Problems with all Adjustments.

(26 Hours)

Module -II

Accounting of Incomplete Records - Single Entry System - Features - Advantages - Disadvantages - Distinction between Single Entry and Double Entry System- Ascertainment of Profit/loss - Statement of Affairs Method - Conversion Method - Steps for Conversion of Single Entry into Double Entry - Preparation of Trading and Profit and Loss Account and Balance Sheet.

(20 Hours)

Module - III

Royalty Accounts – Meaning – Minimum Rent – Short Working – Recovery– Journal Entries in the books of Lessor and Lessee – Preparation of Minimum Rent Account – Short Working Account – Royalty Account (Excluding Sublease)– Special Circumstances :Adjustment of Minimum Rent in the event of Strike and Lock - outs - Govt. Subsidy in case of Strikes/Lockouts

(18 Hours.)

Module - IV

Accounting for Consignment - Meaning – Important Terms – Journal Entries in the books of Consignor and Consignee – Preparation of Consignment Account – Consignee’s Account – Goods Sent at Cost or Invoice Price Delcredre commission- Valuation of Stock – Normal and Abnormal Loss

(18 Hours)

Module – V

Farm Accounts- Meaning- Characteristics- Objectives and advantages- Recording of farm transactions- Preparation of farm account, crop account, dairy account, livestock account etc- Preparation of final accounts of farming activities-

(8 Hours)

Suggested Readings

1. Jain, S.P., & Narang, K.L., *Advanced Accountancy, Kalyani Publishers, New Delhi*
2. Maheshwari, S.N., & Maheswari, S.K., *Advanced Accountancy, Vikas Publishing House, New Delhi.*
3. Shukla, M.C., & Grewal, T.S., *Advanced Accountancy, S Chand and Company (Pvt.) Ltd, New Delhi.*
4. Ashok, Sehgal, & Deepak Sehgal, *Financial Accounting Taxmann Allied Service (Pvt.) Ltd, New Delhi.*
5. MA Arulanandam and KS Raman, *Advanced Accountancy, Himalaya Publications, Mumbai.*
6. Paul, S. K., & Chandrani, Paul, *Advanced Accountancy, New Central Book Agency, New Delhi.*
7. Raman B S, *Financial Accounting- United Publishers*
8. The Chartered Accountant(Journal), Institute of Chartered Accountants of India, New Delhi.

Core Course -3:

CORPORATE REGULATIONS AND ADMINISTRATION

Instructional Hours: 72

Credit: 3

Objective: To familiarise the students with the management and administration of joint stock companies in India as per Companies Act, 2013

Module 1

Company - Definition – Characteristics – Classifications –History and framework of Company Law in India - Companies Act 2013 - one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association **(Instructional Hours - 10)**

Module 2

Promotion and formation of a company- Body Corporate - promoter- legal position-duties-remuneration - Memorandum of Association – Articles of Association - Contents and alteration - Incorporation of Company - On-line registration of a company – CIN - Companies With Charitable Objects - Doctrines of Indoor Management, Constructive Notice, Ultra-vires - Lifting up of Corporate veil - Conversion of Companies **(Instructional Hours - 12)**

Module 3

Share Capital – Types - Public Offer - Private Placement - Prospectus - Contents of Prospectus – Types of prospectus – Deemed prospectus - Shelf Prospectus - Red Herring Prospectus - Abridged prospectus- Liability for Misstatements in Prospectus – Issue and Allotment of Securities – Types - Voting Rights – DVR- Application of Premiums - Sweat Equity Shares - Issue and Redemption of Preference Shares- Transfer and Transmission of Securities- Punishment for impersonation of Shareholder - Further Issue of Share Capital- Bonus Shares- Debenture Issue - **(Instructional Hours - 15)**

Module 4

Membership in company and meetings- modes of acquiring membership-rights and liabilities of members- cessation of membership- Register of Members - Company meetings – Annual General Meeting - Extraordinary General Meeting- Notice Of Meeting - Quorum - Chairman - Proxies - Voting - Show of Hands – E-Voting - Poll- Postal Ballot- Motions - Resolutions - Types - Minutes - Books of accounts - Annual Return- Directors - Types - legal position – Appointment - Duties - Disqualifications - DIN - Vacation of Office - Resignation - Removal - Meetings of Board - Resolutions and Proceedings - Powers of Board - Key Managerial Personnel- CEO- CFO - Audit and Audit Committee - related party- transactions - Corporate Social Responsibility.

(Instructional Hours - 20)

Module 5

Winding up - Contributory – Modes of winding up - Winding Up by Tribunal - Petition for Winding Up - Powers of Tribunal- Liquidators - Appointments- Submission of Report - Powers and Duties - Effect of Winding Up Order- Voluntary Winding Up - Circumstances - Declaration Of Solvency - Meeting of Creditors- Commencement of Voluntary Winding Up- Appointment of Company Liquidator- Final Meeting and Dissolution of Company Official Liquidators –Appointment -Powers - Functions - Winding up of unregistered companies. **(Instructional Hours - 15)**

Suggested Readings

1. Shukla, M.C., & Gulshan, Principles of Company Law, *S.Chand, New Delhi.*
2. Venkataramana, K., Corporate Administration, *Seven Hills Books Publications.*
3. Kapoor, N.D., Company Law and Secretarial Practice, Sultan Chand, *New Delhi.*
4. Bansal C.L., Business and Corporate Law, *Vikas Publishers, New Delhi.*
5. Bhandari, M.C., Guide to Company Law Procedures, Wadhwa Publication.
6. S.N. Maheswari and S.K. Maheswari, Elements of Corporate Law, Himalaya Publications,
7. Kuchal, S.C., Company Law and Secretarial Practice, *Vikas Publishers, New Delhi*
8. Chartered Secretary, *The Institute of Company Secretaries of India.*

Complementary Course 1: BANKING AND INSURANCE

Instructional Hours: 72

Credit: 3

Objective: *To familiarize the students with the basic concepts and practice of banking and the principles of Insurance*

Module I

Introduction to Banking- Origin and Evolution of Banks - Meaning and Definition-Classification of Banks – Functions of Commercial Banks- Primary and Secondary- Credit Creation-Reserve Bank of India-Functions of RBI-Banking Ombudsman Scheme. **(15 Hours)**

Module II

Innovations and Reforms in Banking – E-banking – ATM – CDM - telephone/ Mobile Banking –ECS – EFT – NEFT – RTGS – SWIFT - CORE Banking - Cheque Truncation System - Credit and Debit Cards – CIBIL – KYC - Banking Sector Reforms-Prudential Norms- Capital Adequacy Norms - NPA – NBA - Basel norms - Small Finance Banks - Payment Banks - Financial Inclusion - PMJDY. **(18 Hours)**

Module III

Banker and Customer- Meaning and Definition- Relationship- General and Special- Different Types of Accounts- Cheque- dishonour of cheque – payment in due course – Crossing - Endorsement. **(15 Hours)**

Module IV

Insurance - Introduction- Concept of Risk- Insurance - Need and Importance - Principles of Insurance contract Insurance Industry in India- IRDA - Insurance Sector Reforms – Bancassurance. **(9 Hours)**

Module V

Types of insurance - Life Insurance– Features - Classification of Policies - Policy Conditions - Application and Acceptance- Assignments - Nomination - Surrender-Foreclosure- Marine Insurance – Features- Policy Conditions - Clauses - Fire Insurance- Motor vehicle insurance - Health Insurance- Burglary insurance-personal accident insurance- Re-Insurance- Group insurance. **(15 Hours)**

Suggested Readings

1. Shekhar, K.C, Banking Theory and Practice, *Vikas Publishing House, New Delhi*
2. Maheswari, S.N., Banking Law and Practice, *Kalyani Publishers, New Delhi*

3. Sundharam, Varshney, Banking Theory Law & Practice, *Sulthan Chand & Sons, New Delhi.*
4. Agarwal, O.P., Banking and Insurance, *Himalya Publishing House, Mumbai*
5. Saxena, G.S., Legal Aspects of Banking Operations, *Sultan Chand and Sons, New Delhi*
6. Agarwal, O.P., Banking and Insurance, *Himalya Publishing House, Mumbai*
7. Tripathi, Nalini & Prabil Pal., Insurance: Theory and Practice, *PHI Pvt Ltd, New Delhi*
8. Gupta, P.K., Insurance and Risk Management, *Himalaya Publishing House, Mumbai*
9. Mishra, M.N., Principles and Practices of Insurance, *S. Chand and Sons, New Delhi*

SEMESTER 2

Core Course -4 FINANCIAL ACCOUNTING – II

Instructional Hours: 90

Credit: 4

Objective: *To acquaint the students with the preparation of books of accounts of various types of business activities and application of important accounting standards*

Module I

Accounting for Hire Purchase – Meaning and Features of Hire Purchase System – Hire purchase Agreement – Hire purchase and Sale - Hire Purchase and Installment – Interest Calculation – Recording Transactions in the Books of both the Parties – Default and Repossession- Complete repossession- Partial repossession- **(25 Hours)**

Module II

Branch Accounts – Objectives- Features – Types – Accounting for Branches keeping full system of accounting – Debtors System – Stock and Debtors System – Independent Branches and Incorporation of Branch Accounts in the Books of H.O – Cash in Transit and Goods in Transit – Consolidated Balance Sheet.(accounting for foreign branches excluded) **(20 Hours)**

Module III

Departmental Accounts – Meaning – Objectives – Advantages – Distinction between branch and department- Accounting Procedure – Allocation of Expenses and Income- Inter Departmental Transfers – Provision for Unrealized Profits. **(10 Hours)**

Module IV

Accounting for Dissolution of partnership firm- Dissolution of a firm- Settlement of Accounts on dissolution- - Insolvency of a partner-Application of decision of Garner Vs Murray Case - Settlement of accounts when all partners are insolvent- Piecemeal distribution- Highest Relative Capital Method- Maximum Possible Loss method **(25 Hours)**

Module V

Accounting Standards- Importance- Accounting Standards Board- Applicability of Accounting Standards – Brief learning of AS1, AS2, AS9, AS10 and AS 19(Theory only) **(10 Hours)**

Suggested Readings

1. Jain S.P & Narang K.L., Advanced Accountancy, *Kalyani Publishers, New Delhi*
2. Maheshwari, S.N., & Maheswari, S.K., Advanced Accountancy, *Vikas Publishing House, New Delhi.*

3. Shukla, M.C., & Grewal, T.S., Advanced Accountancy, *S Chand and Company Pvt.Ltd, New Delhi.*
4. Ashok Sehgal & Deepak Sehgal, Financial Accounting *Taxmann Allied Service (Pvt) Ltd, New Delhi.*
5. Paul, S. K., & Chandrani Paul, Advanced Accountancy, *New Central Book Agency, New Delhi.*
6. MA Arulanandam and KS Raman, *Advanced Accountancy, Himalaya Publications, Mumbai.*
7. Raman B S, *Financial Accounting United Publishers*
8. The Chartered Accountant (Journal), Institute of Chartered Accountants of India, New Delhi.

Core Course -5 BUSINESS REGULATORY FRAMEWORK

Instructional Hours: 72

Credit: 3

***Objective:** The course is intended to familiarise the students with the legal framework influencing business decisions.*

Module I

Introduction to Mercantile Law -Law of Contract - Definition - Kinds of Contracts - Valid – Void - Voidable - Contingent and Quasi Contract - E-Contract - Essentials of a Valid Contract - Offer and Acceptance - Communication of Offer - Acceptance and its Revocation - Agreement - Consideration - Capacity to Contract - Free Consent - Legality of Object and Consideration - Performance of Contract - Discharge of Contract -Breach of Contract - Remedies for Breach of Contract.
(25 Hours)

Module II

Special Contract I-Bailor and Bailee - Finder of Lost Goods - Pledge - Essentials - Rights and Duties of Pawner and Pawnee
(15 Hours)

Module III

Special Contract II- Indemnity and Guarantee- Indemnity - Meaning and Definition - Contract of Guarantee - Kinds of Guarantee - Rights and Liabilities of Surety - Discharge of Surety.
(10 hours)

Module IV

Law of Agency - Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency-Sub agents and substituted agents- Relationship
(12 Hours)

Module V

Sale of Goods Act, 1930 -Essentials of Contract of Sale Goods - Classification of Goods - Condition and Warranties - Transfer of Property in Goods - Right of Unpaid Seller - Buyer's Right Against Seller - Auction Sale.
(10 Hours)

Suggested Readings

1. Aswathappa, K., Business Laws, *Himalaya Publishing House, Bengaluru.*
2. Kapoor,N.D., Business Laws, *Sultan Chand publications New Delhi.*
3. Sharma,S.C., Business Law, *International Publishers,Bengaluru*
4. Tulsian, Business Law, *McGraw-Hill Education Mumbai.*
5. Indian Contract Act No. IX, 1972
6. Indian Sale of Goods Act, 1930

Journals

1. The Indian Journal of Law and Technology, National Law School of India University, Bangalore.
2. E bulletin of Students Company Secretary

Core Course -6: BUSINESS MANAGEMENT

Instructional Hours: 54

Credit: 3

Objectives: To familiarise the students with concepts and principles of management.

Module 1

Introduction to Management - Meaning , Nature, Scope and Functional Areas of Management - Management as a Science, Art and Profession - Management & Administration - Principles of Management- Managerial roles: Mintzberg Model - Functions of Management - Contributions of F.W.Taylor and Henry Fayol.

(12 Hours)

Module II

Planning - Planning - Meaning - Nature - Importance - Types of Plans - Planning Process- Barriers to Effective Planning - M.B.O - Features – Steps - Coordination - Meaning and Importance - Techniques for Effective Coordination

(10 Hours)

Module III

Organizing - Meaning - Nature - Importance - Principles of Organisation - Types of Organisation - Organisation Chart - Organisation Manual - Centralization – Decentralization- Authority - Delegation of Authority -Responsibility and Accountability.

(10 Hours)

Module IV Direction and Control – Principles of direction- Leadership: Concept and Styles; Trait and Situational Theory of Leadership, Managerial Grid by Blake and Mouton , Likert's Four System Model - Motivation: Concept and Importance; Maslow's Need Hierarchy Theory; Herzberg's Two Factors Theory. Control: Concept and Process-Control Techniques.

(12 Hours)

Module V

Management Techniques – (Brief Study) Quality circle-Total Quality Management - Business Process Reengineering (BPR)- Six sigma-Kaizen

(10 Hours)

Suggested Readings

1. Koontz, O Donnell, Management, *McGraw-Hill*
2. Appaniah, Reddy, Essentials of Management, *Himalaya Publishing House*.
3. Prasad, L. M., Principles of management, *Sultan Chand and Sons*.
4. Srinivasan, Chunawalla, Management Principles and Practice, *Himalaya Publishing House*.
5. Tulsian, P.C., & Pandey, Vishal, Business Organization and Management, Pearson Education

Complementary Course -2 – PRINCIPLES OF BUSINESS DECISIONS

Instructional Hours: 72

Credit: 3

Objective: *The course is intended to familiarise the students with the economic concepts and principles underlying business decision making*

Module I

Introduction –Decision making- Definition of decision and decision making- Importance of decision making- Steps in decision making- Types of decisions- Decision making environment- Elements of a decision- Application of economic theories in decision making- Areas where economic theories can be applied for business decision making - Important Economic concepts and theories applied in decision making- – Incremental Reasoning – Time Perspective – Discounting Principle – Opportunity Cost – Equi- marginal Principle **(10 Hours)**

Module II

Demand Theory –Demand–Meaning- Law of Demand – Reasons for Law of demand – Exceptions to the Law –Demand determinants- Movements Vs Shift in Demand- Demand distinctions- Elasticity of Demand – Price elasticity- Importance of price elasticity- Income elasticity-Advertisement elasticity – Cross elasticity – Measurement of elasticity - Demand Forecasting –Short Term and Long Term Forecasting – Methods of Forecasting(theory only) -Forecasting demand for new products- Characteristics of a good forecasting technique. **(20 Hours)**

Module III

Production Analysis– Production- Production Function –Assumptions and uses of production function- Cobb Douglas Production Function – Laws of Production – Law of Diminishing Returns or variable proportions- –Law of Returns to Scale – Economies And Diseconomies of Scale – Isoquant Curve-Isocost Curve – Optimum Combination of Inputs **(12 Hours)**

Module IV

Cost Analysis-Cost concepts- Determinants of cost- Cost output relationship in the short run and long run- Optimum firm **(8 Hours)**

Module V

Pricing in Different Markets –Price theory and price mechanism- objectives of pricing- Various market forms and pricing- Perfect Competition –Features- Price determination- Equilibrium of a firm under perfect competition- Monopoly- Features and kinds of monopoly- Price and output determination- Price Discrimination- Types- conditions- degree of price discrimination- Monopolistic competition- features- Price-output determination- - Oligopoly—features- Kinked Demand Curve- Price Leadership – Pricing under Collusion **(22 Hours)**

Suggested Readings

1. Dean, Joel Managerial economics- *Prentice Hall of India*
2. Varshney, R.L., & Maheshwari, K.L., Managerial Economics, *Sultan Chand & Sons Private Ltd., New Delhi*
3. Kasi Reddy M., & Saraswathi, S., Managerial Economics and Financial Accounting, *PHI Learning, New Delhi.*
4. Mehta, P. L., Managerial Economics, *Sultan & Chand, New Delhi*
5. *DM Mithani, Managerial economics, Himalaya Publishing House Mumbai.*

6. Trivedi, M.L., Managerial Economics Theory and Applications, *McGraw Hill Education Private Ltd, New Delhi.*
7. Dwivedi, D. N., Managerial Economics, *Vikas Publishing House Private Limited, New Delhi.*
8. Chopra P.N., Principles of Business Decisions, *Kalyani Publishers*

SEMESTER 3

Core Course -7 CORPORATE ACCOUNTS - I

Instructional Hours: 90

Credit: 4

Objective: *To make the students familiarise with corporate accounting procedures and to understand the accounting for banking companies.*

Module 1

Accounting for Shares– Redemption of Preference Shares– ESOP-Rights Issue – Bonus Issue – Buyback of Shares **(20 Hours)**

Module II

Underwriting of Shares and Debentures – Marked and Unmarked Applications – Firm Underwriting– Determining the Liability of Underwriters in respect of an Underwriting Contract – Complete Underwriting – Partial Underwriting – Firm Underwriting **(10 Hours)**

Module III

Final Accounts of Joint Stock Companies (Vertical form- As per provisions of Companies Act 2013) – Preparation of Company Final Accounts including Balance Sheet – Calculation of Managerial Remuneration- Profit (Loss) Prior to Incorporation **(30 Hours)**

Module IV

Investment Account – Cum-interest- Ex-interest- Cum-dividend- Ex-dividend- Accounting entries- Preparation of Investment Accounts- Treatment of Bonus Share and Right Shares – Preparation of Investment Accounts **(15 Hours)**

Module V

Insurance claims- Loss of stock- computation of claim for loss of stock- Application of average clause- elimination of abnormal/defective items – Loss of profit policy- Calculation of claim- **(15 Hours)**

Suggested Readings

1. Jain, S.P., & Narang, K.L. , Advanced Accountancy, *Kalyani Publishers, New Delhi*
2. Maheswari, S.N & Maheswari, S.K., Advanced Accounting, *Vikas Publishing House, New Delhi*
3. Shukla, M.C., & Grewal, T. S., Advanced Accountancy *S. Chand and Company Pvt. Ltd, New Delhi*
4. Shukla, S.M., & Gupta, S.P., Advanced Accounting, *Sahitya Bhavan Publications, Agra*
5. Raman B S *Corporate Accounting United Publishers*

6. MA Arulanandam and KS Raman, *Advanced Accountancy*, Himalaya Publications, Mumbai.
7. The Chartered Accountant (Journal), *Institute of Chartered Accountants of India*, New Delhi.

Core Course -8 QUANTITATIVE TECHNIQUES FOR BUSINESS - I

Instructional Hours: 90

Credit: 4

Objective: To make the students understand the role of statistics and quantitative techniques in business and familiarize them with basic tools applied

Module I

Introduction to Statistics- Origin and Growth- Meaning- definition- Statistics as data- Statistics as methods- Empirical and quantitative analysis- Descriptive statistics and Inferential statistics- Functions of statistics-, Planning and Business- Limitations of Statistics- Distrust of Statistics **(8 Hours)**

Module II

Statistical Survey- Planning and design of enquiry- Statistical units- Executing a survey- Business Data Sources- Primary and Secondary Data-Methods of collecting Primary data— Drafting a questionnaire- Collection of secondary data- Census method and Sampling – Sampling Methods Probability Sampling and Non- Probability Sampling- Theoretical base of sampling: Law of Statistical regularity and Law of Inertia of Large Numbers- Statistical errors- Editing and Coding of data- Classification- Types of classification- Tabulation of Data- Objectives of tabulation- Classification Vs Tabulation- Types of tabulation- Cross tabulation- Parts of a table- Statistical Series **(25 Hours)**

Module III

Uni-Variate Data Analysis I -Measures of Central Tendency – Concept –Functions of an average- Characteristics- Arithmetic Mean –Simple mean- Weighted mean- Combined mean- Properties of mean- Median –Quartiles and other partition values- Mode- Empirical relation between mean, median and mode- Graphical location of median and mode- Geometric Mean-Harmonic Mean-relation between Arithmetic mean, Geometric mean and Harmonic Mean Application of various measures- Merits and Demerits of various measures of central tendency - **(20 Hours)**

Module IV

Uni-Variate Data Analysis II- Measures of dispersion - Concept-Properties of a good measure of dispersion- Absolute and Relative Measure-Range-Inter Quartile Range- Quartile Deviation-Mean Deviation-Standard Deviation-Lorenz curve- Merits and Demerits of various measures-Relevance and Applications in Business-Mathematical properties of standard deviation - Variance and Co-efficient of Variation–Measures of Skewness –Definition of skewness- types- Test of skewness- Relatives measures of skewness- Moments- Central moments- Raw moments- Conversion of raw moments into central moments- Skewness based on moments- Kurtosis-meaning and types **(25 Hours)**

Module V

Interpolation and Extrapolation- Meaning of interpolation and extrapolation- Significance and utility- Assumptions- Methods of Interpolation- (a) Newton’s Method of Advancing differences (b) Binomial Expansion method (c) Lagrange’s method – Extrapolation- Forecasting using extrapolation **(12 Hours)**

Suggested Readings

1. Richard, Levin & Rubin, David, S., Statistics for Management, *Prentice Hall of India, New Delhi.*
2. Spiegel, M.R., Theory and Problems of Statistics, *Schaum's Outlines Series, McGraw Hill Publishing Co.*
3. Kothari, C.R., Research Methodology, *New Age Publications, New Delhi.*
4. Sharma, J. K., Business Statistics, *Pearson Education.*
5. Gupta, S.C., Fundamentals of Statistics, *Himalaya Publishing House.*
6. Gupta, S.P. & Gupta, Archana, Elementary Statistics, *Sultan Chand and Sons, New Delhi.*
7. Elhance D N, Elhance, Veena and Aggarwal B M *Fundamentals of Statistics , Kitab Mahal*
8. Gupta, C B and Gupta, Vijay., *An Introduction to Statistical Methods, Vikas Publishing House*
9. Pillai, R S N and Bagavathi, V ., *Statistics , S Chand & Co*

Core Course -9 FINANCIAL MARKETS AND OPERATIONS

Instructional Hours: 72

Credit: 3

Objective: *The course is intended to familiarise the students with financial market operations in India*

Module I

Indian Financial System- Savings and Investment – The Indian Financial System-Components - Role and Functions-Interactions among the Components- Recent Developments in the Indian Financial System- Financial Markets-Classification- Capital Market and Money Market Instruments- Indian Money Market- Role of RBI in Money Market- SEBI-Establishment-Objectives-Powers and functions.

(16 Hours)

Module II

Primary Market- Functions of New Issue Market - Methods of New Issue - IPO - FPO - ASBA- Green Shoe Option- Public Issue - Bonus Issue- Right Issue- Private Placement-Book Building - ESOP-Indian Depository Receipts - Intermediaries in the New Issue Market-Registrars to the Issue-Brokers to the Issue-Bankers to the Issue - Underwriters-Qualified Institutional Placement and Qualified Institutional Buyers- Innovative Financial Instruments.

(14 Hours)

Module III

Secondary Market- Role and Functions of Stock Exchanges - Listing of Securities - Stock Exchanges in India - Members of the Stock Exchanges- Methods of Trading in a Stock Exchange- Online Trading- Depositories – Role - Mark to Market System - Stock Market Indices - Methodology for Calculating Index.- Type of Speculators- Speculative Transactions in Stock Exchanges - Insider trading - SEBI regulations- Foreign Institutional Investors in Securities market- Foreign Portfolio Investment- Private Equity

(18 Hours)

Module IV

Mutual Funds -Meaning- Objectives- Advantages - Classification of Mutual Funds–Exchange Traded Fund- Constitution and Management of Mutual Funds in India- AMFI- Concept of Net Asset Value – Advantages and limitations of Mutual Funds-

(12 Hours)

Module V

Derivatives (Brief study only)- Features of Derivatives -Types of Derivatives– Forwards – Futures- Options-Swaps- Commodity Futures – Major Commodity Exchanges in India

(12 Hours)

Suggested Readings

1. Khan, M.Y., Indian Financial System, *Tata McGraw Hill, New Delhi.*
2. Singh, Preethi, Dynamics of Indian Financial System, *Ane Books, New Delhi*
3. Guruswami, S., Capital Markets, *Tata McGraw Hill, New Delhi*
4. Avadhani, V. A., Investment and Securities Market in India, *Himalaya Publishing House.*

Journals

SEBI and Corporate Laws - Taxmann, New Delhi
SEBI Monthly Bulletin

Core Course 10: MARKETING MANAGEMENT

Instructional Hours:54

Credit: 3

Objective: *The objective of this course is to provide a sound understanding of the basic principles of marketing management and their applications in the business and industry.*

Module I

Marketing Management–Market and Marketing- Meaning- Definition of marketing- Marketing Concepts – Marketing environment- Functions of marketing-Marketing Management- Marketing Mix- 4Ps and 4Cs- Importance of marketing mix- Factors affecting marketing mix- Market Segmentation – Concept – Need – Basis-benefits- Market Targeting- Market Positioning- differentiated and undifferentiated marketing (**12 Hours**)

Module II

Product Mix- Product – Meaning- Classification of products- -Product Line and Product Mix-New Product development- Steps- Reasons for failure of new products- - Product Life Cycle- – Branding- Types of brand- Brand Equity- Brand Loyalty- Trade Mark- Packaging-Role of packaging- Essentials of good packaging- Product Labelling- Marketing of services- Pricing of Products- Factors Influencing Pricing- Pricing Policies and Strategies -Types of Pricing (**12 Hours**)

Module III

Price Mix – Pricing-Factors affecting pricing decision- Role of pricing in marketing strategy- Steps in formulating pricing- Pricing methods and strategies- Pricing of a new product- Resale Price Maintenance (**12 Hours**)

Module IV

Physical Distribution Mix- - Logistic and Supply Chain Management – Elements- Channels of Distribution –Types- Factors Affecting the Choice of a Channel of Distribution-Functions of various Intermediaries – retailing- Types of retailing- Direct Marketing- Merits and demerits (**12 Hours**)

Module V

Recent Trends in Marketing (Overview Only)-Relationship Marketing - Social Marketing -Online Marketing- -Green Marketing-Tele Marketing -Viral Marketing- Relationship Marketing-De-marketing- Remarketing- Guerilla marketing – Ambush Marketing. (**6 Hours**)

Suggested Readings

1. Kotler, Philip & Keller, Kevin Lane, Koshy, Abraham, & Mithileshwar Jha, Marketing Management, A South Asian Perspective, *Pearson Education*.
2. Armstrong, Gary, and Kotler, Philip, The Essentials of Marketing, *Pearson Education, New Delhi*
3. Majaro, Simon, The Essence of Marketing, *Prentice Hall, New Delhi*.
4. Chhabra, T.N., Principles of Marketing, *Sun India Publication*.
5. Czimkota, Marketing Management, *Vikas Publishing House (P) Ltd*.
6. *Biplab S Bose, Marketing management, Himalaya Publishing House, Mumbai*
7. Rajan Nair and Varma M M – *Marketing Management- Sultan Chand and Sons*
8. Sontakki C N, *Marketing Management- Kalyani Publishers*
9. Ramaswamy V S and Namakumari *Marketing Management , McMillan India Ltd*

SEMESTER 4

Core Course 11: CORPORATE ACCOUNTS – II

Instructional Hours -108

Credit - 4

Objective: To equip the students with the preparation of financial statements of insurance companies and to understand the accounting procedure for reconstruction and liquidation of companies.

Module – I

Accounts of Insurance Companies – Insurance Companies – Special Terms – Final Accounts of Life Insurance – Revenue Account - Profit and Loss Account and Balance Sheet (As per IRDA Regulation Act, 2002) – Determination of Profit in Life Insurance Business – Valuation Balance Sheet – Accounts of General Insurance Companies (Fire and Marine only) – Revenue Account – Profit and Loss Account and Balance Sheet (as per IRDA Regulation Act) **(20 Hours)**

Module – II

Accounts of Banking Companies – Meaning – Important Provisions of Banking Companies Act, 1949 – Preparation of Final Accounts of Banking Companies – Profit and Loss Account, Balance Sheet – Transactions of Special Type – rebate on bills discounted- Asset Classification and Provisions – Non Performing Assets- Capital Adequacy. **(20 hours)**

Module – III

Internal Reconstruction -Alteration of Share Capital- Capital Reduction –Accounting procedure- Surrender of Shares- Accounting Treatment – Revised Balance Sheet. **(20 Hours)**

Module – IV

Amalgamation, Absorption and External Reconstruction – Meaning- Amalgamation in the nature of Merger, Purchase , External Reconstruction – Applicability of AS 14- Calculation of Purchase consideration (all methods) – Journal Entries in the books of Transferor and Transferee Companies, Revised Balance Sheet (excluding inter - company holdings) **(34 Hours)**

Module –V

Liquidation of Companies – Meaning-Types – Contributories-Preferential Creditors- Fraudulent Preference- Preparation of Liquidator’s Final Statement of Account (Statement of Affairs excluded) .
(14 Hours)

Suggested Readings

1. Jain, S.P & Narang, K.L., Advanced Accountancy, Kalyani Publishers, New Delhi
2. Maheswari, S.N & Maheswari, S.K., Advanced Accounting, Vikas Publishing House, New Delhi
3. Shukla, M.C., & Grewal, T.S., Advanced Accountancy, S Chand and Company Pvt. Ltd, New Delhi
4. Shukla, S.M., & Gupta, S.P, Advanced Accounting , Sahitya Bhavan Publications, Agra.
5. MA Arulanandam and KS Raman, Advanced Accountancy, Himalaya Publishing House, Mumbai.
6. Raman B S, Corporate Accounting United Publishers
7. The Chartered Accountant (Journal), Institute of Chartered Accountants of India, New Delhi.

Core Course 12: QUANTITATIVE TECHNIQUES FOR BUSINESS- II

Instructional Hours: 108

Credit : 4

Objective: The objective of this course is to familiarize the students with more advanced tools of data analysis and forecasting and also to have an understanding of the fundamentals of theory of probability

Module – I

Bi-Variate Data Analysis- I- Correlation - Concept- Correlation and Causation -Types of Correlation- Methods- Scatter diagram and Correlation graph- -Karl Pearson’s Co-efficient of Correlation-Spearman’s Rank Correlation Co-efficient- - Probable Error-Concurrent Deviation Method- Concept of lag and lead in correlation (Problems- Un grouped Data only) (22 Hours)

Module II

Bi-Variate Data Analysis- II -Regression Analysis– Concept-Utility- Comparison of correlation and regression- Lines of Regression- - Regression Equations and regression co-efficient- Algebraic Methods of studying regression- Standard Error of estimate - (Problems- Un grouped Data only) (20 Hours)

Module – III

Index Numbers-Meaning-Importance- Characteristics and uses of Index Numbers- Types of index numbers- Problems in construction of index numbers- Methods of constructing price index, quantity index and value index- : Unweighted Index numbers- Simple aggregative method and Simple average of price relatives method- Weighted Index numbers- Weighted average of price relative method- Weighted aggregative method applying Laspeyer’s, Paasche’s and Fishers methods- Test of Consistency of index numbers- Cost of Living Index Numbers and its Uses- Construction of cost of living index numbers- Aggregate expenditure method and family budget method- Concepts of Fixed base index numbers, chain based index numbers, base shifting, deflating and splicing(*theory only*)- Limitations of index numbers (22 Hours)

Module - IV

Time Series Analysis-Meaning-Definition- Components of Time Series-Time series analysis- Utility of Time Series Analysis- Mathematical models- Determination of Trend- Free hand curve method- Method of semi averages- Method of Moving Average-Method of Least Squares (first degree only)- Shifting the origin of trend- converting annual trend into monthly trend- (20 Hours)

Module – V

Probability-Meaning-Definition - Basic Terms-Concepts-Approaches to Assigning Probability - Permutation and Combination-Theorems of Probability- Addition Theorem- Multiplication Theorem- Conditional Probability- Baye's Theorem of Inverse probability (24 Hours)

Suggested Readings

1. Richard, Levin & Rubin, David, S., Statistics for Management, *Prentice Hall of India, New Delhi.*
2. Spiegel, M.R., Theory and Problems of Statistics, *Schaum's Outlines Series, McGraw Hill Publishing Co.*
3. Kothari, C.R., Research Methodology, *New Age Publications, New Delhi.*
4. Sharma, J. K., Business Statistics, *Pearson Education.*
5. Gupta, S.C., Fundamentals of Statistics, *Himalaya Publishing House.*
6. Gupta, S.P. & Gupta, Archana, Elementary Statistics, *Sultan Chand and Sons, New Delhi.*
7. Elhance D N, Elhance, Veena and Aggarwal B M *Fundamentals of Statistics , Kitab Mahal*
8. Gupta, C B and Gupta, Vijay., *An Introduction to Statistical Methods, Vikas Publishing House*
9. Pillai , R S N and Bagavathi, V ., *Statistics , S Chand & Co*

Core Course -13

ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

Instructional Hours: 90

Credit: 4

Objectives:

- *To develop entrepreneurial spirit among students*
- *To empower students with sufficient knowledge to start up their venture with confidence*
- *To mould young minds to take up challenges and become employer than seeking employment and to make them aware of the opportunities and support for entrepreneurship in India*

Module I

Introduction to Entrepreneurship- Definition and Meaning- Distinction between entrepreneur and manager- Characteristics and traits of an entrepreneur- Skills - Motivation of Entrepreneur- -Functions of an Entrepreneur- Role and importance of Entrepreneurship in economic development- Factors affecting growth of entrepreneurship (10 Hours)

Module II

Classification of entrepreneurs- Dimensions of Entrepreneurship-Intrapreneurship-Technopreneurship-Cultural Entrepreneurship- International Entrepreneurship-Ecopreneurship- Social Entrepreneurship and Women Entrepreneurship- Problems faced by Women Entrepreneurs-Entrepreneurship in Agriculture

sector and service sectors- New avenues- Dealership, Networking and Franchising- Entrepreneurship in MSME- Micro Small Medium Enterprises-Definition- Role of MSME- Steps to establish an enterprise.

(25 Hours)

Module III

Project Identification-Project- Meaning- Types- Project Management- Project life Cycle- Project identification- Sources of Project idea- Constraints in a project- Sources of Business idea-Protecting the Idea-Legal Protection in India-Trademarks- Copyright- Patent- Geographical Indication- Designs-Plant and Farmer Rights-

(15 Hours)

Module IV

Project Formulation and Report- Formulation of a project- Stages in project formulation- - preparation of a project report- contents- project appraisal- various aspects of appraisal (Problems of appraisal techniques excluded)

(20 Hours)

Module V

Entrepreneurial Support in India- Entrepreneurial Education and training- Entrepreneurship Development Programmes- Objectives and Methodology- The Concept, Role and Functions of Business Incubators- Start-Ups- Govt. of India Funding and Support for Start-Ups- Cluster Development Schemes- Pradhan Mantri Mudra Yojana- Industrial Estates- Special Economic Zones- Other initiatives and assistance- Green Channel clearances- - Bridge Capital- Seed Capital Assistance- Special Institutions for Entrepreneurial Development and assistance in India-Functions of EDII, NIESBUD, NSIC, SIDBI and DIC

(20 Hours)

Suggested Readings

1. Anjan, R. *Managing New Ventures, Concepts and Cases in Entrepreneurship*, New Delhi, PHI Learning Private limited.
2. Bhide A, *The Origin and Evolution of New Businesses*, New York, Oxford University Press.
3. Brandt, S. C. (1997). *Entrepreneurship: The 10 Commandments for Building a Growth Company*. New Delhi: Mc Millan Business Books.
4. Manjunath, N. (2008). *Entrepreneurship & Management*. Bangalore: Sanguine Technical Publishers.
5. Khanka S S- *Entrepreneurial Development*- S Chand and Sons
6. Desai, Vasant- *Small Scale Business and Entrepreneurship*- Himalaya Publications
7. AP Padnekar, *Entrepreneurship, Himalaya Publishing House, Mumbai*.
8. Rao, V S P- *Business, Entrepreneurship and Management*- Vikas Publishing House
9. Pandya, Rameswary- . *Skill Development and Entrepreneurship in India*, New Century Publications

SEMESTER 5

Core Course : COST ACCOUNTING- I

Instructional Hours: 108

Credit: 4

Objectives: To familiarise the students with cost concepts and to make the students learn the Fundamentals of cost accounting as a separate system of accounting.

Module I

Introduction to Cost Accounting- Meaning- Definition- Cost Concepts-Costing- Cost Accounting- Cost Accountancy- Objectives and functions of Cost Accounting- Cost Unit- Cost Centre- Responsibility Centres- Profit Centre- Cost Control- Cost Reduction- Distinction between Cost Accounting and Financial Accounting-Essentials of a good costing system- Installation of costing system- Methods and Techniques of Cost Accounting- Advantages and Disadvantages of Cost Accounting- Cost concepts and classification- elements of cost **(18 Hours)**

Module II

Accounting and Control of Material Cost- Material Purchase Procedure- Inventory control- Material Stock Level-EOQ- ABC- VED and FSN Analysis-JIT- Stock turnover- Material Issue control- Stores records- Bin card and Stores ledger- Documents authorizing movement of materials-Inventory systems: Perpetual and Periodic Inventory System-Continuous Stock Taking - Material Losses-Wastage- Scrap-Spoilage-Defectives- Pricing of issue of materials- FIFO- LIFO- Simple Average- Weighted Average- **(25 Hours)**

Module III

Accounting and Control of Labour Cost- Time Keeping and Time Booking-Methods - Systems of Wage Payment-Time Rate System- Piece Rate System- Differential Piece Rate – Taylor's differential piece rate system- Merrick's differential piece rate system- Gantt Task and Bonus plan- Incentive Plans- Halsey Plan - Rowan Plan-Idle Time- Overtime and their Accounting Treatment- Labour Turnover- Causes and effects- Methods of Calculating Labour Turnover. **(20 Hours)**

Module IV

Accounting for Overhead-Classification of Overhead- Segregation of semi variable overhead- Production overhead- Allocation and apportionment- Primary and Secondary Distribution Summary-Absorption of Overhead- Methods of absorption of overheads- Overhead absorption rates- Actual and pre-determined rates- Blanket and Multiple rates- Over-absorption and Under-absorption- Reasons- Disposal- Introduction to Activity Based Costing (Problems of ABC excluded) **(25 Hours)**

Module V

Preparation of Cost Sheet- Cost sheet- Objectives- preparation- Tender and Quotation-Reconciliation Statement –Need- Reasons for disagreements in Profits-Preparation- Memorandum Reconciliation Account **(20 Hours)**

Suggested Readings

1. Jain, S.P., & Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, New Delhi.
2. Iyengar, S. P., Cost Accounting, Sultan Chand & Sons, New Delhi.

3. Maheswari, S.N., Advanced Cost Accounting, *Sultan Chand & Sons, New Delhi.*
4. Arora, M. N., Cost Accounting, *Vikas Publishing House Pvt. Ltd, New Delhi.*
5. J Madegowda, Advanced Cost accounting, *Himalaya Publishing House, Mumbai*
6. Shukla, M.C., and Grewal, T.S., Cost Accounting, *Sultan Chand & Sons, New Delhi.*
7. Lall Nigam B M and Jain I C, Cost Accounting Principles and Practice, Prentice Hall of India

Core Course 15: ENVIRONMENT MANAGEMENT AND HUMAN RIGHTS

Instructional Hours: 90

Credit: 4

Module I (18 Hours)

Unit 1 : Multidisciplinary nature of environmental studies (2 Hours)

Definition, scope and importance -need for public awareness.

Unit 2 : Natural Resources :

Renewable and non-renewable resources : Natural resources and associated problems.

Forest resources : Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people. **-Water resources** : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems. **Mineral resources** : Use and exploitation, environmental effects of extracting and using mineral resources, case studies. **Food resources** : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. **Energy resources**: Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources, Case studies. **Land resources**: Land as a resource, land degradation, man induced landslides, soil erosion and desertification - Role of individual in conservation of natural resources- Equitable use of resources for sustainable life styles.

(10 Hours)

Unit 3: Ecosystems

Concept of an ecosystem -Structure and function of an ecosystem -Producers, consumers and decomposers- Energy flow in the ecosystem -Ecological succession-Food chains, food webs and ecological pyramids-Introduction, types, characteristic features, structure and function of the given ecosystem:- Forest ecosystem **(6 Hours)**

Module II (26 hours)

Unit 1: Biodiversity and its conservation

- Introduction –Bio geographical classification of India -Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values-India as a mega-diversity nation-Hotspots of biodiversity-Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts-Endangered and endemic species of India

(8 Hours)

Unit 2: Environmental Pollution

Definition, Causes, effects and control measures of: - Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards, Solid waste Management: Causes, effects and control measures of urban and industrial wastes- Role of an individual in prevention of pollution, Pollution case studies, Disaster management: floods, earthquake, cyclone and landslides.

(8 Hours)

Unit 3: Social Issues and the Environment

Urban problems related to energy, Water conservation, rain water harvesting, watershed management, Resettlement and rehabilitation of people: its problems and concerns, Case studies, Environmental ethics: Issues and possible solutions, -Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Case studies- Consumerism and waste products- Environment Protection Act - Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act, Issues involved in enforcement of environmental legislation, Public awareness

(10 Hours)

Module – III (15 Hours)

Recent developments- Green Accounting- Meaning- History- Scope and Importance- Importance- Advantages and limitations- Green Banking- Meaning- benefits- coverage- steps in green banking- environmental risks for banks- Green banking initiatives- International initiatives- Initiatives in India- Green Marketing- Meaning- Need and benefits- Challenges- Green marketing in India- Green washing and consequences- Eco tourism- significance- eco tourism activities in India- Opportunities and challenges – carbon credit and carbon exchanges (over view only) - Environmental audit- concept- need and scope

(15 Hours)

Module – IV (13 Hours)

Right to Information Act 2005- Basic terms- Public authority- Competent authority- Appropriate Government- Third Part- Information – record- Right to information- Objectives of the Act- Features of the Act- Obligation of Public authority- Procedure for request of information- time limit- fee- ground of rejection- appeal- exemption from disclosure- Right to access information on specific issues- Banking transactions, insurance transactions, government dealing and related services

(13 Hours)

Module – V (18 Hours)

Unit 1- Human Rights– An Introduction to Human Rights, Meaning, concept and development, Three Generations of Human Rights (Civil and Political Rights; Economic, Social and Cultural Rights).

Unit-2 Human Rights and United Nations – contributions, main human rights related organs UNESCO, UNICEF, WHO, ILO, Declarations for women and children, Universal Declaration of Human Rights.

Human Rights in India – Fundamental rights and Indian Constitution, Rights for children and women, Scheduled Castes, Scheduled Tribes, Other Backward Castes and Minorities

Unit-3 Environment and Human Rights - Right to Clean Environment and Public Safety: Issues of Industrial Pollution, Prevention, Rehabilitation and Safety Aspect of New Technologies such as Chemical and Nuclear Technologies, Issues of Waste Disposal, Protection of Environment

Conservation of natural resources and human rights: Reports, Case studies and policy formulation. Conservation issues of Western Ghats- mention Gadgil committee report, Kasthurirangan report. Over exploitation of ground water resources, marine fisheries, sand mining etc. **(18 Hours)**

Assignment may include Field study involving

- Visit to a local area to document environmental grassland/ hill /mountain
- Visit a local polluted site – Urban/Rural/Industrial/Agricultural Study of common plants, insects, birds etc
- Study of simple ecosystem-pond, river, hill slopes, etc

Suggested Readings

1. Bharucha Erach, Text Book of Environmental Studies for undergraduate Courses. University Press, IInd Edition 2013 (TB)
2. Clark.R.S., Marine Pollution, Clanderson Press Oxford (Ref)
3. Cunningham, W.P.Cooper, T.H.Gorhani, E & Hepworth, M.T.2001 Environmental Encyclopedia, Jaico Publ. House. Mumbai. 1196p .(Ref)
4. Dc A.K.Environmental Chemistry, Wiley Eastern Ltd.(Ref)
5. Down to Earth, Centre for Science and Environment (Ref)
6. Heywood, V.H & Watson, R.T. 1995. Global Biodiversity Assessment, Cambridge University Press 1140pb (Ref)
7. Jadhav.H & Bhosale.V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284p (Ref)
8. Mekinney, M.L & Schock.R.M. 1996 Environmental Science Systems & Solutions. Web enhanced edition 639p (Ref)
9. Miller T.G. Jr., Environmental Science, Wadsworth Publishing Co. (TB)
10. Odum.E.P 1971. Fundamentals of Ecology. W.B. Saunders Co. USA 574p (Ref)
11. Rao.M.N & Datta.A.K. 1987 Waste Water treatment Oxford & IBII Publication Co.Pvt.Ltd.345p (Ref)
12. Rajagopalan. R, Environmental Studies from crisis and cure, Oxford University Press, Published: 2016 (TB)
13. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut (Ref)
14. Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science (Ref)
15. Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (Ref)
16. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (Ref)

17. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p (Ref)
18. (M) Magazine (R) Reference (TB) Textbook
19. Amartya Sen, The Idea Justice, New Delhi: Penguin Books, 2009.
20. Chatrath, K. J.S., (ed.), Education for Human Rights and Democracy (Shimla: Indian Institute of Advanced Studies, 1998)
21. Law Relating to Human Rights, Asia Law House,2001.
22. Shireesh Pal Singh, Human Rights Education in 21st Century, Discovery Publishing House Pvt.Ltd, New Delhi,
23. S.K.Khanna, Children And The Human Rights, Common Wealth Publishers,1998. 2011.
24. Sudhir Kapoor, Human Rights in 21st Century,Mangal Deep Publications, Jaipur,2001.
25. United Nations Development Programme, Human Development Report 2004: Cultural Liberty in Today's Diverse World, New Delhi: Oxford University Press, 2004.
26. Monica Loss,,Green Marketing Strategies and Consumer Behaviour, Global Vision Publishing House
27. Robert Dahlstrom- Green Marketing:Theory, Practice and Strategies, Cengage Learning India Private Limited
28. A N Sarkar , Green Banking , Atlantic Publishers
29. Thomas Aronsson and Karl Gustaf Lofgren, Edgar Handbook of Environmental Accounting, Elgar Publishing
30. M Sarngadharan and G Raju , Tourism and Sustainable Economic Developments: Indian and Global Perspectives – New Century Publishers
31. ICAI Study Material of Auditing
32. Right to Information Act, 2005

Core Course 16: FINANCIAL MANAGEMENT

Instructional Hours: 90

Credit: 4

Objectives:

To familiarise the students with the functional areas and principles of financial management.

Module I

Introduction-Meaning of Finance – Financial Management-Importance - Scope – Objectives – Profit Maximization – Wealth Maximization – Finance Function -Role of Finance Manager-Financial Management and other Disciplines- Concept of Time value of money- Discounting and compounding
(15 Hours)

Module II

Financing Decision - Sources of Finance – Equity – Debt – Preference- Retained earnings- Cost of Capital-Concept- Importance- Measurement of Specific Costs– Cost of Debt – Cost of Preference Capital – Cost of Equity – Cost of Retained Earnings – Capitalisation - Capital Structure-Meaning of Capital Structure –Optimum Capital Structure- Factors Determining Capital Structure- Leverage-Meaning-Types-Operating Leverage- Meaning and Computation -Financial Leverage- Meaning and Computation-

Composite Leverage- Meaning and Computation- Financial Risk and Business Risk. (*Capital Structure theories excluded*) **(30 Hours)**

Module III

Investment Decision- Capital Budgeting – Meaning- Importance- Determination of Cash Flows – Evaluation Methods –Traditional Techniques- Pay Back Period – ARR –Discounted Cash flow techniques- NPV –IRR – Profitability Index – Discounted PBP- Interpretation of Results. **(20 Hours)**

Module IV

Management of Working Capital - Meaning–Definition – Importance-Types of working capital- Gross Working Capital- Net Working Capital- Factors Determining Working Capital–Estimation of Working Capital Requirements- Methods **(15 Hours)**

Module V

Dividend Decision- Meaning- Types of Dividend-Dividend Policy-Conservative Vs Liberal Policy-Pay-out Ratio- Retention Ratio- Factors Determining Dividend Policy- Bonus Shares- Stock Split and Reverse Split. (*Dividend theories excluded*) **(10 Hours)**

Suggested Readings

1. Pandey, I. M., Financial Management, Vikas publishing House Pvt. Ltd. New Delhi.
2. Khan, M.Y. & Jain, P.K., Financial Management, McGraw Hill (India) Private limited; New Delhi.
3. Rustagi, R. P., Financial Management, Theory, concepts and Problems, Galgotia Publishing Company, New Delhi.
4. Prasanna Chandra, Financial Management, Tata McGraw Hill publishing company limited, New Delhi.
5. OP Agarwal, Financial Management, Himalaya Publishing House, Mumbai
6. Raman B S, Financial Management- United Publishers
7. Srivastava, T. M., Financial Management, Principles and Problems, Pragatiprakashan, Meerut.

SEMESTER 6

Core Course 17: COST ACCOUNTING- II

Instructional Hours: 108

Credit: 4

Objectives: I To acquaint the students with different methods and techniques of costing, and to enable the students to identify the methods and techniques applicable for different types of industries.

Module I

Specific Order Costing- Job Costing – Meaning - Procedure- Batch Costing- Meaning- Procedure- Economic Batch Quantity- Contract Costing-Meaning- Objectives- Work-in-Progress Work Certified and

Uncertified- Retention money and progress payments- Determination of Profit on Incomplete Contract- Treatment-Balance Sheet- Escalation Clause- Cost-plus Contract.

(20 Hours)

Module II

Operating Costing- Definition- Transport costing- Canteen costing- Hospital costing

(15 Hours)

Module III

Process Costing- Process Accounts- Process Losses- Normal and Abnormal losses- Abnormal Gain - Treatment- Joint Products and By-products- Methods of Apportioning Joint costs- Accounting for By-products

(24 Hours)

Module IV

Marginal Costing and Break Even Analysis- Marginal Costing- Meaning-Definition- Difference between Marginal Costing and Absorption Costing - Differential Costing- Advantages and Disadvantages of Marginal Costing -Break Even Analysis- Cost Volume Profit Analysis- Break even chart- Simple Break Even Chart- Marginal Costing and Decision Making- Pricing Decisions- Key Factor- Make or Buy- Sales Mix- Acceptance of foreign Order.

(25 Hours)

Module V

Budget and Budgetary Control- Meaning and Definition- Objectives- Steps in budgetary control- - Budget Manual Budget Committee- Budget key factor- Types of budgets- Advantages and limitations of budgetary control- Preparation of Cash Budget and Flexible Budget- Zero base Budgeting- Performance Budgeting.

(24 Hours)

Suggested Readings

1. Jain, S.P., & Narang, K.L., Advanced Cost Accounting, *Kalyani Publishers, New Delhi.*
2. Iyengar, S. P., Cost Accounting, Sultan Chand & Sons, New Delhi.
3. Maheswary, S.N., Advanced Cost Accounting, Sultan Chand & Sons, New Delhi.
4. Arora, M. N., Cost Accounting, Vikas Publishing House Pvt. Ltd, New Delhi.
5. Shukla, M.C., & Grewal, T. S., Cost Accounting, Sultan Chand & Sons, New Delhi.
6. J Madegowda, Advanced cost accounting, *Himalaya Publishing House, Mumbai*
7. Lall Nigam B M and Jain I C- Cost Accounting Principles and Practice- Prentice Hall of India

Core Course 19: ADVERTISEMENT AND SALES MANAGEMENT

Instructional Hours: 72

Credit: 3

OBJECTIVE- *To make the students aware of the strategy, concept and methods of advertising and sales promotion.*

MODULE-1

Introduction : Advertising-Meaning-Origin and development - Objectives-Importance- Functions of advertising-Role of advertisement in marketing mix- Classification and Types of advertisement- Merits

and demerits- Advertisement process- Advertising planning- Key players in advertising industry- Advertisement agencies- Types and functions of advertising agencies- -Advertisement campaign - Social, economical and legal aspects of advertisement- Ethics in advertisement- meaning- perceived role of advertisement-Forms of ethical violation- misleading advertisements- advertising to children- product endorsements- stereotyping, cultural, religious and racial sensitivity in advertising- obscenity in advertising-misleading and deceptive advertising- false claims- Advertisement Standards Council of India – Regulation of advertising in India **(18 Hours)**

MODULE-2

Advertisement appeal and media- Advertisement appeal- Meaning- essentials of an advertisement appeal- types of appeal- advertisement copy- requisites of an effective advertisement copy-types of copy- Elements of copy-Lay out- Functions of lay out- Elements of layout- Principles of design and layout- copy writing- qualities of a good copy writer- -Copy testing and advantages- Advertising media-Media planning and strategy-Types of media- Media selection-Importance of media planning and selection- problems in media planning- Internet as an advertisement medium- Objects of internet advertisement- Advantages and disadvantages of internet advertising – Permission marketing- Steps in permission marketing- **(18 Hours)**

MODULE-3

Advertising research-Need for advertisement research- Measuring the effectiveness of advertising- Importance of measuring the effectiveness- Methods: Pre-testing, Concurrent testing and Post- testing- Constraints in measuring the effectiveness- DAGMAR model **(10 Hours)**

MODULE-4

Sales promotion-Promotion mix- Components- Sales promotion-Concept- Definition-Scope- Objectives- Importance of sales promotion- Methods and techniques of sales promotion -Sales promotion strategies- Differences between advertisement and sales promotion—Advantages and drawbacks of sales promotion- Sales promotion budget and its preparation-Sales promotion campaign- Evaluation of sales promotion strategies **(18 Hours)**

MODULE-5

Personal selling-Nature and importance-Essential elements of personal selling- Process-Principles of personal selling- Types of sales persons-Sales force management-Designing and managing the sales force- Evaluating sales force **(8 Hours)**

Suggested Readings

1. Wells, Moriarty & Burnett, *Advertising, Principles & Practice*, Pearson Education
2. Kenneth Clow. Donald Baack, *Integrated Advertisements, Promotion and Marketing communication*, Prentice Hall of India, New Delhi,
3. S. H. H. Kazmi and Satish K Batra, *Advertising & Sales Promotion*, Excel Books, New Delhi,
4. Manendra Mohan - *Advertising Management – Concepts and Cases*, Tata McGraw Hill
5. Sherlekar, Victor & Nirmala Prasad - *Advertising Management - Himalaya Publishing House*
6. S.A. Chunawalla - *Promotion Management Himalaya Publishing House*
7. C.L. Tyagi, Arun Kumar- *Advertising Management- Atlantic Publishers and Distributors*

Core Course 19: AUDITING AND ASSURANCE

Instructional Hours – 90

Credits: 4

objectives:

1. *To familiarize the students with the principles and procedure of auditing.*
2. *To enable the students to understand the duties and responsibilities of auditors and to undertake the work of auditing.*

Module I

Introduction-Meaning and Nature of Auditing- Definition of Audit- Basic Principles Governing an Audit, Scope of Audit, Objectives of Audit- Main Object and Subsidiary Objects -Advantages of an Audit, Inherent Limitations of Audit , Differences between Accountancy and Auditing. The Auditor: Qualities and Qualifications of an Auditor- Types and Conduct of Audit- Tax Audit- Performance Audit- Social Audit. Auditing standards : Overview, Role of Auditing and Assurance Standards Board in India

(17 Hours)

Module II

Audit Engagement, Documentation and Evidence – Audit Planning, Audit Programme Preparation before Audit. Audit files: Permanent and current audit files, Ownership and custody of working papers, Audit working papers. Audit evidence – Meaning, Types, Reliability of audit evidence, Methods of obtaining audit evidence- Physical verification, Documentation, Direct confirmation, Re-computation, Analytical review techniques, Representation by management.

(15 Hours)

Module III

Internal Control –Concept of internal control, Internal Control and the Auditor, Internal Control Questionnaire, Internal Control and Computerized Environment-General Control and Application Controls- Internal Check - Meaning and Definition , Objects of Internal Check, Auditors Duties as Regards Internal Check, Internal Audit- Internal Auditor and independent Auditor - Difference between Internal Check- Internal Control and Internal Audit- Internal Check as Regards Cash Transactions, purchases- sales- wages and stores. Vouching- meaning of Vouching- Definition -Vouchers- Points to be noted in Vouchers-Importance of vouching- Vouching of Cash Transactions - Vouching of Receipts and Payments, Vouching of Wages. Verification and Valuation of Assets and Liabilities - Concept, objects, Auditors Duty in Verification and Valuation.

(25 Hours)

Module IV

Audit of Limited Companies –(based on Companies Act 2013) Company Auditor- Qualifications- Disqualifications- Appointment Removal- Powers and Duties of an Auditor- Liabilities of an Auditor - Audit Report- Contents and Types.

(15 Hours)

Module V

Special Audits and Investigation – Government Audit, General Duties and powers of Comptroller and Audit General , Miscellaneous Audits (Procedure only)- Audit of Charitable organizations- Educational Institutions (College) – Hospital - Club- Audit in computerized environment- Audit around computer and audit through computer- Investigation- Meaning and Definition of Investigation- Scope of investigation- Distinction between Investigation and Auditing- Investigation on Acquisition of Running Business, Investigation when Fraud is suspected.

(18 Hours)

Suggested Readings

1. Tandon, B.N., Sudharsanam, S., & Sundharabahu, S., A Handbook of Practical Auditing, *S.Chand & Compaly Ltd, New Delhi.*
2. Arun Jha, *Auditing – University Edition, Taxman Publications*
3. Saxena, R. G., Principles and Practice of Auditing, *Himalaya Publishing House, Mumbai*
4. Sharma, T. R., Auditing *Sahitya Bhawan Publication Agra.*
5. Saxena, R. G., Principles and Practice of Auditing, *Himalaya Publishing House, New Delhi.*
6. ICAI Study material for IPCC and Final

Core Course 20 : MANAGEMENT ACCOUNTING

Instructional Hours: 90

Credit: 4

Objective: *To acquaint the students with management accounting techniques for the analysis and interpretation of financial statements and to study the basic framework of financial reporting.*

Module I

Introduction to Management Accounting – Meaning- evolution- Definition- Nature and characteristics- scope- Objectives- Functions- Distinction between financial accounting and management accounting- distinction between cost accounting and management accounting- Tools of management accounting- Limitations of Management accounting **(10 Hours)**

Module II

Financial Statement Analysis - Financial Statements –Nature and limitations of financial statements- Analysis and Interpretation of Financial Statements- Objectives – Importance – Types of Financial Analysis – Internal- External – Horizontal – Vertical – Techniques of Analysis – Comparative Statements – Common Size Statements – Trend Analysis. **(15 Hours)**

Module III

Ratio Analysis –Meaning – Objectives- Importance and Uses – Limitations – Types and classification of Ratios – Liquidity Ratios –Solvency Ratios- Activity Ratios - Profitability Ratios – Preparation of Trading and Profit and Loss Account and Balance Sheet by using Ratios. **(25 Hours)**

Module IV

Fund flow Analysis – Introduction – Meaning and Definition of Fund - Need for Fund Flow Statement – Managerial Uses- Limitations –Schedule of Changes in Working Capital- Funds from operations- Preparation of Fund Flow Statement. **(20 Hours)**

Module V

Cash Flow Statement – Introduction – Meaning – Uses- Comparison between Fund Flow Statement and Cash Flow Statement – Preparation of Cash Flow Statement as per Accounting Standard 3 – Direct Method and Indirect method **(20 Hours)**

Suggested Readings:

1. Manmohan & Goyal, S.N., Management Accounting, *Sahithya Bhawan Publication, New Delhi.*
2. Lal, Jawahar, Corporate Financial Reporting, Theory & Practice, *Taxmann Applied Services, New Delhi.*
3. J Madegowda, Advanced Management Accounting, *Himalaya Publishing House, Mumbai*
4. Arora, M. N., Cost Accounting and Management Accounting, *Vikas Publishing House Pvt. Ltd, New Delhi.*
5. S P Gupta, Management Accounting, Sahityabhavan, Agra
6. Raiyani, J. R., & Lodha, G., International Financial Reporting Standard (IFRS) and Indian Accounting Practices, *New Century Publications.*
7. Pillai R S N and Bagavathi- *Management Accounting- S Chand & Company*
8. Management Accountant (Journal), *Institute of Cost Accountants of India, Kolkata.*

**Optional Core Courses
Finance & Taxation
SEMESTER III**

Optional – 1- GOODS AND SERVICES TAX

Instructional hours 90

Credit 4

Course objective : *To give the students a general understanding of the GST law in the country with a practical perspective and employability to the students in the commercial tax practices.*

Module 1

Stages of Evolution of GST - Methodology of GST - CGST - SGST - IGST - Important concepts and Definitions. GSTN. **(30 hours)**

Module 2

Levy and Collection of Tax - Scope of Supply - Composite and Mixed Supplies- Levy and Collection - Time of Supply of Goods - Time of Supply of Services - Input Tax Credit - Recovery of Credit - Tax Invoice - Unauthorised Collection of Tax - Credit Notes - Debit Notes - Accounts and Records. **(20 hours)**

Module 3

Registration - Returns And Payment of Tax - Persons Liable for Registration - Compulsory Registration - Deemed Registration- Procedure For Registration - Amendment of Registration - Cancellation of

Registration - Returns - Furnishing Details of Supplies - Payment of Tax, Interest, Penalty - Tax Deduction at Source - Collection of Tax At Source - Refunds. **(15 Hours)**

Module 4

Assessment - Types - Audit Inspection - Search - Seizure - Inspection of Goods in Movement - Power of Authorities - Demands And Recovery - Fraud and Suppression of Facts - Liabilities - Provisional Attachment. **(15 Hours)**

Module 5

Appeals - Appellate Authorities - Powers - Procedure - Appeal to High Court -Supreme Court - Offences and Penalties. **(10 Hours)**

(All the provisions in the Central GST, State GST and Integrated GST Acts and Rules as amended up to date will be applicable)

Suggested Readings:

- 1) *Indirect Taxes - Vinod K Singania, Taxmann's Publications, New Delhi*
- 2) *Indirect Taxes - H.C Mehrotra, Sahitya Bhavan Publications, New Delhi*
- 3) *Bare Act CGST*
- 4) *Bare Act SGST*
- 5) *Bare Act IGST*

SEMESTER IV

Optional Core – 2: FINANCIAL SERVICES

Instructional Hours: 90

Credit: 4

Objectives: 1. *To provide the students with an overall idea of financial services available in the country and to create an understanding about recent trends in financial services sector.*

MODULE I

Introduction to Financial Services – Meaning – Types- Fund Based Financial Services- Fee Based Financial Services- Introduction to Merchant Banking Services in India- Role and Functions of Merchant Bankers **(15 Hours)**

MODULE II

Venture Capital and Securitisation - Features and Types of Venture Capital- various Stages of Venture Capital Financing- Factors affecting investment decision- Investment nurturing- Venture capital Exit strategies- Venture Capital Firms in India- Securitisation of Debt- Parties involved- Steps of securitisation - Types of securitisation- Advantages- Limitations – SARFAESI Act 2002- Background- Purpose of the Act- Main provisions **(20 Hours)**

MODULE III

Leasing and Factoring– Leasing- Essentials –Types- Operating and Financial Lease- Sale and Lease back- Other classifications- Advantages and Limitations of Leasing—Leasing Vs Hire purchase- Factoring-Parties involved- Process of Factoring- Functions of a Factor- Different Forms of Factoring Services- Factoring Vs. Bill Discounting – Forfaiting- Mechanism of Forfaiting- Factoring Vs. Forfaiting **(20 Hours)**

MODULE IV

Credit Rating –Meaning, types of Credit Rating- Need for credit rating-Factors affecting credit rating- Advantages and Limitations of Credit rating- Rating process and methodology Credit Rating Agencies in India. **(15 Hours)**

MODULE V

Mergers and Acquisition- Expansion of business firms- Internal and external expansion- forms of combinations- merger, acquisition and take over- Reasons for merger- Types of merger- Legal aspects involved- Valuation methods- Forms of financing mergers-Merger Vs Take over- Types of take over- Defense strategies against hostile takeovers- Mergers in India- Recent trends in financial services- Shadow Banking -Angel Funds- Hedge funds **(20 Hours)**

Suggested Readings

1. Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations *Tata McGraw Hill. New Delhi:*
2. Gupta, N. K., Financial Markets, Institutions and Services, *Ane Books Pvt. Ltd. New Delhi*
3. Khan, M.Y., Financial Services - *Tata McGraw Hill New Delhi.*
4. Siddaiah, T., Financial Services Pearson Education New Delhi.
5. VA Avadhani, Financial Services in India, *Himalaya Publishing House, Mumbai*
6. Yogesh, M., Investment Management, *PHI Learning Pvt. Ltd. New Delhi:*
7. Shashi K Gupta and Nisha Agarwal- *Financial Services- Kalyani Publishers*

SEMESTER V

Optional Core-III: INCOME TAX- I

Instructional Hours-90

Credit-4

Objective : *To familiarise the students with Income Tax Act 1961 and to enable the students to compute Income taxable under the first three heads of Income.*

Module I

Introduction - Brief History of Income Tax in India - Basic Concepts- Finance Act- Definition of Income- Gross Total Income- Total Income-Assessee- Assessment Year Average Rate of Tax - Maximum Marginal Rate- Previous Year - Accelerated Assessment -Person - Finance Act- Rates of Income Tax-Capital and Revenue **(15 Hours)**

Module II

Residential Status- Incidence of Tax- Income Exempt from Tax- Heads of Income. **(15 Hours)**

Module III

Income from Salary- Chargeability- Definition – Perquisites- Profit in lieu of Salary -Deductions from Salary- Provident Funds and Treatment - Computation of Income from Salary **(25 Hours)**

Module IV

Income from House Property - Basis of Charge - Deemed Ownership- Income from House Property Exempt from Tax- Annual Value and its Determination in Various Cases- Deductions Permissible- Unrealised Rent and Recovery of Unrealized Rent and Arrears of Rent- Computation of Income from House Property **(15 Hours)**

Module V

Profit and Gains of Business or Profession - Chargeability - Deductions Expressly Allowed - General Deductions - Depreciation - Expenses/Payments Not Deductible - Expenses Allowed on Actual Payment Basis Only- Deemed Profits U/S 41 - Computation of Profits and Gains of Business or Profession

(20 Hours)

Suggested Readings

1. Singhania, Vinod, K., & Singhania Monica, Students Guide to Income Tax, *Taxman Publication, New Delhi.*
2. Mehrotra, H.C., Goyal, S. P., Direct Taxes Law and Practice- *Sahitya Bhawan Publications, Agra.*
3. Gaur, V.P, & Narang, D.B., Direct Taxes- *Kalyani Publishers, New Delhi.*
4. Income Tax Act

SEMESTER VI

Optional Core-IV: INCOME TAX -II

Instructional Hours-90

Credit-4

Objective- *To have an understanding of determination of Total Income and tax payable and to get an overview regarding returns to be filed by an individual and also assessment procedure*

Module-I

Capital gains - Basis of charge - Capital assets - Kinds- Computation of Short term and Long term Capital Gains- Computation of Capital Gain in following Special Cases - Conversion of Capital Asset into Stock in Trade - Transfer of Capital Asset by a Partner to a Firm, AOP, BOI - Compensation on Compulsory Acquisition of Assets and also Enhanced Compensation - Right Share and Bonus Shares - Converted Shares/Debentures - Capital Gains Exempt from Tax - Capital Gains Account Scheme - Computation of Income from Capital Gain. **(20 Hours)**

Module-II

Income from Other Source- General and Specific Chargeability- Kinds of Securities and Grossing up of Interest- Bond Washing Transaction- Deductions Allowed - Deduction Not permitted- Computation of Income under the head Income from Other Source. **(10 Hours)**

Module-III

Clubbing of Income - Aggregation of Incomes- Set off and Carry forward of Losses - Order of Set off - Computation of Gross Total Income - Deductions under Chapter VI A -Payment or Contribution deductions applicable to individuals from Sec 80C to 80GGC and deduction under Sec 80U- Total income **(25 Hours)**

Module-IV

Assessment of individuals - Agricultural Income - Partly Agricultural Income - Clubbing of Agricultural Income - Computation of Tax **(20 Hours)**

Module-V

Income Tax authorities - Powers and Functions - Assessment- Assessment procedure- Types of Return – E- filing of Return - Return through TRP- PAN - Types of Assessment - Tax Deducted at Source- TCS- TAN - A brief study on areas (a) Advance payment of tax (b) Refund (c) Recovery of tax (d) Tax Clearance Certificate – Tax planning -Tax evasion – Tax avoidance – Tax management (theory only)
(15 Hours)

Suggested Readings

1. Singhania, Vinod, K, & Singhania Monica, Students Guide to Income Tax, *Taxmann Publication, New Delhi.*
2. Mehrotra, H.C., & Goyal, S. P., Direct Taxes-Law and Practice, *Sahitya Bhawan Publications, Agra.*
3. Gaur, V.P., & Narang, D.B., Direct Taxes, *Kalyani Publishers, New Delhi.*
4. Income Tax Act

Optional Courses- Computer Applications

SEMESTER III

Optional Core I-INFORMATION TECHNOLOGY FOR BUSINESS

Instructional Hours: 90 (54 theory and 36 practical)

Credit: 4

Objectives: 1. *To make the students aware of the role of information technology in business and make them capable of developing web pages for business*

Module I

Introduction to Information Technology -Informatics - Information Technology -E-World -Information Systems–Hardware and Software: Input, Processing, Storage, Output and Communication Hardware– Software: System Software and Application Software – Operating System: WINDOWS, UNIX and LINUX – Versions. Free Software Movement – Futuristic IT – Artificial Intelligence – Virtual Reality.
(16 Hours)

Module II

Social Informatics - IT and Society –IT Applications in Commerce, Business and Industry – IT Applications in Education, Teaching and Learning – Computer and Health Issues – Proper Usage of Computers and Internet – Cyber Ethics - Cyber Addiction –Cyber Crime -E-waste and Green Computing.
(12 Hours)

Module III

Network and Communications - Computer Networks – Types of Networks: WAN, MAN, LAN, PAN, CAN- Benefits of Networks, Network Topology –Work Group Computing & Groupware - Telecommuting & Virtual Offices - Network Security –Firewalls. Communication Medium: Wired and Wireless – Generations in Communication.
(15 Hours)

Module IV

HTML and Webpage - Introduction to HTML – Essentials- Static & Dynamic Web Pages - Structure of a Web Page - Designing Web Pages- HTML Tags -Text Formats- Working with Text- Presenting and Arranging Text-Paragraphs- Animated Effects: Marquee – using White Space - Tables in HTML-

Working with Links, E-mail Links, Lists, Images, Thumbnails, Rollover Images, Audio & Video-Forms & Frames - Website Management. **(34 Hours)**

Module V

Internet -Working Concepts -Devices, History, Benefits and Drawbacks - Internet Structure, Internet Protocols: TCP/IP, FTP, HTTP, etc., IP Address, Domain Name System (DNS), URL, Web Browsers, WWW Consortium, Search Engines – Types, Academic Search Techniques - Business Applications of Internet, Internet Access Methods - Intranet and Extranet.

(13 Hours)

Practical Training:

1. Designing a web page for your Department
2. Designing a web page for a Retail Marketing Firm.
3. Design a web page for a Hotel

Suggested Readings

1. Alexis Leon & Mathews Leon, Fundamentals of Information Technology, *Vikas Publishing House, New Delhi.*
2. Williams & Sawyer, Using Information Technology (6th Edition), *Tata McGraw Hill Company.*
3. Avi Silberschatz Peter Galvin & Greg Gagne, Operating System Concepts (Windows XP update) .*Willey India.*
4. *Uyless Black*, Computer Networks, Protocols, Standards and Interface, *Prentice Hall India Pvt. Ltd.*
5. Nagpal, D.P., Web Design Technology Theory and Techniques on the Cutting Edge, *S.Chand & Company Ltd*

SEMESTER IV

Optional Core II: INFORMATION TECHNOLOGY FOR OFFICE

Instructional Hours: 90 (54 theory and 36 practical)

Credit: 4

Objectives- *The objective of this course is to make the students capable of managing the office activities with the help of information technology.*

Module-I

Word Processing Package: MS-Word 2013- Introduction-Features- Word User Interface Elements- Creating New Documents- Basic Editing- Saving a Document- Printing a Document- Print Preview-Page Orientation- Viewing Documents- Setting Tabs-Page Margins- Indents- Ruler- Formatting Techniques- Font Formatting- Paragraph Formatting- Page Setup- Headers &Footers-Bullets and Numbered List- Borders and Shading- Find and Replace-Page Break Page Numbers-Mail Merging-Spelling and Grammar

Checking- Thesaurus- Macros- Tables- Side-By-Side and Nested Tables- Formatting Tables- Drawing- Word art- Paint Brush Document Templates – Email Editor. **(18 Hours)**

Module-II

Desktop Publishing- PageMaker 7.0 - Introduction to Desktop Publishing as a Process- PageMaker Tools and Palettes- Working With Objects -Type Styling Options - Working With Text - Formatting Options- Leading, Margins and Indents - Scaling Text-Paragraph Formatting Options -Working With Grids - Creating Frames - Layers. **(18 Hours)**

Module-III

Spreadsheet Package: MS -Excel 2013-Introduction-Excel User Interface- Working With Cell and Cell Addresses- Selecting a Range, Moving, Cutting, Copying With Paste-Inserting and Deleting Cells- Freezing Cells- Adding, Deleting and Copying Worksheet Within a Workbook- Renaming a Worksheet- Cell Formatting Options- Formatting Fonts- Aligning-Wrapping and Rotating Text- Using Borders- Boxes and Colors- Centering a Heading, Changing Row/Column Height / Width-Formatting a Worksheet Automatically- Insert Comments- Clear Contents in a Cell- Using Print Preview- Preparing Worksheet for the Printer- Selecting Print Area-Margin and Orientation- Centering a Worksheet- Using Header and Footer- Inserting Page Breaks- Sorting Data. **(22 Hours)**

Module-IV

Advanced Features of Excel: All Functions in Excel- Using Logical Functions-Statistical Functions- Mathematical Functions - Linking Data between Worksheet- Elements of Excel Charts-Categories- Create a Chart- Choosing Chart Type- Edit Chart Axis - Titles, Labels, Data Series and Legend- Adding a Text Box- Rotate Text in a Chart- Converting a Chart on a Web Page- Saving a Chart- Designing of Templates in Excel. **(20 Hours)**

Module-V

Presentation Package: Ms-Power Point 2013-Advantages of Presentation- Screen Layout- Creating Presentation- Inserting Slides-Adding Sounds and Videos-Formatting Slides -Slide Layout Views in Presentation - Colour Scheme- Background Action Buttons- Slide Transition- Custom Animation- Creating Master Slides- Managing Slide Shows - Using Pen Setting Slide Intervals. **(12 Hours)**

Practical Training:

1. Create a small poster using PageMaker
2. Create a Brochure using PageMaker
3. Prepare Pay rolls in Excel
4. Conditional Cell Formatting
5. Analysis and presentation of data using charts in Excel
6. Usage of Functions in Excel
7. Mail merging feature of Word.

Suggested Readings

1. Gini, Courter & Annette Marquis, Ms-Office 2013, *BPB Publications*
2. Patrick Blattner, Louie Utrich. Ken Cook & Timothy Dyck, *Special Edition Ms Excel 2013, Prentice Hall India Pvt. Ltd.*
3. Atman Rebecca & Atman Rich, *Mastering PageMaker, BPB Publications*
4. *Building a Foundation with Microsoft Office 2013*
5. *Welcome to Microsoft Office*

SEMESTER V

Optional Core III: COMPUTERIZED ACCOUNTING

Instructional Hours: 90 (54 theory and 36 practical)

Credit :4

Objectives:

1. To equip the students to meet the demands of the industry by mastering them with industry sought after computerized accounting packages.
2. To expose the students to computer applications in the field of accounting.
3. To develop practical skills in the application of Tally Accounting Package.

Module I

Introduction to Computerized Accounting- Computerized Accounting Vs. Manual Accounting- Merits of Computerized Accounting –Tally ERP9-Features of Tally ERP 9– Screen Components–Creation of Company- Selecting a Company – Altering/ Modifying Company Creation Details – Deleting a Company – F 11 Features – F 12 Configuration. **(6 Hours)**

Module II

Accounts and Vouchers– Account Groups – Pre-Defined Groups – Creating Single& Multiple Groups – Creation of Primary Account Groups – Creating Ledger Accounts in Single & Multiple – Displaying- Altering and Deleting Account Groups and Ledgers –Accounting Vouchers- Entering Transactions in Accounting Vouchers – Bill Wise Details -Altering and Deleting a Voucher Entry – Creating New Voucher Types – Modifying an Existing Voucher – Duplicating a Voucher – Optional Vouchers – Post-Dated Vouchers – Reverse Journal – Bank Reconciliation Statement - Creating Budget - Generating Reports - Configuring Reports Balance Sheet – Profit and Loss Account – Trial Balance – Day Books – Account Books –Statement of Accounts – Ratio Analysis - Cash Flow - Fund Flow – List of Accounts – Exception Reports. **(20 Hours)**

Module III

Accounts With Inventory– Enabling F 11 and F 12 - Stock Category – Stock Group Single/Multiple Creation of Stock Category and Stock Group – Creation of Units of Measurement – Creating Single/Multiple Stock Items – Creating Godowns - Displaying, Altering and Deleting Stock Groups, Units, Items and Godowns – Cost Categories- Cost Centres – Creating Cost Categories and Cost Centres - Displaying, Altering and Deleting Cost Categories and Cost Centres – Purchase / Sales Orders - Inventory Vouchers - Using Inventory Vouchers – Using Accounting Vouchers With Inventory Details (Invoice Mode) - Tally Security - Tally Vault –Tally Audit – Advanced Security Control – Back-Up and Restore – Inventory Reports – Stock Summary - Inventory Books – Statement Of Inventory. **(22 Hours)**

Module IV

Accounting With Tax– F 11 &F 12 Settings For Taxation – TDS – Ledgers Related to TDS – Creating TDS Voucher Types - TDS Reports – TCS – Service Tax - VAT –VAT Terminologies – Computing VAT – Ledgers and Vouchers Pertaining to VAT – VAT Reports – VAT Forms – Interstate Trade and CST. **(20 Hours)**

Module V

Payroll: Enabling Payroll – Creating Pay Heads – Single/Multiple Creation of Employee Groups - Single/Multiple Creation of Employee Head – Salary Details – Configuration of Salary Details - Creating Units of Work – Managing and Creating Attendance / Production Types – F 12 Payroll Configuration – Payroll Vouchers – Creating Payroll Voucher Types -Displaying, Altering and Deleting Payroll

Documents – Payroll Reports (Full) – Configuring All Payroll Reports – Statutory Deductions – PF – Employers Contribution to PF – PF Ledger Heads– PF Related Heads in Pay Structure –Gratuity Calculation, Creation and Accounting - Generating a Sample Pay Slip – Employee Loan & Salary Advance Management. **(22 Hours)**

Practical Training

- Prepare final accounts of a Company in Tally ERP 9 with Inventory
- Prepare final accounts of a company in Tally ERP 9 incorporating VAT and TDS
- Preparation of payroll

Suggested Readings

1. Roopa, Tally for Every one - *ATC Publishing Chennai*.
2. Nadhani, A.K. Implementing Tally ERP 9
3. A Comprehensive Guide to Tally ERP 9, Tally Manual

SEMESTER VI

Optional Core IV: SOFTWARE FOR BUSINESS AND RESEARCH

Instructional Hours 90 (54 theory and 36 practical)

Credit 4

Objectives:

- To impart knowledge to use IT in business research analysis.
- To develop practical skills in the applications of business software.

Module I

Data Analysis: Data – Meaning and Definition – Sources of Data – Data Life Cycle – Processing – Methods and Types- EDP – Information – Value of Information in Decision Making - Information and Analysis of Business Research – Data Processing Software. **(6 Hours)**

Module II

Introduction to SPSS: Menus, tool bar – SPSS layout- Variable View – Data View – Output View – Terminology - Basic Steps for Performing any Statistical Procedure – Creating a Data file- Defining Variables- Variable Characteristics- Default Values - Entering the Data – Inserting Variable and Cases – Selecting Cases - Listing Cases – Identifying Duplicate Cases and Unusual Cases- Sorting Cases. **(24 Hours)**

Module – III

Data Transformation: Computing New Variables – Recoding Variables – Automatic Recode – Visual Binning – Rank cases – Types of Measurement Scales – Summary Measures - Frequency, Explore and Cross Tabs – Describing Data Graphically - Descriptive Data Analysis- Number of cases, Minimum, Maximum, Sum, Mean, Standard Deviation, Variance, Kurtosis, Skewness - Bivariate Correlation. **(20 Hours)**

Module – IV

Libre Office Writer: Free Software – Libre Office - Writer – User Interface – Creating new Document – Page setup - Saving Documents – Basic Editing – Find and Replace - Formatting Text – Copying and Moving Text – Indenting and Spacing – Headers and Footers – Bulleted and Numbered lists – Tables - Previewing and Printing. **(20 Hours)**

Module – V

Libre Office Calc: Spread Sheet – Features – User Interface – Cells – Selecting – Moving and Copying – Text Alignment – Formatting Text – Inserting and Deleting Columns and Rows – Adding and Renaming Worksheets – Borders, Boxes and Colors – Formatting Worksheet – Entering Formulae – Functions – Charts – Previewing and Printing. **(20 Hours)**

Practical Training

- List out frequency table, cross tab and graphs related with the marks and details of students in a class.
- Prepare a report on descriptive analysis of any relevant Socio demographic details related with social issue.
- Prepare a letter using Writer
- Prepare a mark sheet using Calc

Suggested Readings

1. Tutorial of IBM SPSS Statistics.
2. Kiran Panya, Smruti Bulsari & Sanjay Sinha., *SPSS in Simple Steps*, First edition, Durga Enterprises, Delhi.
3. Field A., *Discovering Statistics Using SPSS*, Fourth Edition, SAGE Publishers, 2013
4. Libre Office Handbook
5. Keith Gordon, Principles of Data Management, BCS Publications, UK

Optional Courses- CO-OPERATION

SEMESTER III

Optional Core I: BASICS OF CO-OPERATION

Instructional Hours-90

Credit-4

Objectives:

- *To inculcate the principles of co-operation among the students and to acquaint the students with the management and working of co-operatives.*

MODULE-I

Origin and Development of Co-operation- Meaning-Definition- Features Importance- Objectives- Benefits of Co-operation- Different aspects of Co-operation- Economic, Social and Morale.

(10 Hours)

MODULE-II

Co-operation and other Economic Systems- Capitalism- Socialism and Communism -Co-operatives and other Forms of Business Organizations- Distinctive Features of a Co-operative Organization vis-à-vis- Partnership and Joint Stock Companies- A Co-operative as an Institution and as an Enterprise - Co-operative Common Wealth.

(15 Hours)

MODULE-III

Co-operative Principles-Different Stages-Rochdale Pioneers- Karve Committee on Co-operative Principles- Principles of ICA in 1995 (IVth Stage) - Distinction between Co-operative Values and Co-operative Principles

(15 Hours)

MODULE-IV

Types of Co-operatives in India and in Kerala (i) Short term and Medium term Co-operative Credit Structure- Primary Agricultural Credit Societies- Urban Cooperative Banks- Employees Credit societies- District Co- operative Banks and State Co-operative Banks (ii) Long term Credit Structure- PCARDBs and SCARDBs (iii) General Purpose and Special Purpose Agricultural Marketing Societies- Primary Marketing Societies and their Federations including NAFED- Rubber Marketing Societies and their Federations- Dairy Co-operative Societies and their Federations- Fishery Co-operatives and their Federations (iv) Processing Co-operatives- Need and Importance (v) Housing Cooperatives and their Federations (vi) Consumer Co-operatives and their Federations (vii) Industrial Co-operatives and their Federations- Handlooms and Power looms – Coir - Handicrafts (viii) Workers Co-operatives- Significance of Workers Co-operatives in Kerala.

(35 Hours)

MODULE-V

Co-operative Movement in Foreign Countries - Great Britain (Consumer)- Germany (Agricultural Credit)- Sweden (KF) - Denmark (Dairy)- China (Induscos)- Japan (Multi -purpose)- USA (Marketing) (Brief Study).

(15 Hours)

Suggested Readings

1. Hejela,T.N., Principles, Problems and Practice of Co-operation, Konark Publishers, New Delhi.
2. Krishnaswami, O.R., Fundamentals of Co-operation, S. Chand & Company, New Delhi.
3. Krishnaswami, O.R., Kulandaisamy, V., Theory of Co-operation- An in-depth Analysis, Shanma Publication, Coimbatore.
4. Mathur, B.S., Co-operation in India, SahithyaBhavan Publishers, Agra.
5. Bedi, R.D., Theory, History and Practice of Co-operation. R. Lal Book Depot, Meerut.

SEMESTER IV

Optional Core II: MANAGEMENT OF CO-OPERATIVE ENTERPRISES

Instructional Hours-90

Credit-4

Objectives:

1. To familiarize the students with the principles and practice of co-operative management and administration.
2. To enable the students to identify the issues in the process of management and administration of co-operatives.

Module-I

Co-operative Management - Nature and Importance- Managing Members- Dual Role of Members as Users and Owners of Co-operative Enterprise- Democracy in Co-operatives- Managing the Relationship between the Board of Directors and Members- Corporate Governance- Relation between Member Societies and their Federations. **(20 Hours)**

Module-II

Issues in Co-operative Management- Managing the Social Process in a Cooperative- Competition, Conflict and Co-operation- Associative Character of a Co-operative and Managing a Co-operative Association- Issues in Organizing a Co-operative Size of the Organization- Small Area vs. Large Area, Single Purpose vs. Multipurpose Co-operatives –Multipurpose vs. Multi-functional Co-operatives- Unitary vs. Federal Co-operatives Designer vs. Green House Co-operatives - Issues in Financing a Co-operative- Evaluating a Co-operative Organization - Member Dimension, Enterprise Dimension and Ethical Dimension.

(20 Hours)

Module-III

Administrative Set up of Co-operative Department in Kerala - State Level - District level and Taluk level - Powers and Responsibilities of Co-operative Department - Conferment of Powers of Registrar - Functional Registrars in Kerala - Need for Separating Administration from Audit – Employment Opportunities in Co-operative Sector – Selection Procedure. **(15 Hours)**

Module- IV

Co-operative Education and Training- Need and importance- Arrangements for Co-operative Education and Training in India and in Kerala - NCUI, NCCT, VAMNICOM- Institute of Cooperative Management-Institute Kerala State Co-operative Union, Circle Co-operative Unions, Specialized Sectoral Training Institutes in Kerala **(15 Hours)**

Module- V

Management and Working of Major Co-operative Organizations and Institutions in - Aid of Co-operatives - NAFED, IFFCO, KRIBCO, NABARD, NDDDB, NCDC, and National Housing Bank and other National Organizations Providing Assistance to Housing Co-operatives.

(20 Hours)

Suggested Readings

1. Krishnaswami, O.R., Kulandaiswamy V., Co-operation Concept and Theory *Arundhra Academy, Coimbatore.*
2. Bedi, R.D., Theory, History and Practice of Co-operation, *R. Lal Book Depot, Meerut.*
3. Kulandaiswamy, V., Principles of Co-operative Management, *Rainbow Publication, Coimbatore.*
3. Nakkiran, S., a Treatise on Co-operative Management, *Rainbow Publications Coimbatore.*
4. Sinha S.K., Sahaya R., Management of Co-operative Enterprises *NCCT, New Delhi.*

5. ILO, Co-operative Management and Administration, *Oxford IBH, Publishing Co. Pvt. Ltd., 1988.*

SEMESTER V

Optional Core III: CO-OPERATIVE LEGAL SYSTEMS

Instructional Hours: 90

Credit: 4

Objectives:

1. *To give an insight into the prevailing co-operative legal system*
2. *To enable the students to understand the legal framework of co-operation in India and in Kerala.*

Module I

Co-operative Legislation in India and in Kerala- Evolution of Co-operative Legislation in India- 1904 Act - Act of 1912- Co-operation as a State Subject in 1919- Madras Co-operative Societies Act, 1932- Multi State Co-operative Societies Act 1984- and its Replacement in 2002- Evolution of Cooperative legislation in Kerala- Cochin Co-operative Societies Act-Travancore Co-operative Societies Act- Kerala Co-operative Societies Act 1969.

(15 Hours)

Module II

Kerala Co-operative Societies Act (Act 21 of 1969) Preamble and its Significance- Important Definitions- Registration of Co-operative Societies- Procedure for Registration, Byelaws- Contents -Amendment of Byelaws- Change of Name and Liability- Amalgamation and Division of Co-operative Societies- Membership- Qualification for Membership- Rights and Liabilities of Members- Removal and Expulsion of Members- Withdrawal and Transfer of Shares by Members- Restriction on Holding Shares- Nomination by Members

(20 Hours)

Module III

Management of Co-operatives- Annual General Meeting- Special General Meeting- Powers of General Body- Constitution of Committee- Term- Reservation for Weaker Sections- Disqualification of Committee Members- Election- State Co-operative Election Commission and its Powers - Election Procedure- Appointment of Delegates- Supersession of the Committee- Appointment of Administrator / Administrative Committee Seizure of Books and Records- Privileges of Co-operatives Charge and Set-off- Register of Members as Prima facie Evidence - Exemption from Stamp Duty- Taxes and Fees- Deduction of Dues of Co-operatives Exemption from Compulsory Registration of Certain Documents- Enquiry, Inspection and Supervision procedures - Surcharge procedures.

(25 Hours)

Module IV

Settlement of Disputes, Arbitration and Awards - Provisions and procedures - Execution and Enforcement of Awards - Provisions and Procedures- Appeals, review and revision - Meaning and Distinction - Authority of Appeals - Co-operative Tribunal- Constitution and Powers- Offences and Penalties, Provisions and Procedures.

(20 Hours)

Module V

Winding up and Dissolution of Co-operative Societies- Appointment and Powers of Liquidators- Procedures - Settlement of Claims.

(10 Hours)

Suggested Readings

1. Kerala Co-operative Societies Act,1959 (Bare Act)
2. Goyal, D.B , Co-operative Legislation :Trends and Dimensions
3. Mohanan, P.N , Co-operative Societies Laws in Kerala, *Kerala State Publications*
4. Trivedi, B.B , Law and Management of Co-operatives
5. Pillai F.R (ed) , Kerala Co-operative Societies Act and Rules

SEMETER VI

Optional Core IV: ACCOUNTING FOR CO-OPERATIVE SOCIETIES

Instructional Hours-90

Credit-4

Objectives:

1. *To familiarize the students with the special features of accounting and auditing of co-operatives.*
2. *To enable the students to understand the procedures of co-operative audit.*

Module-1

Co-operative Accounting- Meaning-Importance-Special Features of Cooperative Accounting- Books and Registers Kept by Co-operatives as per Kerala Co-operative Societies Act and Rules **(12 Hours)**

Module -II

Sources of Funds- State Aid to Co-operatives - Share Capital Contribution - Principal State Partnership Fund - Subsidiary State Partnership Fund - Grants - Subsidies - Owned Funds Borrowed Funds. **(20 Hours)**

Module -III

Trial Balance - Preparation of Trial Balance - District Co-operative Bank-State Co-operative Bank-Agricultural and Rural Development Banks- Preparation of Receipts and Disbursement Statement of Primary Societies- Consumer –Marketing-Housing – Dairy –Fishery –Industrial – Processing Societies - Practical Problems. **(20 Hours)**

Module -IV

Final Accounts- Statutory Forms - Preparation of Trading-Profit and Loss Account and Balance Sheet of Consumer –Marketing-Housing – Dairy- Primary Agricultural Credit Societies and Primary Agricultural and Rural Development Banks - Disposal of Net Profit - Statutory and Non- Statutory Requirements. **(18 Hours)**

Module -V

Co-operative Audit - Definition - Objectives - Scope - Advantage - Difference between Audit of Co-Operative Societies and Joint Stock Companies - Special Features of Co-operative Audit Administrative Set Up for Co-operative Audit - Types of Audit - Preparations for Audit and Framing of Audit Programme - Stages of Practical Audit - Mechanical Audit- Administrative Audit- Preparation of Final Statements - Reconciliation of Bank Accounts – Co-operative Auditor - Duties - Powers and Liabilities - Audit Report - Audit Certificate - Audit Classification - Assessment and Levy of Audit Fees. **(20 Hours)**

Suggested Readings

1. Khandelwal, M. C., Co-operative Audit x-rayed, A Study Based on the Cooperative Banking Institutions of Rajasthan, *Pitaliya Pustak Bhandar, Jaipur*.
2. Krishnaswami, O.R., Co-operative Account Keeping *Oxford and IBH Publishing Company Pvt Ltd, New Delhi*.
3. Krishnaswami, O.R., Co-operative Audit *Oxford and IBH Publishing Company Pvt Ltd New Delhi*.
4. Samiuddin, M. R. Cooperative Accounting and Auditing, *Himalaya Publishing House, New Delhi*.
5. Department of Co-operation, Government of Kerala Co-operative Audit Manual.

Optional Courses- TRAVEL & TOURISM

SEMESTER III

Optional Core I: FUNDAMENTALS OF TOURISM

Instructional Hours-90

Credit-4

Objectives- To provide the basic knowledge of tourism as a growing industrial branch of the Indian Economy

MODULE-I

Introduction to Tourism Industry- Meaning and Definition of Tourism- Nature and Scope- Historical Perspective of Tourism Industry in India- Growth of Indian Tourism- Ministry of Tourism (GOI)-Aims and Functions. **(15 Hours)**

MODULE-II

Types of Tourism- Pilgrimage- Cultural-Folklore-Farm-Eco-Business- Adventure Rural- Cuisine-Monsoon- Community-Based Tourism- Sports Tourism- Health Tourism- Responsible Tourism -Main Characteristics and Activities Involved. **(15 Hours)**

MODULE-III

Tourism Products- Meaning And Concept- Components- Art and Architecture -Archaeological Sites-Monuments- Forts and Palaces Museums-Traditions and Festivals- Nature-Based Tourism- Wild-Life Sanctuaries-National Parks- Hill-Resorts- Desert Safari- Indian Beaches And Backwaters- Indian Folk-Culture-Customs- and Costumes. **(20 Hours)**

MODULE-IV

Tourism Planning and Development-General concepts of Planning- Major Types of Planning-Need for Tourism Planning-Different Types of Tourism Planning-Ten Main Steps or Phases in the Planning Process- Sustainability and Sustainable Tourism Development **(20 Hours)**

MODULE-V

Impact of Tourism: - Meaning, Positive and Negative Impacts of Tourism: - Social, Cultural, Economic and Environmental. Tourism Economic Multiplier- Employment Multiplier- The WTO Conference- The Manila Declaration **(20 Hours)**

Suggested Readings

1. Bhatya, A.K., Tourism Development Principles and Practices, *Kalyani publishers West Bengal*.
2. Kamra, K.K., & Mohinder Chand Basics of Tourism, *Sterling Publication, New Delhi*.
3. Ratandeep Singh, Dynamics of Modern Tourism –*Kanishka Publication New Delhi*
4. Tewari, S.P., Tourism Dimensions, *Atma Ram and Sons Publication New Delhi*.
5. Sinha, P.C., Tourism Impact Assessment, *Anmol Publications Pvt. Ltd. New Delhi*.

SEMESTER - IV

Optional Core II: TRAVEL AND TOURISM INFRASTRUCTURE

Instructional Hours: 90

Credit-4

Objective- *To introduce the role of travel and infrastructure in the development of tourism industry.*

MODULE-I

Tourism Infrastructure - Meaning and Scope of Tourism Infrastructure- Transport- Roads and Canals- Building for Residential Accommodation- Recreation Centres- Amusement Parks- Relationship between Tourism Infrastructure and the Arrival of the International Tourists - Role of Government in Improving and Preserving Tourism Infrastructure- National Policy of the Government for Promoting Infrastructural Facilities. **(20 Hours)**

MODULE-II

Historical Growth and Development of Travel Agency and Tour Operation Business - Travel Agency- Meaning- Definition- Importance- Types of Travel Agency- Functions of Travel Agency -Tour Operators-Features of Tour- Operators-Types of Tour Operators - Functions of Tour Operators - Role of Tour Operators and Travel Agencies in the Growth of Tourism Industry. **(15 Hours)**

MODULE-III

Setting up of Travel Agency and Tour Operation Business - Travel Agency and Tour Operation Business- Approval Formalities-Setting Procedure and Process- Ministry of Tourism, Govt. of India and IATA Guidelines - Revenue Sources of Travel Agency and Tour Operation - Financial Incentives Available for Travel Agency and Tour Operator in India **(20 Hours)**

MODULE-IV

Tourism Demand - Concept of Demand and Supply in Tourism - Unique Features of Tourist Demand - Determinants of Demand for Tourism- Measuring Demand for Tourism - Importance of Measurement of Demand- Tourist Statistics-Volume Statistics- Value (Expenditure) Statistics-Visitor Profile (Characteristics) Statistics. **(15 Hours)**

MODULE-V

Travel Formalities and Regulations-Concept- Meaning and Scope- Issues of Passports- Visa- Foreign Exchange- Customs and Immigrations- Air Cargo Documentation- Domestic and International Rate-

Departure and Arrival Formalities- Nature of Cargo- Security of Cargo and its Clearance- Information Technology and Travel Formalities. **(20 Hours)**

Suggested Readings:

1. Jagmohan Negi, Travel Agency and Tourism Operations and Concepts and Principles, *Kanishka Publishers*.
2. Sinha, P.C., Encyclopedia of Tourism Management, *Anmol Publications*.
3. Sunetra Roday, Archana Biwal & Vandana Joshi, Tourism Operations and Management *Oxford University Press*.
4. Manjula Chaudhary, Tourism Marketing, *Oxford University Press*.
5. Jha, S.M, Services Marketing, *Himalaya Publishing House*

SEMESTER V

Optional Core III: HOSPITALITY MANAGEMENT

Instructional Hours: 90

Credit: 4

Objective- To Understand the Essentials of Hospitality Management for Taking up Hospitality Business.

Module I

Introduction to Hospitality Management- Concept of Hospitality-Meaning-Definition and Nature of Hospitality- Hospitality in the Cultural Settings of India- Inducting Management in Hospitality Industry- Historical Perspective of Hospitality Management- Objectives of Hospitality Management- Prerequisites of Hospitality Management- Hospitality Management in the Indian Scenario.

(10 Hours)

Module II

Organization and Function of Hotel Industry- Hotel Industry - Concept- Meaning and Scope- Functional Departments of Hotel Industry- Functions of Front Office- Management of Front Office- House-Keeping functions- Nature and Dimensions- Food and Beverages- Managements of Food Services- Restaurant Infrastructure and Management- Food Production Infrastructure- Supporting Services- Purchase- Storage and Sales

(15 Hours)

Module III

Accommodation Marketing- Role of Accommodation in Tourism- Types of Accommodation- Grouping and Categorization of Hotels- Registration Forms of Hotel Ownership- Pricing Strategies of Hotels- Price-offs as Sweep Takers in the Competitive Economy- Promotion of Hotel Accommodation- Domestic and Overseas Promotion- Emerging Trends in Promotion of Hotel Accommodation - Public Relation and Hotel Industry.

(25 Hours)

Module IV

Managerial Issues in Hospitality Management.- Concept of Managerial Issues Ethical, Cultural and Social Issues- Threats and Challenges of Managing Hotel- Human Resources Management of Hotels Interface between Travel Agencies and Hotelier's- Catering - Types - Railways - Airways - Role of Private and Public Agencies in Catering for Tours.

(20 Hours)

Module V

Emerging Trends in Hospitality Management- Changing Scenario of the Hospitality Industry-Eco-friendly Accommodation-Heritage Accommodation - Seasonality and Promoting Domestic Market for Hotel Industry- Multi-Purpose Accommodation- Seminar- Conference- Business Meet- Independent Guest Houses- Private Agencies in Guest House Accommodation- Government and Hotel Industry- Fiscal and Non-Fiscal Incentives- Challenges of Hospitality Industry in India **(20 Hours)**

Suggested Readings:

1. John, R., Warker, Introduction of Hospitality, *PHI, New Delhi.*
2. Zeithaml, V.A., Service Marketing, *McGraw Hill, London*
3. Gray & Ligouri, Hotel and Motel Management and Operations, *PHI, New Delhi*
4. Andrews, Hotel Front Office Training Manual, *Tata McGraw Hill, Mumbai*
5. Negi, Hotels for Tourism Development, *S.Chand, New Delhi.*

SEMESTER VI

Optional Core IV: TOURISM AND CULTURAL HERITAGE OF INDIA

Instructional Hours-90

Credit-4

Objective- *To provide the students an insight of the relevance of Indian culture and heritage for the development of tourism industry.*

Module I

Introduction to the Indian Culture - Definition of Culture- Heritage and Civilization- Culture and its Determinants- Culture Society and History- Political Structure and their Impact on Culture- Outside Influences and Culture- Cultural Awareness and History- Indian Culture-Perspectives for Tourism.

(15 Hours)

Module II

Historical Evolution- Harappan Period- Vedic Civilization- Early Vedic Period- Later Vedic Period-Post Vedic Period – Social and Structural Change- Family-Lineage and Caste- Buddhist Epoch- Gupta Period- Post Gupta Period – Medieval Period – Changes in Hindu and Muslim Caste-Colonial Period-Post Colonial Period- Contemporary Period.

(15 Hours)

Module III

Conservation of Culture-Culture of Tourism Versus Tourism of Culture- Conservation and Significance- Conservation of Natural Heritage-Conservation of Historical Heritage- Archaeological Sites and Monuments- World Heritage List- Main Problems of Conservations of Monuments- Organization of Enterprise- Conservation and Preservation of the Artistic and Cultural Heritage- Tourism and Culture the Views in Indian Context.

(20 Hours)

Module IV

Features of Indian Culture-Assimilation-Unity in Diversity-Patriarchy and Women- Syncretic Tradition- Religious Tolerance-Cultural Tolerance of Elite and Masses- Contribution of Mughals to the Indian Culture – Art and Architecture Under Mughals- The British – Birth of Indian Nationalism– Factors favouring Growth of Nationalism– Independent India. **(20 Hours)**

Module-V

Emergence of Political Struggle for Responsible Govt. (Kerala) - Anti Colonial Movement- Modern Kerala's Political and Cultural Changes - Educational Progress and Trends in Kerala Tourism **(20 Hours)**

Suggested Readings

1. Jha, D.N., Ancient India – An introductory out line ,*Rupa & Co. New Delhi*
2. Pandey, A.B., *The Medieval India (Mughal period), Vol.II*
3. Kosambi, D.D., Culture and Civilization of Ancient India in Historical Outline
4. Sharma, R.S., Aspects of Ancient Indian Political Ideas and Institutions- *1959, Delhi.*
5. Sharma,R.S., Indian Society, Historical Probing,

Optional Courses- MARKETING

SEMESTER III

Optional Core I: CUSTOMER RELATIONSHIP MANAGEMENT

Instructional Hours – 90 Hours

Credit -3

Objectives: The purpose of this course is to familiarize the students with the concepts and strategies involved in Customer Relationship Management

MODULE I

Customer Relationship Management – Introduction – Definition-Need for CRM - Concepts - Customer Loyalty and Optimizing Customer Relationships - Strategic Framework for CRM - Origin and Role of CRM - Components of CRM-CRM Processes. **(20 Hours)**

MODULE II

Customer Satisfaction- Product Marketing- Direct Marketing- Customer Learning Relationship- Key Stages of CRM-Forces Driving CRM- Benefits of CRM-Growth of CRM Market in India- Key Principles of CRM. **(20 Hours)**

MODULE III

CRM Strategy- CRM Strategy Development Process-CRM Value Creation Process- Customer Profitability- Customer Acquisition and Retention - Customer Strategy **(15 Hours)**

MODULE IV

CRM Process Framework- Governance Process- Performance Evaluation Process- Monitoring System- Key Performance Indicators- CRM Budget and CRM Return on Investment **(15 Hours)**

MODULE V

Use of Technology in CRM- Call Centre Process- CRM Technology Tools -Implementation- Selection of CRM Package- Reasons for Failure of CRM **(20 Hours)**

Suggested Readings

1. Peelen, E.D., Customer Relationship Management, *Pearson Education, Mumbai.*
2. Francis, Buttle & Stan Maklan, Customer Relationship Management Concepts and Technologies, *Taylor and Francis , UK.*
3. Bhat, G.K., Customer Relationship Management, *Himalaya Publishing House, Mumbai.*
4. Peeru, H., Mohamed & Sagadevan, A., Customer Relationship Management, *Vikas Publishing House,Noida.*
5. Sontakki,C.N., Marketing management,10th revised edition (2013), *Kalyani Publishers, New Delhi.*

SEMESTER – IV

Optional Core II: SERVICE MARKETING

Instructional Hours: 90

Credit -4

Objective: *To develop insights into emerging trends in the service sector and tackle issues involved in the management of services.*

MODULE-I

Concept of Service – Meaning – Definition - Components and Tangibility-Growth of Service Sector-Challenges and Strategies-Classification of Services- Marketing Triangle-Marketing of Services.

(16 Hours)

MODULE -II

Marketing Mix in Service Marketing-7 Ps- Product Decision- Pricing Strategies-Promotion of Services-Placing or Distribution of Services -Additional Dimensions – People-Physical Evidences-Process.

(20 Hours)

MODULE -III

Consumer Behaviour in Services- Behavioural Profile of Consumers-Customer Satisfaction and Expectation Gap Analysis-Quality Perceptions in Service- Measurement of Service Quality-SERVQUAL Dimensions-Service Recovery and Problem Solving-Employees Role in Service Marketing-Role of Technology.

(20 Hours)

MODULE -IV

Service Market Segmentation - Bases – Positioning-Differentiation and Retention Strategies Applicable to Service Marketing- Relationship Marketing.

(16 Hours)

MODULE –V

Marketing of Services with Reference to Tourism - Financial Services and Health-Trends in Service Marketing.

(18 Hours)

Suggested Readings:

1. Christopher Lovelock, Service Marketing, *Pearson, Mumbai.*
2. Helen Woodruffe, Service Marketing, *Macmillan India.*
3. Rao, Service marketing, *Pearson, Mumbai.*
4. Roland Rust and Anthony Timothy, Service Marketing, *Haper Collins College Publishers.*
5. *Indian Journal of Marketing (ISSN 0973-8703), New Delhi-110016*

SEMESTER V

Optional Core III: MARKETING RESEARCH

Instructional Hours: 90

Credit: 4

Objective: *To acquaint the students with the method and techniques of marketing research.*

Module-I

Research-Types-Marketing Research-Definition-Significance-Areas Covered by Marketing Research- Market and Marketing Research-Outside Agencies and Research-Reliable Information Sources in India-Limitations of Marketing Research. **(14 Hours)**

Module-II

Research Design-Exploratory-Descriptive-Diagnostic-Experimental-Before only - Before and After-After Only with Control-Before and After With Control Independent and Extraneous Variable-Treatment **(16 Hours)**

Module-III

Collection of Data-Primary and Secondary-Sampling and Sampling Design-Probability and Non Probability Sampling-Collection of Data-Methods for Collection of Both Primary and Secondary Data-Scale of Measurement and its Basics **(18 Hours)**

Module-IV

Data Processing-Coding-Editing-Tabulation-Testing of Hypotheses- Steps -Parametric and Non Parametric Tests(Theory only) -ANOVA -MANOVA-ANCOVA-Chi-square Test -Use of SPSS **(30 Hours)**

Module-V

Reporting- Report of Research Findings-Types of Report-Report Format-Contents **(12 Hours)**

Suggested Readings

1. Kotler, Philip, Armstrong, Gary, Prafulla Y Agnihotri & Khsanul Haque, Principles of Marketing, *Pearson Education Inc, South Asia.*
2. Kotler, Philip, Kerin Lave, Koshy, Abraham, & Jha, Mithaleswar, Marketing Management, *Pearson Education Inc., South Asia.*
3. Stanton, J.W., Fundamentals of Marketing, *McGraw Hill, New York.*
4. Pillai, R.S.N., & Bagavathy, V., Modern Marketing, Principles and Practices, *S Chand Company Private Ltd, New Delhi.*
5. Nair, Rajan, Marketing Management, *S Chand Company Private Ltd, New Delhi.*

SEMESTER VI

Optional Core IV: INTERNATIONAL MARKETING

Instructional Hours-90

Credit-4

Objective-To equip the students with environmental, procedural, institutional and decisional aspects of international marketing.

Module I

International Marketing-Definition-Nature-Benefits-Special Problems-Features of International Marketing vis-a vis Domestic Marketing-Internationalisation Stages-International Marketing Orientation-Planning for International Marketing **(20 Hours)**

Module II

International marketing Research-Objectives of Marketing Research-Features, Advantages and Limitations of Marketing Research-Steps In Marketing Research Process-Importance of International Marketing Research-Research Agencies-Market Entry and Operating Strategies **(15 Hours)**

Module III

International Marketing Environment- Economic, Political, Legal, Demographic and Cultural Environment, International Institutions-Free Trade Zone- Globalisation –Positive and Negative Effects of Globalization- Globalisation and Its Impact on International Marketing-Marketing Barriers-Tariff and Non-Tariff Barriers **(20 Hours)**

Module IV

Foreign Trade Strategy of India-Foreign Trade Policy-India and World Trade-Export and Import Policy-Major Problems of India's Export Sector-Procedure and Documentation on Exporting-Export Promotion Council-Export Finance **(20 Hours)**

Module V

International Marketing Mix-Product Strategies-International Marketing and PLC-Pricing Strategies-Promotion Strategies-Distribution Strategies **(15 Hours)**

Suggested Readings

1. Keegen, Global Marketing Management, *Pearson, Mumbai*
2. Cateora Philip, John Graham & Mary Gilly, International Marketing, *McGraw Hill/Irwin*.
3. Sak Onkvisit & John J Shaw, International marketing analysis and strategies, *Routledge Taylor and Francis group, UK*
4. Cherunilam, Francis, International Marketing Text and cases, *Himalaya Publishing House, Mumbai*
6. Indian Journal of Marketing (ISSN 0973-8703), *New Delhi-110016*

OPEN COURSES

FUNDAMENTALS OF BANKING AND INSURANCE

Instructional Hours: 72

Credit: 4

Objective: To familiarize the students with the basic concepts and practice of banking and the principles of Insurance

Module I

Introduction to Banking - Origin and Evolution of Banks – structure of banking system -Types of Banks – Functions of Commercial Banks- Primary and Secondary- Credit Creation -Reserve Bank of India- Functions of RBI
(16 Hours)

Module II

Banking Practice – Banker – Customer – relationship between banker and customer – general and special relationship – Cheque – essentials of a valid cheque – crossing – dishonour of cheque – liabilities of wrongful dishonour – opening and operation of accounts by special types of customers – minor, married woman, firm, company.
(16 Hours)

Module III

Innovations in Banking – Social Banking- E-Banking – CORE – ECS – EFT – RTGS – NEFT – SWIFT – Mobile banking – Precautions in mobile banking – internet banking - Credit and Debit Cards- Banking Ombudsman Scheme
(18 Hours)

Module IV

Insurance- Evolution of insurance – Role and Importance - Insurance Contract- Principles of Insurance - Insurance and Assurance
(10 Hours)

Module V

Types of Insurance (Overview only) - Life insurance – Distribution system of life insurance – life insurance plans - General insurance - Marine insurance - Fire insurance - Health Insurance - Motor Insurance - Burglary insurance - Personal Accident Insurance.
(12 Hours)

Suggested Readings

1. Shekhar, K.C, Banking Theory and Practice, *Vikas Publishing House, New Delhi*
2. Maheswary, S.N., Banking Law and Practice, *Kalyani Publishers, New Delhi*
3. Sundharam, Varshney, Banking Theory Law & Practice, *Sulthan Chand & Sons, New Delhi.*
4. Agarwal, O.P., Banking and Insurance, *Himalya Publishing House, Mumbai*
5. Saxena, G.S., Legal Aspects of Banking Operations, *Sultan Chand and Sons, New Delhi*
6. Tripathi, Nalini & Prabil Pal., Insurance: Theory and Practice, *PHI Pvt Ltd, New Delhi*
7. Gupta, P.K., Insurance and Risk Management, *Himalaya Publishing House, Mumbai*
8. Mishra, M.N., Principles and Practices of Insurance, *S. Chand and Sons, New Delhi*

CAPITAL MARKET AND INVESTMENT MANAGEMENT

Instructional Hours-72

Credit-3

MODULE-1

Financial Systems – Indian financial System - Components - Role and Functions - money market and capital market - characteristics of capital market in India- Instruments in capital market: equity shares, preference shares, debentures, bonds, Govt. securities, and new instruments – SEBI- Objectives and functions- Recent developments in the Indian Capital market. **(15 Hours)**

MODULE-2

Primary and secondary markets: Primary market: Definition and functions - Methods of New issues, Right issue - Operators in the new issue market: Managers to the issue, underwriters, brokers to the issue - Merchant bankers - Minimum subscription - Types of issue - Allotment - Listing. Secondary Market: Stock exchanges in India - role and functions- membership - Trading and settlement – Speculators- Bulls, bears, stags and lame duck - Dematerialized securities - On-line trading - Depositories - Stock Market indices – **(20 Hours)**

MODULE-3

Derivatives- Features of Derivatives -Types of Derivatives– Forwards – Futures- Options-Swaps – (Brief study only) **(12 Hours)**

MODULE-4

Investment Management – Process- Investment, Speculations and Investment, Gambling and Investment, Investment Objectives- Investment process- Meaning of portfolio **(15 Hours)**

MODULE-5

Investment Avenues: Corporate Securities - Government bonds - Post office saving certificate and deposits - Public Provident Fund scheme, Mutual Fund schemes, Bank deposits - Insurance - Real Estate- Other Investment Avenues. **(10 hours)**

Suggested Readings

1. Khan, M.Y., Indian Financial System, Tata McGraw Hill, New Delhi.
2. Singh, Preethi, Dynamics of Indian Financial System, Ane Books, New Delhi
3. Guruswami, S., Capital Markets, Tata McGraw Hill, New Delhi
4. Avadhani, V. A., Investment and Securities Market in India, *Himalaya Publishing House*.

Journals

SEBI and Corporate Laws - Taxmann, New Delhi
SEBI Monthly Bulletins

FUNDAMENTALS OF ACCOUNTING

Instructional Hours-72

Credit-3

OBJECTIVE- *To familiarise the students with the basic accounting principles and practices in business.*

MODULE-1 Accounting – Introduction- meaning- Book keeping and Accounting –Objectives of Accounting - Accounting Principles- Concepts and Conventions- Double Entry System- Books of Accounts- Accounting Equation- Golden Rule of Accounting **(15 Hours)**

MODULE-2 Journal- Meaning – Journalising- Journal Entry- Simple and Compound Entries- opening Entry . **(15 Hours)**

MODULE-3 Ledger - Form of an Account -Posting - Balancing of Accounts-Subdivision of Journals- Purchase book- Sales Book - Cash book (simple, triple column)-Petty Cash book. **(22 Hours)**

MODULE-4 Trial Balance - Meaning - Objects-Preparation- **(8 Hours)**

MODULE-5 Final Accounts-Trading and Profit and Loss Account- Balance Sheet (without adjustments) **(12 Hours)**

Suggested Readings

1. *R L Gupta and M Radhaswamy - Advanced Accountancy-.Sultan Chand Publishers*
2. *P C Tulsian. Advanced Accountancy- S Chand Publications-*
3. *S Kr. Paul- Fundamentals of Accounting - New Central Agency*
4. *M.C.Shukla and T.S.Grewal- Advanced Accounting, S Chand Publication*
5. *Jain and Narang- Fundamentals of Accounting, Kalyani Publishers*
6. *B S Raman – Financial Accounting- United Publishers*

Guidelines for Practical Examinations , Project and Viva and Industrial Visit/Study Tour

Practical Examination

Practical examinations will be conducted only at the end of even semesters.

Project Report

All students are to do a **project in the area of core course.**

This project can be done individually or in groups (not more than five students) which may be carried out in or outside the campus.

The report of the project in duplicate is to be submitted in English with not less than 30 pages (Printed in A4 size paper) to the Department at the sixth semester and are to be produced before the examiners appointed by the University.

External Project Evaluation and Viva / Presentation are compulsory and will be conducted at the end of the Programme.

Structure of the Report

- Title Page
- Declaration by the student
- Certificate from the guide
- Acknowledgements
- Contents
- Chapter I: Introduction (Research problem, Objectives of the study, methodology etc)
- Chapter II: Review of Literature/Conceptual Framework
- Chapter III: Data Analysis
- Chapter IV: Summary /findings/ Recommendations
- Appendix (Questionnaire, Specimen copies of forms, other exhibits etc).
- Bibliography

Evaluation of the Project Report.

The project report shall be subject to **Internal and External Evaluation** followed by a **Viva-voce**.

- Internal Evaluation is to be done by the supervising teacher and external evaluation by an examiner appointed by the University and the Head of the Department or his nominee.
- A viva voce related to the project work will also be conducted by the external evaluation board consisting of an examiner appointed by the University as chairman and the Head of the Department or his nominee as member. The students have to attend the viva voce individually. Grades are to be awarded to the students combining the internal evaluation, external evaluation and viva voce.

Components of External Evaluation

of Project / Dissertation (External)	Marks
Relevance of Topic	10
Statement of Objectives	5
Methodology	10
Presentation of Facts and Figures	5
Quality of Analysis and Findings	15
Bibliography	5
Viva-Voce (External)	30
Total	80

Components for Internal Evaluation of Project (20 marks)

Punctuality	5
Experimentation/Data Collection	5
Knowledge(Based on individual assessment)	5
Report	5
Total	20

Industrial Visit /Study Tour

An industrial visit cum tour for three to five days form part of the course of study for regular students during the programme and a report of the same shall be prepared and submitted to the department.

Note

Only Commerce Teachers whose appointments are approved by the University and Commerce Teachers of Government Colleges should be entrusted with the setting of Question Papers, Valuation of Answer Scripts of Common, Core, Complementary, Open and Choice Based Core elective Courses and the conduct of Practical Examinations

Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

BACHELOR OF COMPUTER APPLICATION (BCA)

Course Co-ordinator: Dr. Sajimon Abraham

Academic support by

School of Management and Business Studies (SMBS)
Mahatma Gandhi University
Kottayam, Kerala

BACHELOR OF COMPUTER APPLICATION (BCA)

PROGRAMME PROJECT REPORT (PPR)

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State have also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all the Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Programme's Mission & Vision

- To conduct and support undergraduate, postgraduate and research-level/Programmes of quality in different disciplines.
- To foster teaching, research and extension activities for the creation of new knowledge for the development of society. To help in the creation and development of manpower that would provide intellectual leadership to the community.
- To provide skilled manpower to the professional, industrial and service sectors to meet global demands.
- To help and promote the cultural heritage of the nation and preserve the /environmental sustainability and quality of life.
- To cater the holistic development of the region through academic /leadership.

Aims and Objectives of the Programme

The BCA Programme is designed with the following specific objectives.

- a) To attract young minds to the potentially rich & employable field of computer applications.
- b) To be a foundation graduate Programme which will act as a feeder course for higher studies in the area of Computer Science/Applications.
- c) To develop skills in software development so as to enable the BCA graduates to take up self-employment in Indian & Global software market.
- d) To train and equip the students to meet the requirement of the Industrial standards.

2. Relevance of the Programme to the Institution's Mission and Goals

In this age of Computers and everything being digitalized, knowledge about machines is very important. It helps the person have a distinct advantage over the others who do not have a degree in Computer Applications. The domain is growing at a rapid pace. In the 1990's with the advent of globalization computers grew in prominence and slowly started to replace the paper and files in offices. It brought down the cost to quite an extent.

A three year degree in Computer Applications will get skills and information not only about Computer and Information Technology but also in communication, organization and management. One also get to learn programming languages such as Java, C++, HML, SQL, etc. Information about various computer applications and latest developments in IT and communication systems is also provided. The Bachelor of Computer Application Programme of Mahatma Gandhi University has been designed to supply trained manpower it ever growing IT and IT Enabled industry.

3. Nature of Prospective Target Group of Learners:

Candidate who passed 10+2 with Mathematics/Statistics/Informatics studied as one of the subject recognized by Mahatma Gandhi University.

4. Appropriateness of Programme to be conducted in Open and Distance Learning Mode to acquire specific skills and competence

a) Technology is defined as the applications of Basic Science. The past two revolutions, industrial and electronic, have transformed the society from agricultural to industrial and then to electronic. The electronically based technologies focused in information gathering, processing and distribution. The use of this technology in all sectors gave the birth to Computer Industry and its unprecedented growth launched another revolution in Communication.

b) Information, the basic raw material for the Decision Support System, can be derived from processing of huge database related with different sectors. Systematic storage and management with adequate security are essential for data retrieval and processing to generate information. The information technology plays an important role in all areas. But the main drawback is the technophobia of the people to adapt with the new technologies. This may be due to lack of awareness of the merits and advantages of new technologies. So our youths have to be equipped with all kinds of knowledge tools to work with computers comfortably which are basic requirements to provide human resource to the industry.

c) The radical changes in technologies both in hardware as well as software and their ever increasing adaptation to newer areas of application demand frequent updating of the academic curriculum so that the students can rise to the expectation of the Industry. The syllabus revision committee has considered all these factors thoroughly before venturing into the revision exercise.

Those who are working in the industry can also acquire this knowledge when the Programme is offered in Distance Education platform.

5. Instructional design

The candidates will be supplied with study materials from time to time and will be required to attend the contact classes regularly.

5.1 Duration of Programme(s)

The duration of the BCA Programme of study is three academic years with six semesters. The duration of odd semesters shall be from June to October and that of even semesters from November to March.

5.2 Programme Detail

Sem	Title with Course Code	Course Category	Contact Hours	Credit	Marks		
					Intl	Extl	Total
I	DEN1CC01- English-I	Common	12	4	20	80	100
	DM1CMT01- Mathematics	Complementary	12	4	20	80	100
	DS1CMT02 - Basic Statistics	Complementary	12	4	20	80	100
	DCA1CRT01 -Computer Fundamentals and Digital Principles	Core	12	4	20	80	100
	DCA1CRT02-Methodology of Programming and C Language	Core	9	3	20	80	100
	DCA1CRP01-Software Lab I (Core)	Core	60	2	20	80	100
Total			117	21	120	480	600
II	DEN2CC02- English-II	Common	3	4	20	80	100
	DM2CMT03-Discrete Mathematics	Complementary	3	4	20	80	100
	DCA2CRT03 -Data Base Management	Core	9	3	20	80	100
	DCA2CRT04-Computer Organization and Architecture	Core	12	4	20	80	100
	DCA2CRT05-Object oriented programming using C++	Core	12	4	20	80	100
	DCA2CRP02-Software Lab- II	Core	60	2	20	80	100
Total			99	21	120	480	600
III	DS3CMT04 - Advanced Statistical Methods	Complementary	12	4	20	80	100
	DCA3CRT06-Computer Graphics	Core	12	4	20	80	100
	DCA3CRT07-Microprocessor and PC	Core	12	4	20	80	100
	DCA3CRT08-Operating Systems	Core	12	4	20	80	100
	DCA3CRT09-Data Structure using C++	Core	9	3	20	80	100
	DCA3CRP03-Software Lab III	Core	60	2	20	80	100
Total			117	21	120	480	600

IV	DR4CM05-Operational Research	Complementary	12	4	20	80	100
	DCA4CRT10-Design and Analysis of Algorithms	Core	12	4	20	80	100
	DCA4CRT11- System Analysis &Software Engineering	Core	12	4	20	80	100
	DCA4CRT12-Linux Administration	Core	12	4	20	80	100
	DCA4CRT13-Web Programming using	Core	9	3	20	80	100
	DCA4CRP04-Software Lab IV	Core	60	2	20	80	100
Total			117	21	120	480	600
V	DCA5CRT14-Computer Networks	Core	12	4	20	80	100
	DCA5CRT15-IT and Environment	Core	12	4	20	80	100
	DCA5CRT16-Java Programming using	Core	9	3	20	80	100
	DCA5OPT01-- Open Course	Core	9	3	20	80	100
	DCA5CRP05 -Software Lab V	Core	60	2	20	80	100
	DCA5CRP06-Software Development Lab I(Mini Project)	Core	6	2	20	80	100
Total			108	18	120	480	600
VI	DCA6CRT17 -Cloud Computing	Core	12	4	20	80	100
	DCA6CRT18 -Mobile Application development-Android	Core	12	4	20	80	100
	DCA6PET-- -Elective	Core	12	4	20	80	100
	DCA6CRP07 –Software Lab VI &Seminar	Core	60	2	100	-	100
	DCA6CRP08 -Software Development Lab II (Main Project)	Core	9	3	20	80	100
	DCA6VVT01-Viva Voce	Core		1	-	100	100
	Total			105	18	180	420
Grand Total			663	120	780	2820	3600

Faculty and support staff requirements

Course Co-ordinator

Dr. Sajimon Abraham
Faculty Member in Computer & IT, School of Management & Business Studies,
Mahatma Gandhi University

Qualifications : M.C.A,M.Sc(Maths), M.B.A, Ph.D(Computer Science)

Teaching faculty

The two Common Courses in English have to be taught by teachers with a Master's degree in English along with other qualifications prescribed by the University. The core courses have to be taught by teachers with MCA / MSc. Computer Science / Msc. IT along with other qualifications prescribed by the University. The service of the large number of teachers who teach BCA in regular courses can be utilized for the delivery of the Programme.

Instructional Delivery Mechanism

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, the students are offered contact classes at the head quarters of the School of Distance Education and at the Learner's Support Centers during the weekend.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

6. Procedure for admissions, Curriculum Transaction and Evaluation

Qualification : The eligibility for admission to BCA Degree Programme under the Mahatma Gandhi University is a pass in Pre-degree, Plus Two or equivalent examinations in science stream with Mathematics/Computer Science as a compulsory subject.

Verification of Documents:

1. Qualifying certificates ie SSLC, Plus Two
2. Applicants possessing qualifications from Universities / Institutions other than Universities in Kerala should apply for recognition. Applications for Matriculation/ Recognition are also provided with the Application Form.
3. Candidates possessing qualifications from other Universities should also produce migration certificates / NOC from the Universities or other board of examinations.
4. TC from the educational institution where the candidate last studied

Fees : Rs. 16000/- for Full Programme

Evaluation

Examinations- One Internal Exam and one External Exam of 3 hours duration

Assignments- Two assignment in each course

Internals – Internal Exam (10)+Assignments(10)=20

Test Papers – As per instructors choice

Projects : Mini Project in the fifth Semester and Major project in the Sixth Semester. Students shall be required to undergo two software development project by choosing a real-life problem from the Industry. The report will have an internal evaluation at the end of the semester.

7. Details of laboratory support required for the Programme(s)

Mahatma Gandhi University Library and Information System consists of University Library, Libraries of the Schools and Libraries of the 4 Study Centres. The University Library was established in 1989. The University Library which is situated on the main campus and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area and consists of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The library provides service from 8 am to 8 pm in three shift timings for its staff. The library functions on an average of 345 days in a year. Reading space is provided on all the three floors housing the various sections of the library.

The library provides reading facility to visually impaired users too. For this, an electronic lab custom made for visually and physically challenged users has been set up during 2016. The libraries of teaching departments are open during working hours of the Schools.

The University Library has a Library Advisory Committee. It is an 18 member committee with the Vice-Chancellor as Chairman and University Librarian as Convener.

The library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC, Journal Article Index, Bi-monthly Bibliography compilation and Literature Search Service are also available. The library is a member of the INFLIBNET Centre, Ahmedabad as well as & DELNET (Developing Library Network). As a member of these networks, the library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its online thesis digital library. The various department libraries too have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	School of Computer Sciences	4130

8. Cost Estimate of the Programme and the Provisions

S1. No	Expenditure	Cost estimate for BCA Programme (1000 students)
01	Pay and Allowance	20,00,000
02	Contact classes and evaluation	15,00,000
03	Course materials	10,00,000
04	Advertisement charges	30,000
05	Postage and telephone	15,000
06	Books and Periodicals	50,000
07	Miscellaneous	30,000
	Total	46,25,000
	Provisions (10%)	4,62,500
	Total	Rs. 50,87,500/- Cost per student per year = Rs.5088/-

9. Quality assurance mechanism and expected Programme outcomes

The material will be adequate to the syllabus prepared. Since the scheme, syllabus and examination, evaluation norms all are same for the regular Programme there is no problem with the equivalence of the programme. The quality of the Programme will be ensured through strict monitoring by an executive committee that includes the Co-ordinator of the Programme, subject experts and Director, School of Distance Education. The Co-ordinator of the Programme shall ensure regular student feedback of courses, teachers and the Programme in the prescribed format towards the end of the semester and the same shall be analysed to draw conclusions for effecting improvement. Periodical review meetings on the Programme's efficacy will be held, in which the remarks of teachers on curriculum, syllabi and methods of teaching and evaluation will be given due importance. Moreover, the progress and the quality of the Programme will be monitored by the Internal Quality Assurance Cell of the University from the outcome and feedback of the learners as well as the proper documentation maintained in the Centre.

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Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

Bachelor of Tourism and Travel Management
(BTTM)

Course Co-ordinator: Dr. Robinet Jacob

Academic support by

School of Tourism Studies
Mahatma Gandhi University
Kottayam, Kerala

Bachelor of Tourism and Travel Management (BTTM)

Programme Project Report

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State have also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all the Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

(a) Programme's mission & objectives:

Tourism today is one of the fastest growing industries in the world. It has made rapid advances in recent years. Tourism has emerged as a developmental activity at all levels – global, national, regional and local. International tourism is one of the most important and fastest growing aspects of global trade and assist with infrastructure development. It is the main stay of economy for many nations today. The aim of the Bachelor of Tourism and Travel Management (BTTM) Programme through Distance Learning Mode is to help students to develop skills for managing different functional divisions of tourism sector effectively. This Programme will provide the student with an understanding of the theory and practice of tourism and travel management.

Specific objectives of the Programme include:

- 1.To get a thorough understanding of the components of tourism industry and to acquire knowledge and information pertaining to tourism industry.
- 2.To help students acquire practical skills in all the major arenas of the industry.
- 3.To orient and equip students with Travel Management skills of the age.
- 4.To develop hospitality culture and behavior and to enhance student competencies.
- 5.To develop entrepreneurial skills among students.

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

A degree Programme in Tourism and Travel Management raises an opportunity for many students to select tourism as their career. This would definitely raise good manpower, entrepreneurs and researchers which are essential for the sustainable development of tourism. The Bachelor of Tourism and Travel Management (hereafter BTTM) Programme of Mahatma Gandhi University has been designed to bridge the gap of availability of trained manpower for the Tourism industry.

(c) Nature of prospective target group of learners:

A pass in Higher secondary (Plus two) or an equivalent examination is required to join the Programme. The broad objective of the Programme is to create professional managers, leaders and researchers in the tourism/hospitality industry. After successful completion of the Programme, the students should be competent to work in tour operation companies, travel agencies, Travel departments of corporate firms, Hospitality sector, Airlines, Cruise ships, Transport operators, Government agencies, Academics, Research, Consultancies, NGOs etc. Above all, the Programme encourages entrepreneurship also.

d) Appropriateness of Programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

This Programme places a strong emphasis on the professional development of the students. Such a qualification will enable and facilitate employment opportunities in different sectors of tourism like Tour operation companies, travel agencies, Travel departments of corporate firms, Hospitality sector, Airlines, Cruise ships, Transport operators, Government agencies, Academics, Research, Consultancies, NGO's etc. Above all, the Programme encourages entrepreneurship also. The successful completion of the Programme will help the students to understand the principles and practices of travel and tourism management and to acquire practical skills in all the major arenas of the industry. It will equip students with information technology skills of the age and to develop managerial skills and help in entrepreneurial development.

5. Instructional Design

5.1 Curriculum Design

The University is revising the curriculum and syllabi of its BTTM Programme once in every three years to ensure that the content is updated to reflect current academic knowledge and practice and also to ensure that the University used to provide the best learning experiences possible for students. As a part of curriculum design, the curriculum and syllabus revision workshop considered curriculum analysis of social needs, translating the needs into course, splitting the objectives into specific objectives, grouping the specific objectives into subjects, deriving the subjects from the classification, specifying enabling objectives, unitizing each subject matter, specification of required time and syllabus formulation. The curriculum of BTTM has been prepared by considering the challenges of offering the Programmes through Distance Mode. The Curriculum and syllabus of BTTM Distance Mode is same as the Programme of Regular Course.

5.2 Programme Details

**CONSOLIDATED SCHEME AND SYLLABUS OF BTTM
(BACHELOR OF TOURISM AND TRAVEL MANAGEMENT)**

Pattern: Model III

Total credits: 120

Course Code	Semester And Title of Courses	Course Category	Contact Hrs	Credi	Marks	
					Internal	External
	Semester-I					
DEN1CC01	Common Course English I	Common	12	4	20	80
DTTICRT01	Methodology for tourism	Core	9	3	20	80
DTTICRT02	Cultural Heritage of India	Core	12	4	20	80
DTT1CRT03	Principles of Management	Core	12	4	20	80
DTT1CRT04	Economics and Banking for Tourism	Core	12	4	20	80
	Total		57	19	100	400
	Semester-II					
DEN2CC02	Common Course English II	Common	12	4	20	80
DTT2CRT05	Tourism Principles and Practices	Core	9	3	20	80
DTT2CRT06	Geography for Tourism	Core	12	4	20	80
DTT2CRT07	Accounting and Finance for Tourism	Core	12	4	20	80
DTT2CRT08	Tourism Resources of Kerala	Core	12	4	20	80
	Total		57	19	100	400

Semester-III						
DTT3CRT09	Tourism Products	Core	12	4	20	80
DTT3CRT10	Tourism Policy and Planning	Core	12	4	20	80
DTT3CRT11	Transportation Management	Core	9	3	20	80
DTT3CRT12	Management Information System for Tourism	Core	12	4	20	80
DTT3CRT13	Strategic Tourism Management & Entrepreneurial Development	Core	12	4	20	80
	Total		57	19	100	400
Semester-IV						
DTT4CRT14	Guiding Skills for Tourism	Core	12	4	20	80
DTT4CRT15	Travel Agency & Tour Operations	Core	12	4	20	80
DTT4CRT16	Computerized Office Management for	Core	12	4	20	80
DTT4CRT17	Basics of Business Communication	Core	12	4	20	80
DTT4CRT18	Human Resource Management	Core	12	4	20	80
DTT4OJP01	Industrial training & Report			1	100	
	Total		60	21	200	400

Semester-V						
DTT5CRT19	Indian Constitution & Civic Consciousness	Core	12	4	20	80
DTT5CRT20	E-Tourism	Core	12	4	20	80
DTT5CRT21	Airfares and Ticketing	Core	12	4	20	80
DTT5CRT22	Environmental Studies and Eco-Tourism	Core	12	4	20	80
DTT5OPT01	Public Relations & Tourism Journalism	Open Course	9	3	20	80
DTT5OPT02	Front Office Management					
DTT5OPT03	Introduction to Principles of Tourism					
	Total		57	19	100	400
Semester-VI						
DTT6CRT23	Tourism Marketing	Core	12	4	20	80
DTT6CRT24	Principles of International Business for	Core	12	4	20	80
DTT6CRT25	Hospitality Management	Core	12	4	20	80
DTT6CRT26	Web Designing and Online Business for	Core	12	4	20	80
DTT6CRT27	MICE Tourism	Core	12	4	20	80
DTT6STP02	Report on 15 days Study Tour Packages. To be prepared as per guidelines (National /International)		-	1	100	-
DTT6PRP01	Project/Dissertation	Project	-	2	20	80
	Total		60	23	220	480
	GRAND TOTAL		348	120	820	2080

5.3 Duration of the Programme

The normal duration of the Programme shall be three years consisting of six semesters.

5.4 Faculty and Support Staff Requirement

Course Co-ordinator

Dr. Robinet Jacob

Associate Professor & Head, School of Tourism Studies, Mahatma Gandhi University

Qualification: Master of Tourism Administration (MTA) Ph.D, M.S (Psychotherapy and Counseling),

IATA- UFTAA (Standard & Consultant Courses)

Teaching faculty

The two Common Courses in English have to be taught by teachers with a Master's degree in English along with other qualifications prescribed by the University. The Core Courses DTT1CRT01, DTT1CRT02, DTT2CRT05, DTT2CRT06, DTT3CRT09, DTT3CRT11, DTT4CRT14, DTT4CRT15, DTT5CRT21, DTT5CRT22, DTT6CRT23, DTT6CRT25 and DTT6CRT27 and all practical papers, and open course have to be taught by teachers with MTTM / MTA / MTM / MBA (Tourism) / MMH qualification and other qualifications prescribed by the University. The interdisciplinary core courses like DTT1CRT04, DTT2CRT08, DTT3CRT10, DTT4CRT17, DTT5CRT19 and DTT6CRT24 have to be taught by teachers MTTM/MTA/MTM/MBA(Tourism)/M.A Economics with the above qualifications prescribed by the University. The papers DTT1CRT03, DTT2CRT07, DTT3CRT13 and DTT4CRT18 have to be taught by teachers MTTM/MTA/MTM/MBA(Tourism)/MMH/MBA/MCom along with other qualifications prescribed by the University. The papers DTT3CRT12, DTT4CRT16, DTT5CRT20 and DTT6CRT26 have to be taught by teachers with MCA/Msc. Computer Science/Msc. IT along with other qualifications prescribed by the University.

Instructional Delivery Mechanisms

The duration of the BTTM Programme of study is three academic years with six semesters. There shall be at least 60 instructional hours in a semester. The duration of odd semesters shall be from June to October and that of even semesters from November to March.

Student Support Service Systems at SDE

Learner Support Centres are established for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions. Printed notes will be provided from time to time and online material would be uploaded. Students would also be offered support through online open resources.

In addition to this, the university has centralized resources to enable the student support activities in respect of Information Centre, Library with good collection of books and journals, Wi-Fi connectivity and Reprographic centre.

6. Procedure for Admissions, Curriculum Transaction and Evaluation

Admission

The admission notifications for BTTM Programme will be issued in leading national and regional dailies during June-July. The detailed information regarding admission is being given on the SDE website and on the admission website. Students seeking admission will have to apply online.

Minimum Eligibility for Admission

Eligibility for admission to the Programme is a pass in Higher Secondary Examination of the State or an examination accepted by the University as equivalent thereto.

Fee Structure

Rs.16000/- for full Programme.

Programme Delivery

The Programme is being delivered with the help of SLM and Personal Contact programmes. The SLM is being despatched to the students during each semester by hand or by post. And at the end of each semester assignments are given and the marks are included in the ESA.

Evaluation

The evaluation of the Programme will consist of two parts:

- (a) Continuous Evaluation (CE)
- (b) End Semester Evaluation (ESE)

The external theory examination of all semesters shall be conducted by the University at the end of each semester/year. Internal evaluation is to be done by continuous assessment. For all courses total marks of external examination is 80 and total marks of internal evaluation is 20. Case Study will be assessed out of 100 based on the Report submitted as per the guidelines provided.

Marks distribution for external and internal assessments and the components for internal evaluation with their marks are shown below:

Components of Internal Evaluation of theory Marks

Attendance	5
Assignment	5
Test papers (2)	10
Total	20

Components of External Evaluation of Project Marks

Dissertation (External)	50
Viva-Voce (External)	30
Total	80

Components of internal Evaluation of Project

Punctuality	5
Experimentation/data collection	5
Knowledge	5
Report	5
Total	20

Components of External Evaluation of Case Study/ Itinerary Preparation

Report	50
Viva-Voce (External)	30
Timely Submission	10
Knowledge	10
Total	100

Assignments:-Assignments are to be done from 1st to 4th Semesters. At least one assignment should be done in each semester for all courses.

Viva:- A student shall appear for Viva-voce in the 6th semester for each course.

Internal Assessment Test Papers: - Two test papers are to be conducted in each semester for each course. The evaluations of all components are to be published and are to be acknowledged by the candidates. The responsibility of evaluating the internal assessment is vested on the teacher(s), who teach the course. The results of the CE shall be displayed in SDE website. Complaints regarding the award of marks for CE if any have to be submitted to the Programme Coordinator within 15 working days from the display of marks.

A separate minimum of 40% marks each for internal and external (for both theory and practical) and aggregate minimum of 45% are required for a pass for a course. For a pass in a Programme, a separate minimum of **Grade D** is required for all the individual courses. If a candidate secures **F Grade** for any one of the courses offered in a Semester/Programme, **only F grade** will be awarded for that Semester/Programme until he/she improves this to **D Grade** or above within the permitted period. The CE and ESE ratio Students who complete the Programme with “D” grade in the Mahatma Gandhi University “Regulations for Under Graduate Programmes under Choice Based Credit System 2017” will have one betterment chance within 12 months, immediately after the publication of the result of the whole Programme All papers (theory & practical), grades are given **on a 7-point scale** based on the total percentage of marks (ISA+ESA).

7. Details of Library Resources

The students can also use the library resources available at the University Central Library and Learning Support Centers.

Mahatma Gandhi University Library and Information System consists of University Library, Libraries of the Schools and Libraries of the 4 Study Centres. The University Library was established in 1989. The University Library which is situated on the main campus and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area and consists of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The Library provides service from 8 am to 8 pm in three shift timings for its staff. The Library functions on an average of 345 days in a year. Reading space is provided on all the three floors housing the various sections of the library. The Library provides reading facility to visually impaired users too. For this, an electronic lab custom made for visually and physically challenged users has been set up during 2016. The libraries of teaching departments are open during working hours of the Schools.

The University Library has a Library Advisory Committee. It is an 18 member committee with the Vice-Chancellor as Chairman and University Librarian as Convener.

The library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC, Journal Article Index, Bi-monthly Bibliography compilation and Literature Search Service are also available

The Library is a member of the INFLIBNET Centre, Ahmedabad as well as & DELNET (Developing Library Network). As a member of these networks, the Library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its online thesis digital library. The various department libraries too have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	School of Tourism Studies	1464

8. Cost Estimate of the Programme and the Provisions

Sl.No	Expenditure	Cost estimate for BTTM Programme (1000 students)
01	Pay and Allowance	23,00,000
02	Contact classes and evaluation	10,00,000
03	Course materials	11,00,000
04	Advertisement charges	30,000
05	Postage and telephone	15,000
06	Books and Periodicals	50,000
07	Miscellaneous	25,500
	Total	45,20,500
	Provisions (10%)	4,52,050
	Total	Rs. 49,72,550
		Cost per student per year=Rs. 4973/-

9. Quality Assurance Mechanism and Expected Programme Outcomes

9.1 Quality Assurance Mechanism

The SDE has devised the following mechanism for monitoring the effectiveness of the BTTM Programme to enhance its standards of curriculum, instructional design etc.

- (a) Established a monitoring Committee at the University level to develop and put in place a comprehensive and dynamic internal quality assurance system to enhance the quality of the Programmes offered through distance mode as per the norms and guidelines of the University Grants Commission (Open and Distance Learning) Regulations, 2017.
- (b) The SDE has an approved panel of experts for preparing SLM. The SLM prepared is being edited by the board of subject expert. The SLMs are developed with the approach of self explanatory, self-contained, self-directed, self-motivating and self-evaluating.
- (c) The SDE of the University has full time faculty members exclusively for coordinating the Programme and also has a panel of qualified guest teachers for counselling students and engaging in personal contact Programmes.

9.2 Expected Programme Outcomes

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

- Gain an understanding of travel and tourism industry and its operations;
- Will develop an entrepreneur skill in the travel and tourism industry.
- Will be able to pursue further (advanced) course in travel and tourism management;
- Will be able to apprehend and appreciate tourism marketing, tourism development planning, management and measurement,
- Develop a sustainable personality to match the required professional demand of the tourism sector.

MAHATMA GANDHI UNIVERSITY



PROGRAMME DETAILS, SCHEME, AND

SYLLABUS

BACHELOR OF TOURISM AND TRAVEL

MANAGEMENT

(B.T.T.M)

(2017-18 Admission onwards)

PREPARED BY BOARD OF STUDIES AND FACULTY OF SOCIAL SCIENCE

ACKNOWLEDGEMENT

There are many profound personalities whose relentless support and guidance made this syllabus restructuring 2017 a success. I take this opportunity to express my sincere appreciation to all those who were part of this endeavour for restructuring the syllabus UG course in Tourism Studies under MG University Kottayam.

I express profound gratitude to the Honourable Vice-Chancellor, Pro- Vice Chancellor, Registrar, Members of the Syndicate and Academic Council for their sincere co-operation and guidance for completion of this work. I place on record my wholehearted gratitude to the members of Faculty of Tourism Studies and board of studies for their untiring efforts. I also appreciate the efforts of members of University Academic Section and other staff.

I am also grateful to all teachers who participated in the workshops organized by the University for restructuring the syllabus. I also place on record my gratitude to all professionals, academicians and other stakeholders who gave valuable suggestions in this regard.

Dean- Faculty Social Science
MG University Kottayam

SCHEME AND SYLLABUS OF

BACHELOR OF TOURISM AND TRAVEL MANAGEMENT (BTTM)

INTRODUCTION

Tourism today is one of the fastest growing industries in the world. It has made rapid advances in recent years. Tourism has emerged as a developmental activity at all levels – global, national, regional and local. International tourism is one of the most important and fastest growing aspects of global trade and assist with infrastructure development. It is the main stay of economy for many nations today.

A degree programme in Tourism raises an opportunity for many students to select tourism as their career. This would definitely raise good manpower, entrepreneurs and researchers which are essential for the sustainable development of tourism. The Bachelor of Tourism and Travel Management (hereafter BTTM) programme of Mahatma Gandhi University has been designed to bridge the gap of availability of trained manpower for the Tourism industry.

AIMS AND OBJECTIVES OF THE PROGRAMME

The broad objective of the programme is to create professional managers, leaders and researchers in the tourism/hospitality industry. Specific objectives of the programme include:

1. To get a thorough understanding of the components of tourism industry and to acquire knowledge and information pertaining to tourism industry.
2. To help students acquire practical skills in all the major arenas of the industry.
3. To orient and equip students with Information Technology skills of the age.
4. To equip students with managerial skills and help in entrepreneurial development.
5. To develop hospitality culture and behavior and to enhance student competencies.

After successful completion of the programme, the students should be competent to work in tour operation companies, travel agencies, Travel departments of corporate firms, Hospitality sector, Airlines, Cruise ships, Transport operators, Government agencies, Academics, Research, Consultancies, NGOs etc. Above all, the programme encourages entrepreneurship also.

DURATION OF THE PROGRAMME

The programme shall be called BACHELOR OF TOURISM AND TRAVEL MANAGEMENT (BTTM).

The duration of the BTTM programme of study is three academic years with six semesters. There shall be at least 90 working days inclusive of examinations and a minimum of 450 instructional hours in a semester. The duration of odd semesters shall be from June to October and that of even semesters from November to March.

COURSES OF STUDY

Total number of Courses for the BTTM programme is divided in to the following:

- (a) Common Courses
- (b) Core Courses and
- (c) Open Course

Programme Duration	6 Semesters
Total Credits	120
Credits required from Common Course	08
Credits required from Core courses	109
Credits required from Open Course	03
Minimum attendance required	75%

There shall be two common courses on English, one each in the first and second semesters. There shall be an open course in the fifth semester with a choice of one paper from any other programmes or from the Physical Education department

Industrial Training Report and Study Tour Report:

For successfully completing the BTTM programme each student has to submit Industrial Training Report and Study Tour Report at the end of the fourth and sixth semesters respectively.

Industrial Training Report

Students shall be required to undergo two to three weeks of practical training during the Fourth semester in any tourism related organization (Travel agency/ star hotels/ airport etc) duly approved by the head of the Institution / Department. They shall be required to submit a comprehensive training report at the end fourth semester. The report will have an internal evaluation at the end of the semester.

Study Tour Report/ Case Study Report

Students are also necessary to participate in the national tour conducted by the Department or to do a case study of any tourist destination in Kerala with the prior approval of the Head of the Institution during the sixth semester. The tour programme should be for a period of up to a maximum of two weeks covering important destinations. A tour report or case study report must be submitted at the end of the sixth semester. The report will have internal evaluation only.

Project:

All students are to do a project in the area of core course as a group consisting a maximum of five students. The projects are to be identified during the 5th semester of the programme with the help of the supervising teacher. The report of the project in duplicate is to be submitted to the department at the 6th semester and are to be produced before the examiners appointed by the University. External project evaluation and Viva / Presentation are compulsory and will be conducted at the end of the programme during the sixth semester.

**CONSOLIDATED SCHEME OF BTTM (BACHELOR OF TOURISM
AND TRAVEL MANAGEMENT)**

Pattern: Model III

Total credits: 120

SCHEME AND SYLLABUS OF BTTM

Course Code	Semester And Title of Courses	Course Category	Hrs/Week	Credit	Marks	
					Internal	External
	Semester-I					
	Common Course English I	Common	5	4	20	80
TTICRT01	Methodology for tourism	Core	5	3	20	80
TTICRT02	Cultural Heritage of India	Core	5	4	20	80
TT1CRT03	Principles of Management	Core	5	4	20	80
TT1CRT04	Economics and Banking for Tourism	Core	5	4	20	80
	Semester-II					
	Common Course English II	Common	5	4	20	80
TT2CRT05	Tourism Principles and Practices	Core	5	3	20	80
TT2CRT06	Geography for Tourism	Core	5	4	20	80
TT2CRT07	Accounting and Finance for Tourism	Core	5	4	20	80
TT2CRT08	Tourism Resources of Kerala	Core	5	4	20	80
	Semester-III					
TT3CRT09	Tourism Products	Core	5	4	20	80
TT3CRT10	Tourism Policy and Planning	Core	5	4	20	80
TT3CRT11	Transportation Management	Core	5	3	20	80
TT3CRT12	Management Information System for Tourism	Core	5	4	20	80
TT3CRT13	Strategic Tourism Management & Entrepreneurial Development	Core	5	4	20	80
	Semester-IV					
TT4CRT14	Guiding Skills for Tourism	Core	5	4	20	80
TT4CRT15	Travel Agency & Tour Operations	Core	5	4	20	80
TT4CRT16	Computerized Office Management for Tourism	Core	5	4	20	80
TT4CRT17	Basics of Business Communication	Core	5	4	20	80
TT4CRT18	Human Resource Management	Core	5	4	20	80
TT4OJP01	Industrial training & Report	-		1	100	-

Semester-V						
TT5CRT19	Indian Constitution & Civic Consciousness	Core	6	4	20	80
TT5CRT20	E-Tourism	Core	6	4	20	80
TT5CRT21	Airfares and Ticketing	Core	5	4	20	80
TT5CRT22	Environmental Studies and Eco-Tourism	Core	4	4	20	80
TT5OPT01	Public Relations & Tourism Journalism	Open Course				
TT5OPT02	Front Office Management					
TT5OPT03	Introduction to Principles of Tourism		4	3	20	80
Semester-VI						
TT6CRT23	Tourism Marketing	Core	5	4	20	80
TT6CRT24	Principles of International Business for Tourism	Core	6	4	20	80
TT6CRT25	Hospitality Management	Core	5	4	20	80
TT6CRT26	Web Designing and Online Business for Tourism	Core	5	4	20	80
TT6CRT27	MICE Tourism	Core	4	4	20	80
TT6STP02	Study Tour/Case Study & Report	Field Study	-	1	100	-
TT6PRP01	Project/Dissertation	Project		2	20	80

Teaching faculty

The two Common Courses in English have to be taught by teachers with a master's degree in English along with other qualifications prescribed by the University. The core courses TT1CRT01, TT1CRT02, TT2CRT05, TT2CRT06, TT3CRT09, TT3CRT11, TT4CRT14, TT4CRT15, TT5CRT21, TT5CRT22, TT6CRT23, TT6CRT25 and TT6CRT27 and all practical papers, and open course have to be taught by teachers with MTTM / MTA / MTM / MBA (Tourism) / MMH qualification and other qualifications prescribed by the University. The interdisciplinary core courses like TT1CRT04, TT2CRT08, TT3CRT10, TT4CRT17, TT5CRT19, and TT6CRT24 have to be taught by teachers MTTM/MTA/MTM/MBA(Tourism)/M.A Economics with the above qualifications prescribed by the University. The papers TT1CRT03, TT2CRT07, TT3CRT13 and TT4CRT18 have to be taught by teachers MTTM / MTA / MTM / MBA (Tourism) / MMH / MBA / MCom along with other qualifications prescribed by the University. The papers TT3CRT12, TT4CRT16, TT5CRT20 and TT6CRT26 have to be taught by teachers with MCA / Msc. Computer Science / Msc. IT along with other qualifications prescribed by the University.

**DETAILED SYLLABUS OF BTTM PROGRAMME
SEMESTER 1
TT1CRT01 METHODOLOGY FOR TOURISM**

No. of credits – 3

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To understand the tourism phenomena and the distribution of the components of tourism.
2. To learn the concept and importance of tourism in different sectors.

Module 1

Meaning and concept of tourism – Tourism – excursion – leisure and recreation – tourist– visitor & traveler – History, evolution and development of tourism, Ancient period – Early pleasure travel- concept of annual holiday- Transportation network-paid holiday and mass tourism- causes of rapid growth of tourism

Module 2

Significance of tourism – Social, environmental, political, economic – Forms and types of tourism, dimensions of international and domestic tourism – Components of tourism – distribution – Inter-relation between various segments – travel industry network – Elements of tourism

Module 3

Measurement of tourism-Need for measuring tourism-Importance of tourist statistics-Types of tourist statistics--Methods of statistical measurement- General problem of measurement

Module 4

Tourism development and state intervention – Leisure development – National economic goals – political legislation, equity and social needs, social investment, regulation and government controls, regional development

Module 5

International & National Tourism Organizations-
UNWTO, ICAO, IATA, PATA, UFTAA, TAAI, IATO

References:

1. Pran Nath Seth (2006) : Successful tourism Management , Sterling, NewDelhi (Vol. 1 & 2)
2. A.K Bhatia (2010) : International Tourism Management , Sterling, NewDelhi
3. A.K Bhatia (1997): Tourism Management & Marketing. Aph Publishing Corporations,
4. Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.
5. P.N. Seth (2006) : Successful Tourism Development Vol.1 and 2, Sterling Publishers, New Delhi
6. Page, Stephen (2011) : Tourism Management, Routledge, London

SEMESTER 1
TT1CRT02 CULTURAL HERITAGE OF INDIA

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To familiarize the culture set up in India and its contribution to Tourism.

Module 1

Culture, civilization and heritage: meaning, definition and feature of Indian culture, Unity in diversity, assimilation and toleration.

Module 2

Indian culture through ages – a brief explanation about Indus valley civilization, Aryans. Rulers – Alexander, The Mauryas and Ashoka, Sungas , Guptas, Vardhanas,Rajputs and Marathas; Tamil Sangam – Chola, Chera, Chalukyas, Pandyas – art, architecture and temples

Module 3

Muslim Invasions – Delhi Sulthanate- Slave,Khilji,Tuglaque,Sayid and Lodhi Dynasties-Mughals in India

Module 4

Art and architecture under Mughals – painting and music – Persian and Hindi Literature – Fairs and Festivals- cultural synthesis

References:

1. Manoj Dixit & Charu Sheela (2010) :Tourism Products , NewRoyalBooks, Lucknow
2. Jacob, Robinet (2009): Indian Tourism Products; Abhijeet Publications, New Delhi
3. Jacob, Robinet; Mahadevan P; Sindhu Joseph (2012) ; Tourism Products of India – a National Perspective; Abhijeet Publications, Ne w Delhi
4. I C Gupta – Tourism Products of India
5. A L Basham (2007) : The Wonder that was India , Surjeet Publication , New Delhi
6. S A A Rizvi (1987) : Wonder that was India – Vol 2, Sidgwick & Jackson, London

SEMESTER 1
TT1CRT03 PRINCIPLES OF MANAGEMENT

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To understand the various functional areas of management in tourism industry
2. To enable the student to analysis the management process in tourism organization

Module 1

Management – concept, nature – Development of management – Taylor’s scientific management – Management functions – Roles and responsibilities of manager

Module 2

Planning – Nature, Process, types, and steps – steps in planning – mission – Objective – MBO – Procedure – Rule

Module 3

Organizing – Concept – Steps in organizing – span of management – authority & responsibilities – Delegation and decentralization – forms of organization structure – Line and staff structure – Staffing – recruitment – Selection – training

Module 4

Directing – Nature – Significance of motivation – Maslow’s need hierarchy theory – Herzberg’s motivation Hygiene theory – Communication Process – net work, grape wine , barriers of communication

Module 5

Controlling – Nature –Steps – Management by Exception

References:

1. L.M. Prasad (2007) : Principles and Practices of Management - Sultan Chand & Sons , New Delhi
2. S.K. Chakravarthy : Business Ethics-, IIM, Calcutta
3. Koontz O’Donnel : Management and Principles
4. Harold Koontz & Heinsz Weirich (2010) : Essential of Management , Tata MacGraw Hill , New Delhi
5. Beunet, Roger: Improving Training Effectiveness
6. Peter F. Drucker (2007) : Practice of Management , Elsevier, New york
7. Robbins, Stephens P (2010) : Organisational Behaviour, Pearson India, New Delhi

SEMESTER 1
TT1CRT04 ECONOMICS AND BANKING FOR TOURISM

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objective:

To obtain basic idea relating to economics and banking

Module 1

Definition and Scope of Managerial Economics – Role in Decision Making Process
– Economic Systems

Module 2

Demand – Types of Demand – Elasticity of Demand – Price and Income elasticity –
Determinants

Module 3

Cost analysis – Cost Concept – Break Even Analysis – Cost Control and Reduction

Module 4

Functions of Commercial Banks- RBI- Credit Creation - Weapons of credit control –
modern services of Banks – Teller system – credit cards etc – Different types of
accounts

Module 5

Modern Technology in banking – Electronic Fund Transfer system – Cheque processing
– MICR Cheques

References:

1. P.L. Mehta(2005); Managerial Economics: Analysis, Problems and Cases, Sultan Chand, New Delhi
2. Varshney and Maheshwari (1994); Managerial Economics , Sultan Chand, New Delhi
3. D. Salvatore (2014); Managerial Economics , Oxford University Press, New Delhi
4. Pearson and Lewis; Managerial Economics
5. G.S. Gupta (2011); Managerial Economics, Tata McGraw-Hill Education, New Delhi
6. Krishnan Kamra (2006); Economics of Tourism , Kanishka Publishers, New Delhi
7. Ashif Iqbal Fazil, S. Husain Ashraf; Tourism in India (planning & development)
8. Mario D'Soula; Tourism development and Management
9. Kuml Chattopadyay (1995); Economic Impact of Tourism Development , Kanishka Publishers, New Delhi

SEMESTER 2
TT2CRT05 TOURISM PRINCIPLES AND PRACTICES

No. of credits – 3

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To realize the potential of tourism industry in India
2. To understand various elements of tourism management
3. To evaluate the role of various organization of tourism

Module 1

Growth and development of tourism in India – Travel and Travelers in ancient India, Travel during Medieval age, the period of European trade, tourism in Independent India

Module 2

Tourist motivation – Factors – types – push and pull factors – Determinants of tourism – psychological, cultural, economic, personal and social; Barriers to travel

Module 3

Impact of tourism – Meaning, positive and negative impacts of tourism – Social, cultural, economic and environmental impacts

Module 4

International conventions – Warsaw convention 1924, Chicago convention 1944, UN declaration, and Manila declaration (general details only)

Module 5

Profile of Indian Tourism- Nature, Characteristics and Components of Indian Tourism- Role of Department of Tourism-NTO and ITDC in Promoting Indian Tourism

References:

1. Pran Nath Seth (2006) : Successful tourism Management , Sterling, NewDelhi (Vol. 1 & 2)
2. Mill and Morrison, (1992), The Tourism System: An Introductory Text, Prentice Hall. London
3. Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.
4. Bhatia, A.K. (2010) : International Tourism Management, Sterling, New Delhi
5. Burkart and Medlik, (1981), Tourism: Past, Present and Future, Heinemann, ELBS.
6. Christopher.J. Hollway; Longman (2012) ; The Business of Tourism, Pearson , New York
7. Babu et al., Tourism Development: Sage publishers , New Delhi

SEMESTER 2
TT2CRT06 GEOGRAPHY FOR TOURISM

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To understand different geographical features of tourism.
2. To understand the process and linkage responsible for generation of tourism flows.

Module 1

Introduction to Geography – Definition, scope and contents of geography of tourism – Major land forms – Mountains, Plains, Plateaus and valleys

Module 2

Geographical determinants – diversities and disparities – typology and areas of linkages flow and orientation – Impact of weather and climate on tourism, seasonal rhythm; Geographical components and tourism development

Module 3

Geography of India: - Physical features, topography and drainage, forest wealth, seasonality and destinations – seasons and climate seasonality in tourism.

Module 4

Maps: Types of maps – map reading skills –Use of GIS, GPS and Remote Sensing.

References:

1. Christopher P Cooper (1993); Geography of Travel and Tourism, Butterworth-Heinemann, London
2. B Boniflce and C Cooper (2005); World Wide Destinations, Elsevier
3. Williams S (1998); Tourism Geography, Routledge, London
4. L E Hudman & R H Jackson (2003) : Geography of Travel & Tourism , Thomson/Delmar Learning, New Delhi
5. Philip G Davidoff (1995); Geography of Tourism ,Prentice Hall, New York
6. Jacob, Robinet (2009): Indian Tourism Products; Abhijeet Publications, New Delhi
7. Jacob, Robinet; Mahadevan P; Sindhu Joseph (2012) ; Tourism Products of India – a National Perspective; Abhijeet Publications, Ne w Delhi

SEMESTER 2
TT2CRT07 ACCOUNTING AND FINANCE FOR TOURISM

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To know the basic concept of accountancy and its relation to tourism.
2. To be able to understand the key facts of financial management.
3. To integrate and use the concept of accounting and financial management in tourism.

Module 1

Finance – Introduction, meaning, nature, scope and functions of finance – Application of financial management in tourism industry

Module 2

Accounting – Meaning – definition – nature – scope – types of accounting functions – Classification of accounting – importance of accounting in tourism industry

Module 3

Principles of accounting – Accounting concepts – double entry system of accounting – journal – ledger – trial balance

Module 4

Preparation of final accounts without adjustment – Trading account – Profit and loss account – balance sheet of a sole trading concern

References:

1. Grewal, T.S (2000) ; Double Entry Book Keeping , Sultan Chand & Sons, New Delhi
2. R.LGupta (1983); Advanced Accounting ,Sultan Chand & Sons, New Delhi
3. Jain & Narang (2001); Advanced Accounting ,Kalyani Publishers
4. S.N Maheshwary (1995); Advanced Accounting , Vikas Publishing House Private, Limited, New Delhi
5. S.A. Siddiqui (2011); Comprehensive Accountancy,Laxmi Publications, New Delhi
6. N.D. Kapoor (1996); A Complete Course in Accounting Volume – I,Pitambar Publishing, New Delhi
7. R.C. Chawla and C. Juneja; Double-Entry Book-Keeping
8. T.S. Grewal (1978); Introduction to Accountancy, S Chand, New Delhi

SEMESTER 2
TT2CRT08 TOURISM RESOURCES OF KERALA

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

To study in brief important Tourist destinations in Kerala as well as the rich cultural heritage of the state.

Module 1

Mythological origin of Kerala- Christianity in Kerala- Cheraman Perumal Juma Masjid- Jainism and Buddhism in Kerala- Pre historic remains in Kerala

Module 2

Ancient Trade and Cultural Contacts- caste hierarchy- Marumakkathayam- English colonialism- Cultural progress in the Native states of Travancore, Cochin and Malabar- Kerala Renaissance and Anti colonial Movements

Module 3

Kerala geographic Location- Physical features of Kerala- Rivers, Lakes and Back waters- Fairs and Festival of Kerala- Boat Races- Ayurvedic Tradition of Kerala- Climate of Kerala

Module 4

Pilgrim Centers in Kerala- Major Museums and Art galleries- Bellads of Kerala- Wild Life Sanctuaries and Bird Sanctuaries in Kerala- Eco tourist Destinations in Kerala

Module 5

Kerala- Capital- Districts - seaports in Kerala- Airports in Kerala- Tourist attractions of each Districts

References:

1. Rajan Gurukkal, Raghava Warriar - A Cultural History of Kerala- Vol – 1
2. Lonely Planet (2000)- Kerala , Lonely Planet
3. A Sreedhara Menon (2008): Cultural Heritage of Kerala , D C Books, Kottayam
4. Robinet Jacob (2012): Health tourism and Ayurveda , Abhijeet Publications, New Delhi
5. Tourism Products of Kerala; Mahatma Gandhi University, Kottayam
6. Authentic Handbook of Kerala; IPRD Department, Government of Kerala

SEMESTER 3
TT3CRT09 TOURISM PRODUCTS

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To familiarize different types of tourism products in India.
2. To understand the cultural tourism resources in India.

Module 1

Concept, types and characteristics of tourism products, elements of tourism products – geographical elements, Peter's inventory of tourist attractions

Module 2

Tourism resources of India – Types, features, and diversities of Indian tourism Products

Module 3

Religious Tourism in India – Hindu, Buddhist, Jain, Sikh, Islam and Christian pilgrim centers

Module 4

Performing arts – dance forms of India, music and musical instruments, Handicrafts of India, fairs and festivals

Module 5

Natural Tourist resources –National parks ,Wild life sanctuaries ,Beaches and Islands, waterfalls; Desert tourism; Desert safaris and festivals

References:

1. Manoj Dixit & Charu Sheela (2010) ; Tourism Products ,NewRoyalBooks Lucknow
2. IC Gupta – Tourism Products of India
3. A L Basham (2007) : The Wonder that was India ,Surjeet Publication, New Delhi
4. S A A Rizvi (1987) : Wonder that was India – Vol 2 ,Sidgwick & Jackson, London
5. Jacob, Robinet, Mahadevan P & Sindhu Joseph (2012); Tourism Products of India – a National Perspective, Abhijeet Publications, New Delhi.
6. Robinet Jacob (2012): Health tourism and Ayurveda , Abhijeet Publications, New Delhi

SEMESTER 3
TT3CRT10 TOURISM POLICY AND PLANNING

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

To learn about policy making and planning in tourism

Module 1

Tourism policy – Definition – Need for Tourism policy – Initiatives – National Committee on Tourism (NCT-1988) – First Tourism Policy – Objectives (1982) Recommendations – National Action Plan 1992 – Objectives – Tourism Policy 1997 – Features – National Tourism Policy 2002 – National Tourism Policy 2015 – Kerala Tourism Policy – Tourism Policy – General Features – Kerala Tourism Policy 2012

Module 2

Tourism Planning – Definition, Planning Process – Importance of planning, different phases of planning – Levels and Types of Tourism Planning – International Level, National Level, Regional Level

Module 3

Role of Public and Private Sector in tourism planning– Govt. Sector – Reasons of planning – Economic, Social and Cultural, Environmental Political – Private Sector Investment in Tourism Industry (Travel Agency, Airlines, Hotels)

Module 4

Tourism & Five Year Plans(from 10th plan onwards),Introduction of Neethi ayog in India

References:

1. Rattandeeep Singh (2004) ; Hand Book of Environmental Guide Lines for Indian Tourism; ; Kanishka Publishers, New Delhi
2. Pran Nath Seth (2006) ; Successful Tourism Management; Sterling Publishers, New Delhi
3. J.K. Sharma (2004); Tourism Planning and Development a new perspective; Kanishka Publishers, New Delhi
4. Dr. M.R. Dileep ; Tourism Concepts & Practices; KITTS Publication

SEMESTER 3
TT3CRT11 TRANSPORTATION MANAGEMENT

No. of credits – 3

No. of contact hours – 90hours / 5 hours per week

Objectives:

1. To learn about the various types of transportation networks
2. To understand the relationship between transportation and tourism

Module 1

Introduction to Tourist Transportation: Development of means of transport - Tourist transport system – Leiper’s frame work – Role of transport in tourism – Up market and Low budget travelers

Module 2

Surface Transport: Road transport system in India – types of roads – Public transportation system; Rail Transport: General information about Indian Railways, Brief History –Classes of Journey – Types of trains & tracks – Railway Reservation modes – circle trip – Talkal – i-ticket – e-ticket - luxury trains, hill trains, IRCTC - Eurail Pass, Indrail pass.

Module 3

Airport Layout –Airfield – Terminal Area – Flight support Area. Major Airlines and Airports in India - Airport facilities for passengers; Ground handling; Departure formalities – Arrival Formalities – Customs Channels

Module 4

Water Transport: Categories of water transport (Coastal shipping, Inland Waterways, Foreign going traffic) – National waterways. Cruise liners – Types.

Module 5

Logistics Management: Origin and Definition – Types of Logistics; Importance and the need of Supply Chain

References:

1. Jagmohan Negi (2014); Travel Agency and Tour Operations, Sterling publishers, New Delhi
2. Bhatia, A.K (2010)., International Tourism Management, Sterling, NewDelhi
3. Seth, P.N., (1999) Successful Tourism Management (Vol 1 &2),Sterling, NewDelhi
5. G Raghuram & N Rangaraj (2001), Logistics and Supply Chain Management - Cases and Concepts, Allied Publishers, New Delhi
6. Martin Christopher, Logistics & Supply Chain Management: Creating Value-Adding Networks, FT Press.
7. Janat Shah, Supply Chain Management (2009): Text and Cases, 1st Edition, Pearson. New Delhi

SEMESTER 3
TT3CRT12 MANAGEMENT INFORMATION SYSTEM FOR TOURISM

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To enable the students to work with different computation process and analysis.
2. To understand the need of MIS in tourism related industries.

Module 1

Introduction to management information system – Definition characteristics management information system nature and scope of MIS

Module 2

Structure and classification of MIS: Physical components – decision support system – executive information system – transaction processing system – office automation system – Business expert system – financial marketing and human resource information system

Module 3

Information and system concepts – Types of information – kinds of system – Boundary – Interface and black box – Elements of system

Module 4

Data base – Objectives of database – advantage and disadvantages of database – database management system

References:

1. Gordan Davis (2001); Management information system; Tata McGraw-Hill Education, New Delhi
2. James A.O. Brien (2013); Management information system; Tata McGraw-Hill Education, New Delhi
3. Jerome Kantre (1984) ;Management with information; Prentice-Hall, New Delhi
4. D.P. Goyal (2006) ; Management information systems: managerial perspectives; Macmillan, New Delhi

SEMESTER 3
TT3CRT13 STRATEGIC TOURISM MANAGEMENT AND
ENTREPRENEURIAL DEVELOPMENT

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objective:

To develop the necessary input for inculcating new ideas for creating new ventures

Module 1

Entrepreneurship – Definition – Types of entrepreneur – competencies entrepreneur – Developing competencies

Module 2

Small scale entrepreneur – characteristics and relevance – Role of entrepreneurs in SSE and economic development – problem and support needs of SSE – Institutional set up for development of SSC

Module 3

Financial management issues in SSE – Managing asset and liabilities –Evaluating performance – Managing family enterprise – definition, issues and problems, strategies

Module 4

Strategy – concept – Nature and characteristics of strategic decision – level of strategy – benefits of strategic management

Module 5

Strategic management process – Analysis models – Bccs model – SWOT analysis – Types of strategies – stability – growth – retrenchment – combination

References:

1. Drucker P.F (2004); Innovation and Entrepreneurship; Elsevier, UK
2. Sexton. D.L & Smilor. R.W (2007); The Art and Science of Entrepreneurship;Springer Science & Business Media
3. Drucker; All Books that are Entitled Strategic Management, Business;
4. Glueck & Robinson; Strategic Management;

SEMESTER 4
TT4CRT14 GUIDING SKILLS FOR TOURISM

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

To acquire an in-depth knowledge about the profession of tour guiding and escorting

Module 1

Introduction to Guiding and escorting- Meaning; concept and types of tour guide, duties and responsibilities of Guides and Escorts , various role of tour guide, the business of guiding, organizing a guiding business

Module 2

The guiding techniques- leadership and social skills, presentation and speaking skills, The guide's personality, moments of truth, the seven sins of guide, the service cycle, working with different age groups, working under difficult circumstances

Module 3

Guest relationship management- Handling emergency situations- medical, personal, official, VISA/passport, Death, handling guest with special needs/different abilities; Skills required for adventure tours; Knowledge of local security, route chart; Personal hygiene and grooming, tour responsibilities, checklist, leading a group, code of conduct.

Module 4

Conducting tours: Pre tour planning, modes of transportation, conducting various types of tours, understanding clients need, establishing good service security measures, relationship with fellow guides, Coordination with hospitality institutions; points to remember while guiding and escorting

References:

1. Dennis L Foster – Introduction to Travel Agency Management
2. Pat Yale(1995); Business of Tour Operations, Longman Scientific & Technical, New Delhi
3. Pond K L(1993) ; The professional guide: Dynamics of tour guiding,

SEMESTER 4
TT4CRT15 TRAVEL AGENCY AND TOUR OPERATION BUSINESS

No. of credits – 4

No. of contact hours – 90hours / 5 hours per week

Objectives:

1. To understand the inner working mechanism of the travel agency.
2. To understand various skills necessary for tour operation business.

Module 1

Travel trade – History and development of travel agency, functions, travel agent, types, responsibilities – source of income of a travel agent- setting up of travel agency; Role of IATA and approval – approval from the government – Bill settlement Plan (BSP)

Module 2

Travel agency and tour operations – Difference between travel agent and tour operator – linkages and arrangements with hotel – travel agencies and airlines – tour escorts and guides

Module 3

Organization structure of a travel agency – Information, counseling, ticketing, documentation, liaisoning, staffing, directing, planning, organizing, and controlling

Module 4

Tour operation – concept and nature of tour operation – functions – types of tour operations – type of tour operators

Module 5

Itinerary development – Meaning and definition – types of itineraries – reference tool for itinerary preparation – development of effective itinerary

(Note: Practical work of itinerary preparation, tour costing, filling of passport application and visa forms should be done among the students.)

References:

1. Jagmohan Negi (2006); Travel Agency and Tour Operations, Kanishka Publishers, New Delhi
2. Mohinder Chand (2009); Travel Agency and Tour Operations: An Introductory Text ,Anmol Publications Pvt. Limited, New Delhi
3. Dennis L Foster – Introduction to Travel Agency Management
4. Pat Yale(1995); Business of Tour Operations, Longman Scientific & Technical, New Delhi
5. Laurence Stevens(1990); Guiding to Starting and Operating Successful Travel Agency, Delmar Publishers
6. Jane Archer,(2006); Manual of Travel Agency Practice – Butterworth Heinemann Pub, London
7. Betsy Fay ; Essentials of Tour Management –Prentice Hall; Mark Mancini: Conducting tours
8. Mark Mancini (1996); Conducting tours, Delmar Thomas, New York
9. H A Rogers and J A Slinn- Tourism Management of Facilities
10. Lickorish L J and Kershaw A G – The travel trade, practical press

SEMESTER 4**TT4CRT16 COMPUTERIZED OFFICE MANAGEMENT FOR TOURISM****No. of credits – 4****No. of contact hours – 90hours / 5hours per week****Objectives:**

To make the students learn the basics of computers and its use in office management

Module 1

Introduction to Computer – Classification of computer – Historical development of computer – Computer generation – Input Output devices – Memory units – Storage devices

Module 2

Word processing – M S Word – Creating, Modifying, Saving documents – Creating header and footer – Creating form letters for mail merge

Module 3

Spread sheet – MS Excel – Understanding the work book window – Entering tables – Values and formulas in to call – Formatting work sheet – Creating charts.

Module 4

MS PowerPoint – Introduction – Creating presentations – Formatting background, adding sounds – Slide show, Slide sorter – Setting animations – Slide Transition – Setting intervals

References:

1. Introduction to Computers - Leon, 1/e Alexis Leon & Mathews Leon, Vikas Publishing.
2. Introduction to Computers & MS Office by Sanjay Saxena, Vikas Publishing.
3. Computer Fundamentals (Sixth Edition), Pradeep K. Sinha, Priti Sinha, Published by BPB Publications, 2007
4. Ms-Office 2007 by Gini Courter & Annette Marquis BPB Publications
5. Special Edition Ms Excel 2007 by Patrick Blattner, Louie Utrich. Ken Cook & Timothy Dyck Prentice Hall India Pvt. Ltd.

SEMESTER 4
TT4CRT17 BASICS OF BUSINESS COMMUNICATION

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To learn the basics of communication needed for tourism industry
2. To understand the basics of business correspondence

Module 1

Introduction to Business Communication, Basic Forms of Communication, Process of Communication, 7 C's of communication; Mal-functions of communication, Business Etiquette, Technology of Business Communication

Module 2

Conduct of Meeting- Agenda, Notice, Notes, Minutes, Office Memorandum, Office Orders, Press Release; Business Letter Writing-Need, functions & Kinds, Layout of letter writing, Types of letter writing; Report writing

Module 3

Non-verbal communication: Facial expressions, gazes, stare; Body language, touching; Micro expressions, cognitive factors. Attribution;

Module 4

Social behavior: features and factors; Personality – traits and characteristics; Group behavior; leadership in a group; interpersonal relations

References:

1. Phillip, Louis (1975) ; Organizational Communication: The Effective Management,Grid, Incorporated
2. Raman, Meenakshi and Sharma, Sangeeta (2012); Technical Communication: Principles and Practice,OUP India, New Delhi
3. Ross, Robert D (1977); The Management of Public Relations ,Wiley, London
4. Stephenson, James (1937); Principles and Practice of Commercial Correspondence

SEMESTER 4
TT4CRT18 HUMAN RESOURCE MANAGEMENT

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

1. To learn various managerial skills necessary for the success of tourism industry
2. To learn the students about the procedures and practices applied for the manpower training and placement

Module 1

Human resource management – Scope – functions and objectives – personnel management and HRM evolution – HRM – requirement of HRM in tourism

Module 2

Human resource planning – meaning and definition – information of HRP – process of HRP – requisites for successful HRP – barriers to HRP – job analysis – job design

Module 3

Recruitment – Recruitment process – selection – selection process – methods selection – induction – placement

Module 4

Training and Development – Nature and importance of training and development – HRD in tourism – techniques of training

Module 5

Performance Appraisal – appraisal process – job evaluation – job evaluation process – compensation influencing factors – components of remuneration – Absenteeism and Labour turn over – labour welfare – wage and salary Administration

References:

1. K. Aswathappa (1999); Human Resources and Personnel management – text and cases; Tata McGraw-Hill, New Delhi
2. Aswathappa K (2008), Organisational behaviour, Himalaya Publishing. New Delhi
3. Management of Human Resources - text and cases; Rakesh. K. Chopra
4. Human Resources Management; C.B. Gupta
5. Human Resources Development; Dr. P. C. Tripathi.
6. Railey M (2014), Human Resource Management, Butterworth Heinemann.London
7. M Boella, S Goss-Turner, Human Resource Management in the Hospitality Industry: An introductory guide, Butterworth-Heinem

SEMESTER 5
TT5CRT19 INDIAN CONSTITUTION AND CIVIC CONSCIOUSNESS

No. of credits – 4

No. of contact hours –108/6 hours per week

Objectives:

1. Enable the students to understand the various provision of Indian constitution
2. To impart civic consciousness among students.

Module 1

Indian Constitution – Preamble of the Constitution – Sources and Out Standing Features of the Constitution- Philosophy of Indian Constitution

Module 2

Indian Administration – Legislature, Executives, Judiciary; Indian Parliament-Rajya sabha, Lok Sabha-Functions of Parliament; Indian President – Powers and functions of President-Procedure for the President Election- Jurisdiction of Supreme court

Module 3

Indian Citizenship Act- Method of Acquisition and Loss of Indian Citizenship- Right to Information Act 2005

Module 4

Fundamental Rights – Fundamental Duties- Directive Principles of State Policy

Module 5

Constitutional Amendment and its Procedure; Important Amendments

References:

1. D.D. Basu (2008): An Introduction to the constitution of India, New Delhi, Prentice, Isacc:
2. M.V. Pylee (1998) : An Introduction to the constitution of India, Vikas Publishing House, New Delhi
3. Jojo Mathew & Manish K. Gulam (2009 : Indian Polity & constitution, career classics, New Delhi
4. K.R. Acharya: Indian Govt & Politics
5. Brij Krishore Sharma (2005): Introduction of India, Prentice Hall: New Delhi

SEMESTER 5
TT5CRT20 E – TOURISM

No. of credits – 4

No. of contact hours – 108HRS/6 hours per week

Objectives:

1. To study in detail the use of information technology in tourism organizations.
2. To learn how modern technology has revolutionized the travel and tourism industry.

Module 1

Internet, wireless technology, Digital convergence; Cyber ethics, cyber crime, cyber threats, cyber security, privacy issues, cyber laws, cyber addictions, health issues- guide lines for proper usage of computers, internet and mobile phones

Module 2

Internet as a marketing tool, Online reservations, online airport check in, Credit cards and net banking, Digital security in Tourism – CCTV , Smart Cards - Access control – security chips - biometric security systems, biometric passport/e-passport

Module 3

Search Engine Optimization (SEO), Search Engine Marketing (SEM), Social Media Optimization (SMO); Multiple Platforms: - Desktop, Laptop, Tablets, Mobile, Video, Social Media; Online Reputation Management: - Owned Media, Earned Media and Paid Media

Module 4

History and development of CRS, Introduction to GDS (Galileo / Amadeus) - Online ticketing: Travel portals and examples as case study, trends, Disintermediation, Internet as a tool for tourism promotion

References:

1. Technology in Action, Pearson
2. V. Rajaraman (2013), Introduction to Information Technology, Prentice Hall , New Delhi
3. Alexis Leon & Mathews Leon, Computers Today, Leon Vikas
4. Peter Norton (2004), Introduction to Computers,6e,(Indian Adapted Edition) , McGraw-Hill Education, New Delhi
5. Alexis & Mathews Leon (2009), Fundamentals of Information Technology, Vikas Publishing House Pvt Limited, New Delhi
6. George Beekman, Eugene Rathswohl (2003), Computer Confluence, Prentice Hall, New Delhi
7. Barbara Wilson (1996); Information Technology: The Basics, Thomson Learning
8. Ramesh Bangia, Learning Computer Fundamentals, Khanna Book Publishers

SEMESTER 5
TT5CRT21 AIR FARES AND TICKETING

No. of credits – 4

No. of contact hours – 90 hours / 5hours per week

Objectives:

To study the international airfares, and to equip the students the mechanism of airfare ticketing exercise. *(All the fares and NUC's should be provided in the question paper itself).*

Module 1

Airline Terminology – Airports and offline stations served by airlines – abbreviations used in airlines, its fleet – types of journeys (OW, CT, RT) – Global indicators.

Module 2

Air Geography – IATA areas, sub areas, sub regions. Time calculation: GMT variation, concept of standard time and daylight saving time, calculator of elapsed time, flying time and ground time.

Module 3

Passenger ticket: Different coupons – ticketing instruction and conjunction tickets – Open tickets, E-tickets and its advantages – Miscellaneous charges order (MCO) and Prepaid Ticket Advice (PTA)

Module 4

Familiarization with OAG: Three letter city and airport code, airline designated code, minimum connecting time. Familiarization with Air tariff: currency regulation, NUC conversion factors, general rules. Familiarization with TIM: Passport, Visa, Custom Regulations, Health Regulations and Airport Tax, Passenger needing special attention.

Module 5

Introduction to fare construction: Air fare-types, basic elements of airfare. Fare construction formula and basic steps using mileage principles for One Way (OW), Return Trip (RT) and Circle trip journey (CT) with Extra Mileage Allowance (EMA), Extra Mileage Surcharge (EMS), HIP check, Back Haul Minimum Check (BHC) and CTM Check

References:

1. Jagmohan Negi (2005), 'Air travel Ticketing and Fare construction', Kanishka, New Delhi, 2005
2. OAG, Consultant, IATA, Geneva
3. Study Kit for IATA/UFTAA
Foundation Course: - Module – I – Introduction to tourism - Module – II – Travel Geography - Module – III – Air Transport - Module – IV Air Fares & Ticketing
4. Gupta S.K (2007): International Airfare & Ticketing Methods & Technique, Udh Publishers & Distributors (p) Limited, New Delhi

SEMESTER 5
TT5CRT22 ENVIRONMENTAL STUDIES AND ECO TOURISM

No. of credits – 4

No. of contact hours –72hours / 4hours per week

Module I

Unit 1 : Multidisciplinary nature of environmental studies

Definition, scope and importance

Need for public awareness.

Unit 2 : Natural Resources :

Renewable and non-renewable resources : Natural resources and associated problems.

a) Forest resources : Use and over-exploitation, deforestation, case studies.

Timber extraction, mining, dams and their effects on forest and tribal people.

b) Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.

c) Mineral resources : Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

d) Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water

logging, salinity, case studies.

e) Energy resources: Growing energy needs, renewable and non renewable energy sources,

use of alternate energy sources, Case studies.

f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion

and desertification

- Role of individual in conservation of natural resources.
- Equitable use of resources for sustainable lifestyles.

Unit 3: Ecosystems

- Concept of an ecosystem
- Structure and function of an ecosystem
- Producers, consumers and decomposers
- Energy flow in the ecosystem
- Ecological succession
- Food chains, food webs and ecological pyramids.
- Introduction, types, characteristic features, structure and function of the given ecosystem:-
 - a. Forest ecosystem

Module II

Unit 1: Biodiversity and its conservation

- Introduction
- Biogeographical classification of India
- Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.
- India as a mega-diversity nation
- Hot-spots of biodiversity
- Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts
- Endangered and endemic species of India

Unit 2: Environmental Pollution

Definition

Causes, effects and control measures of: -

- a. Air pollution
 - b. Water pollution
 - c. Soil pollution
 - d. Marine pollution
 - e. Noise pollution
 - f. Thermal pollution
 - g. Nuclear hazards
- Solid waste Management: Causes, effects and control measures of urban and industrial wastes.
 - Role of an individual in prevention of pollution
 - Pollution case studies
 - Disaster management: floods, earthquake, cyclone and landslides.

Unit 3: Social Issues and the Environment

- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people: its problems and concerns, Case studies
- Environmental ethics: Issues and possible solutions
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Case studies
- Consumerism and waste products
- Environment Protection Act

- Air (Prevention and Control of Pollution) Act
- Water (Prevention and control of Pollution) Act
- Wildlife Protection Act
- Forest Conservation Act
- Issues involved in enforcement of environmental legislation
- Public awareness

Module - III

Eco- Tourism – concept and definition – the eco- tourist character – eco-tourism products –Eco- Tourism development and its relevance – strategies of eco- tourism development, Tourism and environment linkage

Module IV

Eco- Tourism and India – Eco – tourism and World Tourism Organization – present scenario, national committee on tourism and ecological aspects of tourism.

Module – V

Unit 1- Human Rights– An Introduction to Human Rights, Meaning, concept and development, Three Generations of Human Rights (Civil and Political Rights; Economic, Social and Cultural Rights).

Unit-2 Human Rights and United Nations – contributions, main human rights related organs - UNESCO, UNICEF, WHO, ILO, Declarations for women and children, Universal Declaration of Human Rights.

Human Rights in India – Fundamental rights and Indian Constitution, Rights for children and women, Scheduled Castes, Scheduled Tribes, Other Backward Castes and Minorities

Unit-3 Human Rights and environmental rights - Right to Clean Environment and Public Safety: Issues of Industrial Pollution, Prevention, Rehabilitation and Safety Aspect of New Technologies such as Chemical and Nuclear Technologies, Issues of Waste Disposal, Protection of Environment

Conservation of natural resources and human rights: Reports, Case studies and policy formulation. Conservation issues of western ghats- mention Gadgil committee report, Kasthuriangan report. Over exploitation of ground water resources, marine fisheries, sand mining etc.

Internal: Field study

- Visit to a local area to document environmental grassland/ hill /mountain
- Visit a local polluted site – Urban/Rural/Industrial/Agricultural Study of common plants, insects, birds
- Study of simple ecosystem-pond, river, hill slopes, etc

(Field work Equal to 5 lecture hours)

REFERENCES

1. Agarwal, K.C 2001 Environmental Biology, Nidi Publ. Ltd, Bikaner.
2. Bharucha Erach, Text Book of Environmental Studies for undergraduate Courses. University Press, IInd Edition 2013 (TB)
3. Brunner.R., 1989, Hazardous Waste Incineration, McGraw Hill Inc.480p
4. Clark.R.S., Marine Pollution, Clarendon Press Oxford (TB)
5. Cunningham, W.P.Cooper, T.H.Gorhani, E & Hepworth, M.T.2001. Environmental Encyclopedia, Jaico Publ. House. Mumbai. 1196p
6. De A.K.Environmental Chemistry, Wiley Eastern Ltd.
7. Down to Earth, Centre for Science and Environment (R)
8. Gleick, 11.P.1993 Water in crisis, Pacific Institute for Studies in Dev. Environment & Security. Stockholm Environment Institute Oxford University Press 473p
9. Hawkins R.E, Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
10. Heywood, V.H & Watson, R.T. 1995. Global Biodiversity Assessment, Cambridge University Press 1140p
11. Jadhav.H & Bhosale.V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284p
12. Mckinney, M.L & Schock.R.M. 1996 Environmental Science Systems & Solutions. Web enhanced edition 639p
13. Mhaskar A.K., Matier Hazardous, Techno-Science Publications (TB)
14. Miller T.G. Jr., Environmental Science, Wadsworth Publishing Co. (TB)
15. Odum.E.P 1971. Fundamentals of Ecology. W.B. Saunders Co. USA 574p
16. Rao.M.N & Datta.A.K. 1987 Waste Water treatment Oxford & IBII Publication Co.Pvt.Ltd.345p
17. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
18. Survey of the Environment, The Hindu (M)
19. Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science (TB) XI
20. Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)

21. u) Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
22. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p
23. (M) Magazine (R) Reference (TB) Textbook
24. Sithamparanathan; Ecosystem Principles and Sustainable Agriculture, SciTech
25. J Tyler & Miller (2014); Living in the environment, Cengage Learning, New Delhi

SEMESTER 5
TT5OPT01 PUBLIC RELATIONS AND TOURISM JOURNALISM

No. of credits – 3

No. of contact hours – 72 hours / 4 hours per week

Objectives:

To study about Public relations and Travel Journalism as a career option

Module 1

Principles of PR – PR Ethics – Mass Communication – Knowledge Organization – Communication skills – Image building – Goodwill, Feedback – Role of PR in Organization

Module 2

Advertising Photographer & institutions – Conference – Conflict – PR in Tourism Industry

Module 3

Meaning and scope of Journalism – Principles of Journalism – Editing – Tourism press in India – Print media – Radio & TV Media

Module 4

Web Journalism – Suppliers of News – Editor – Languages and Styles – Theories of Mass Communication – News Agencies – Journalism as a Career and Profession

Module 5

Qualities required as a reporter – Photo Journalism – Design and Make-up – Picture Editing and Caption – Mass Media policies – Media representation in tourism

References:

1. Public Relation; Jeth Waney
2. Public Relation Hand Book
3. Janet Macdonald (2000), Travel Writing, Robert Hale, London.
4. Brunt.P. (1997), Market Research in Travel and Tourism, Butterworth and Heinemann, UK.
5. Clark, Riley,M., Wood,R.C. (1998), Researching and Writing Dissertations in Hospitality and Tourism, UK.
6. Neilson C. (2001), Tourism and the Media: Tourist Decision Making, Information and Communication, Hospitality Press, Melbourne
7. Arvahan E. & Ketter E. (2008), Media Strategies for Marketing Places in Crisis, Elsevier, UK.

SEMESTER 5
TT5OPT02 FRONT OFFICE MANAGEMENT

No. of credits – 3

No. of contact hours – 72 hours / 4hours per week

Objectives:

To equip the students about the details of front office management as a career opportunity

Module 1

Introduction to Hotel Industry – Types of Hotels – Introduction to Front Office – Front office operations – Front office equipment – study of various systems

Module 2

Reservation – Registration – Technology – Method of Payment – Room Rate – Front Office Communication

Module 3

Check Out and Settlement – Night audit – Telephone Operation

Module 4

Principle and Function of Catering Management – Tools of Management – organization chart

Module 5

General Manager – duties and Responsibilities – Guest satisfaction and Review – Training and development –Laws governing Food service Establishment – Employee facilities and Benefits

References:

1. Sudhir Andrews (2007); Front Office Management & Operations, Tata McGraw-Hill Education, New Delhi
2. Rakesh Puri ; Front Office Operations & Management:
3. Jatashankar R. Tiwari (2009); Hotel Front Office Operations & Management, OUP India, New Delhi
4. Colin Dix, Chris Baird(2006); Front Office Operations, Pearson Education India, New Delhi
5. Gary K.Vallen, Jerome J.Vallen (2013); Check-In Check-Out Managing Hotel operations: Pearson, New Delhi
6. Sue Baker, Jeremy Huyton, Pam Bradley (2001); Principles of Hotel Front-Office Opeartions: Cengage Learning EMEA, New Delhi
7. Sushil Kumar Bhatnagar; Front Office Management:
8. Sudhir Andrews (2009); Hotel Front Office Training Manual, Tata McGraw-Hill Education, New Delhi

SEMESTER 5**TT5OPT03 AN INTRODUCTION TO PRINCIPLES OF TOURISM****No. of credits – 3****No. of contact hours – 72hours / 4hours per week**

Objectives: To invoke interest in students with basic concepts of tourism

Module 1

Tourism- Meaning and definition, Origin and growth of tourism, Tourism development in India- pre and post war period, Factors affecting growth of modern tourism.

Module 2

Components of tourism – distribution – Inter-relation between various segments – travel industry network – Elements of tourism

Module 3

Basic travel motivators, Significance of tourism – Social, environmental, political, economic, Negative impacts of tourism

Module 4

Forms and types of Tourism, carrying capacity, factors affecting carrying capacity, sustainable tourism development.

Module 5

Tourism Products of India (Major Cultural, Natural and Manmade), UNESCO World heritage sites in India.

Reference:

Pran Nath Seth: Successful Tourism Management (Vol 1&2) Sterling Publishers, New Delhi.

A K Bhatia: Tourism Development; Principles and Practices, Sterling Publishers, New Delhi

Robinet Jacob: Tourism Products of India; A National perspective, Abhijeeth Publications, New Delhi.

A K Bhatia: The Business of Tourism; Concepts and Strategies, Sterling Publishers, New Delhi.

SEMESTER 6
TT6CRT23 TOURISM MARKETING

No. of credits – 4

No. of contact hours – 90 hours / 5 hours per week

Objectives:

To equip the students the basics of marketing with special reference to tourism

Module 1

Tourism Marketing – concept – characteristics – philosophies of marketing management
– customer relationship management

Module 2

Marketing research – need – process of marketing research

Module 3

Market segmentation – types of market segmentation – market planning objectives
marketing mix – Ps of marketing

Module 4

Product – concept – new product development – Product life cycle – Product pricing –
methods and strategies – Distribution strategies

Module 5

Promotion mix – Promotional budget – Promotional strategies – Service marketing
techniques, Marketing of Airline (Case study)

References:

1. Ravi Shankar (2002); Service Marketing, Excel Books India, New Delhi
2. Nimit Chaudhary – Service Marketing
3. Philip Kotler, Bowens and James Makens (2010); Marketing for Tourism and Hospitality, Pearson, New Delhi
4. Holloway and Robinson, Marketing for tourism, Longman publisher, London
5. SM Jha (2008): Tourism Marketing, Himalaya Publishing, Mumbai
6. Jagmohan Negi: Marketing and Sales strategies for Hotels and Travel Trade.
7. Keller & Kotler (2009); Marketing Management, Pearson Prentice Hall, New Delhi
8. Naresh Malhotra (2010); Marketing Research, Pearson Prentice Hall, New Delhi
9. Kotler, Philip and Armstrong Philip (1999), Principle of Marketing, Prentice-Hall India, New Delhi

SEMESTER 6**TT6CRT24 PRINCIPLES OF INTERNATIONAL BUSINESS FOR TOURISM****No. of credits – 4****No. of contact hours – 108 hours /6 hours per week****Objectives:**

To learn the basics of today's international business

Module 1

Meaning and definition of foreign exchange – Balance of Trade and Balance of Payment – India's Balance of Payments Problems

Module 2

The rate of exchange – determination of rate of exchange – Purchasing Power – Parity Theory

Module 3

Exchange Control – Multiple Exchange Rates – Fixed, Flexible and Floating – Fluctuations in Rate of Exchange – Causes – Objectives, Methods – Important provisions of FEMA

Module 4

Globalization of markets – production – Investment and Technology – Export Import Procedures

Module 5

International Financial Institutions – IMF – Special Drawing Rights – IBRD – ADB – IDA

References:

1. P. Subba Rao (2001), International Business, Himalaya Publishing House, New Delhi;
2. Prof. J.V. Prabhakara Rao; International Business;
3. Francis Cherunilam (2010); International Business, PHI Learning Pvt. Ltd, New Delhi
4. Sundaram and Black(1995); International Business Environment , Prentice-Hall, New Delhi
5. Bhalla and Raju; International Business Environment
6. P.G. Apte (2010); International Financial Management , Tata McGraw-Hill Education, New Delhi
7. Justin Paul (2011); International Business , PHI Learning Pvt. Ltd, New Delhi

SEMESTER 6
TT6CRT25 HOSPITALITY MANAGEMENT

No. of credits – 4

No. of contact hours –90hours / 5 hours per week

Objectives:

1. To enable the students to understand the essentials hospitality management
2. To understand different public relation techniques used for the promotion of hospitality business

Module1

Introduction to hospitality industry – Accommodation types and forms – Hotel concept and classification

Module 2

Categorization – Categorization of hotels on the basis of facilities provided (star system) and approval

Module 3

Important departments of hotel – Front office, Housekeeping, Food and Beverage, maintenance and engineering – function and co- ordination with other departments

Module 4

Guest cycle – Guest stay process in a hotel – Major processes and stages associated with it – Reservation, Registration, Guest complaints etc.

Module 5

Role and input in multinationals in hotel sector – Leading multinational and public sector hotel chains in India

References:

- 1.RK Malhotra ; Fundamentals of Hotel Management and Operations, Anmol Pub, New Delhi
- 2.Mohammed Zulfiker ; Introduction to Tourism and Hotel Industry, UBS Pub, New Delhi
- 3.Dennis. L. Foster ; VIP and Introduction to Hospitality, Mc Graw Hill
- 4.M. L. Ksavana and R. M. Brooks ; Front Office procedures , Educational Institute. A.H.M.A
- 5.Sudhir Andrews ; Hotel front Office Management, Tata Mc.Graw Hill, New Delhi
- 7.Puspinder. S. Gill ; Dynamics of Tourism –Vol.4 – Tourism and Hotel Management Anmol Pub, New Delhi
- 8.Jag Mohan Negi ; Hotels for Tourism Development, Metropolitan Pub, NewDelhi
- 9.John R Walker ; Introduction to Hospitality Management , Pearson Education India
- 10.S Medlik & H Ingram: The business of Hotels , Butterworth Heinemann, New Delhi

SEMESTER 6**TT6CRT26 WEB DESIGNING AND ONLINE BUSINESS FOR TOURISM****No. of credits – 4****No. of contact hours – 90 hours / 5 hours per week****Objectives:**

To learn the basics of web designing and its use in tourism

Module 1

Introduction to windows – Start menu –Folder, Documents, Desktop, Toolbar

Module 2

Internet – History, Basic requirements; Hardware, Software, Web browser, Internet explorer, Netscape Navigator, Feature – Email, Outlook Express, World Wide Web

Module 3

Computer Networks – Introduction, Uses, Types of network, Network Topologies – FTP, Transmission Media – Magnetic media, Twisted pair media, Base band and Broadband, Fibreoptic Cable

Module 4

Introduction to HTML – HTML Tags – Forms, Frames, Tables; List – Links – Display in images; Web page designing

References:

1. Using Microsoft Windows 2000 Professional By Robert Cowart, Brian Knittel, Que Publishing
2. Computer Networks by Andrew S. Tanenbaum, Prentice Hall PTR, 2003
3. Data Communications and Networking by Behrouz A. Forouzan, McGraw-Hill Education, 2006
4. HTML: A Beginner's Guide, Fifth Edition By Wendy Willard, McGraw-Hill Education
5. Computer Fundamentals and Internet Basics By: Rohit Khurana, DK Publishers and Distributors, Delhi

SEMESTER 6
TT6CRT27 MICE TOURISM

No. of credits – 4

No. of contact hours – 72 hours / 4 hours per week

Objectives:

To enable the students to understand the essentials of Event management

Module 1

Introduction to conventions, exhibitions and meetings (MICE) – Definition of conference and the components of the conference market – Introduction to convention venues – characteristics of conferences / conventions

Module 2

The nature of conference markets – Demand for conference facilities – Economic and social significance of conventions – impact of conventions on local and national communities – Demographic trends and Geographical Distribution – introduction to professional meeting planning – management of conference at site

Module 3

Convention / exhibition facilities – Benefits of conventions facilities – Interrelated venues – Project planning development

Module 4

Meeting planner/ convention manager – Organizing and planning events – Major attributes of meeting planners, Types of meeting planners – Convention and visitor bureaus, Bureaus structure and funding

Module 5

Travel Industry Fairs – Participation Advantage – ITB – WTM – SMTV – FITUR – EIBTM- PATA Travel Mart, KTM

References:

1. Avrieh, Barry (1994), Event and Entertainment Marketing, Vikas Publications, New Delhi.
2. Gaur Sanjay Singh (2001), Event Marketing and Management, Vikas Publications, New Delhi.
3. Diwakar Sharma (2009), Event Planning and Management, Deep & Deep Publications. New Delhi
4. Cindy Lemaire Mardi Foster- Walker- Event Planning Business, Jaico Publishing House; Mumbai.

SEMESTER 6**TT6STP02 STUDY TOUR REPORT****No. of credits – 1****Study Tour Report\Case study Report**

Each student has to submit a Study Tour Report or a Case Study Report of any tourist destination in Kerala during the sixth semester for evaluation. The evaluation is for 100 marks and should be internal only. Preparation of study tour report include two parts: pre tour phase and post tour phase. Pre tour phase involves itinerary preparation, costing etc. Post tour phase involves detailed report on the tour.

SEMESTER 6
TT6PRP01 PROJECT/DESSERTATION

No. of credits: 2

All students are to do a project as a group consisting a maximum of five students. The projects are to be identified during the 5th semester of the programme with the help of the supervising teacher. The report of the project in duplicate is to be submitted to the department at the 6th semester and are to be produced before the examiners appointed by the University.

External project evaluation and Viva/ Presentation are compulsory and will be conducted at the end of the programme during the sixth semester. 20 % of marks are awarded through internal assessment.

The project is treated as a separate course. The course will have a credit of 2 and is compulsory for completion of the programme.

Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

FIRST DEGREE PROGRAMME IN ECONOMICS (BA ECONOMICS)

Course Co-ordinator: Dr. Jose J. Naduthotty

Academic support by
K.N. Raj Centre for Planning & Centre-State Relations
Mahatma Gandhi University
Kottayam, Kerala

FIRST DEGREE PROGRAMME IN ECONOMICS (BA ECONOMICS)

Programme Project Report

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State had also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all its Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Programme's Mission & Objectives

In line with the mission of the University, to provide flexible learning opportunities to all, particularly to those who could not join regular colleges or universities owing to social, economic and other constraints, the Degree Programme in Economics (BA), offered in the Open and Distance Education Mode aims at providing good quality education at affordable fee. It is also suitable for those who are already employed to improve their academic qualification which motivate them to move to higher grades (add to vertical mobility) in their profession. The various objectives are discussed below

Economics is a widely sought-after subject since it offers considerable employment opportunity in diverse fields like banks, industry and government service. Having a graduation in Economics opens opportunity for higher learning in management (MBA), Law etc, besides being the primary requirement if one plans to do advanced courses in Economics (PG and Research).

The specific objectives of the Programme are:

- (i). To provide an opportunity to those who are already employed in different professions to improve their chances of progressing to higher positions in their job.
- (ii). To cater to those who could not procure admission in a Regular Programme offered by colleges affiliated to the University due to various reasons (such as non-availability of colleges within convenient distance, failure to obtain required cut off mark at the qualifying examination to apply in regular colleges, lack of required financial capability, and urgency to work and support family)
- (iii). To help in the creation and development of manpower that would provide intellectual leadership to the community and in the process make available required manpower to the industry and service sector as well as in government service.

2. Relevance of the Programme with HEI's Mission and Goals

The Course is relevant for three sets of students. The first set includes those who want to pursue higher studies like a regular PG course in Economics, Management etc., or going a step further to Research. The second set of students look upon the Course as a means of entering better avenues of employment. The third category consists of those who are already employed, to improve vertical mobility.

In congruence with goals of the University, the Programme envisages at providing skilled manpower to the professional, industrial and service sectors in the country so as to meet domestic and global demands. The Programme also aims at making students fit for taking up various jobs and to initiate and run self-employment ventures. All the core papers taught in the Regular Course in affiliated colleges of the University are available as such. Under the Choice Based Credit and Semester pattern students have reasonable choice with regard to Open, Elective and Complementary subjects.

3. Nature of Prospective Target Group of Learners:

The BA Course offered under the Open and Distance mode is in every sense comparable to the three year full time choice-based credit and semester system which is in operation in regular colleges. It is more flexible and can be very useful to students with special difficulty (due to financial backwardness and those living in rural areas that do not have regular colleges). This course aims at inculcating essential skills as demanded by the industry and service sectors. The curriculum has been designed to cater to the emerging needs of the economy and society. The syllabus has been developed to offer sufficient breadth and depth in the main subject so that those who wish to continue in academic line will have no problem adjusting to the demands of PG in Economics or Research in the subject. As only a small percentage of the aspirants who wish to attend a degree course in Economics in Kerala are being accommodated in the regular mode through colleges. It is hoped that the Programme offered through the distance mode of the university will be a boon for those who could not join regular colleges owing to social, economic and other constraints such as eligibility for enrolment, age of entry, time and place etc.

In the recent period, a large number of self-financing institutions have come up to serve those who could not get admission in regular colleges; but these are unaffordable to the poor and lower middle-class families. The Open and Distance mode of courses are also likely to bring more women into higher education as many parents don't like to send their daughters to colleges which are situated at a considerable distance from home.

4. Appropriateness of Programme to be conducted in Open and Distance Learning Mode to acquire specific skills and competence

The Self Learning Material (SLM) for the Programme has been developed keeping in mind the needs and special difficulties of the said categories of learners ensuring that it is self-explanatory, self-contained, comprehensive and simple. The norms and guidelines suggested in the University Grants Commission (Open and Distance Learning) Regulations, 2017 such as the

background of the learner and learning needs, learning experiences, and support and preparation in adapting to flexible learning have been strictly adhered to during the planning period of developing SLM. The ingredients considered while developing SLMs include: (a) Learning Objectives (b) Assessment of prior knowledge (c) Learning activities (d) Feedback of learning activities (e) Examples and illustrations (f) Self-assessment tests (g) Summaries and key points (h) Study tips etc.

The Programme could be considered appropriate to be conducted in ODL mode to acquire specific skills and competence for the following reasons:

- 1) The specific skill and competencies required for a B.A graduate can be imparted to a great extent through SLMs that are self-explanatory, self-contained and self motivating.
- 2) Large volume of study material on the various courses under the B.A Degree Programme is available on the internet or websites of the UGC or Universities in the form of notes in Word/PDF format, PPTs, Videos etc. Information on them can be provided during the counselling hours earmarked per Course. There is some variation in hours allocated for papers as some of them like Econometrics and Mathematical Economics may require practice sessions.
- 3) The Programme stresses the application of theory to practice through the use of quantitative techniques. Fair amount of training will be given in execution of project work, case studies, presentations and practical assignments
- 4) Necessary library materials will be provided to students. Though students of Open and Distance Course cannot be granted membership of the university library they will be allowed to refer books and make use of the online resources in the library. An ID card will be issued to students which will enable them to access resources in the university library.

5. Instructional Design

5.1 Curriculum Design

The University is revising the curriculum and syllabi of its BA Economics Programme (regular) once in every three years to ensure that the content is updated to reflect current academic knowledge and practice, and also to ensure that the University provide the best learning experiences possible for students. As part of curriculum design, a curriculum and syllabus revision workshop is organized which consider improvements in curriculum to reflect latest developments in the subject. In this context, the committee identifies what are the specific needs, translates the needs into course after splitting the broad objectives into specific objectives, groups the specific objectives into subjects, derives the subjects from the classification, specifies enabling objectives, unitizing each subject matter and specifies required time for syllabus formulation. The curriculum of BA Economics has been prepared by considering the challenges of offering the Programme through distant mode. The curriculum and syllabus of BA Economics delivered in Distance mode is same as the Programme of the regular Course.

The BA Economics Course is designed in such a way that students have considerable choice in selection of papers. Choice Based Credit and Semester System which is followed for

regular course is available to the students who register for the Open and Distance Education Course. For each Core paper offered, 16 hours of contact class is arranged at each of the different Centres. The University will appoint sufficient number of well-qualified full-time faculty for conducting such classes. Students are required to submit assignments and appear for test papers to be able to pass internal examination for which 20 percent of marks are earmarked.

Programme details:

Sem	Course code	Course Title	Course Type	Credit	Contact session (Hrs)	CE Marks	ESE Marks	Total Mark
I	DEN1CC01	English 1		4	12	20	80	100
	DEN1CC02	English Common 1	Common	3	9	20	80	100
	*DML1CC02 **DHN1CC02	Second Language 1	Common	4	12	20	80	100
	DEC1CRT01	Perspectives & Methodology of Economics	Core	4	12	20	80	100
	DEC1CMT01	Complementary 1	Complementary	4	12	20	80	100
		Semester I Total			19	57	100	400
II	DEN2CC03	English 2		4	12	20	80	100
	DEN2CC04	English common 2	Common	3	9	20	80	100
	*DML2CC02 **DHN2CC02	Second Language 2	Common	4	12	20	80	100
	DEC2CRT02	Microeconomics I	Core	5	15	20	80	100
	DEC2CMT02	Complementary 2	Complementary	4	12	20	80	100
		Semester II Total			20	60	100	400
III	DEN3CC05	English 3	Common	4	12	20	80	100
	*DML3CC03 **DHN3CC03	Second Language Common 1	Common	4	12	20	80	100
	DEC3CRT03	Microeconomics 2	Core	4	12	20	80	100
	DEC3CRT04	Economics of Growth & Development	Core	4	12	20	80	100
	DEC3CMT01	Complementary 3	Complementary	4	12	20	80	100
		Semester III Total			20	60	100	400
IV	DEN4CC06	English 4	Common	4	12	20	80	100
	*DML4CC04 **DHN4CC04	Second Language common 2	Common	4	12	20	80	100
	DEC4CRT05	Macroeconomics 1	Core	4	12	20	80	100
	DEC4CRT06	Public Finance	Core	4	12	20	80	100
	DEC4CMT02	Complementary 4	Complementary	4	12	20	80	100
		Semester IV Total			20	60	100	400

V	DEC5CRT07	Quantitative Techniques.	Core	4	12	20	80	100
	DEC5CRT08	Macroeconomics 2	Core	5	15	20	80	100
	DEC5OPT01/2/3/4	Open Course	Open Course	3	9	20	80	100
	DEC5GET01/02/03	Environmental Economics	General Elective	4	12	20	80	100
	DEC5CRT11	Introductory Econometrics	Core	4	12	20	80	100
		Semester V Total		20	60	100	400	500
VI	DEC6CRT12	Quantitative Methods	Core	4	12	20	80	100
	DEC6CRT13	International Economics	Core	4	12	20	80	100
	DEC6CB1-3	Choice-based Course	Choice Based	3	9	20	80	100
	DEC6CBT01-03	Money & Financial Markets	Choice Based	4	12	20	80	100
	DEC6CRT16	Indian Economy	Core	4	12	20	80	100
	DEC6PRP01	Project		2		20	80	100
		Semester VI Total		21	57	120	480	600
		Grand Total		150	354	620	2480	3100

Second Language *Malayalam **Hindi

BA Economics (Open and Distance Mode)

Open Courses Offered: Semester V-Core 9

Sl No.	Course code	Course Title
1	DEC5OPT01	Foundations of Economics
2	DEC5OPT02	Economics of Population
3	DEC5OPT03	Gender Economics

Choice Based Core Courses—Elective, Semester VI-Core 14

Sl. No.	Course code	Course Title
1	DEC6GET 01	Mathematical Economics
2	DEC6GET 02	Business Economics
3	DEC6GET 03	History of Economic Thought

Complementary Courses (Economics) for Other BA Programmes

Sl. No.	Course code	Course Title
1	DEC1/3 CMT01	Principles of Economics
2	DEC2/4	Basic Economic Studies

List of Complementary Courses

1. History
2. Political Sciences
3. Psychology
4. Sociology
5. Mathematics
6. Mathematics for Economic Analysis
7. Logic

5.3 Duration of the Programme

The normal duration of the Programme shall be three years consisting of Six Semesters.

5.4 Faculty and Support Staff Requirement

Course Co-ordinator

Dr. Jose J. Naduthotty
Faculty, K.N. Raj Centre for Planning & Centre-State Relations, MG University
Qualifications: MA (Eco), PhD (Eco)

Teaching faculty

The two Common Courses (Languages) will be taught by teachers with a Master's degree in relevant disciplines along with other qualifications prescribed by the University. The core courses including all practical papers, and open course have to be taught by teachers with M.com qualification along with other qualifications prescribed by the University.

Instructional Delivery Mechanisms

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, students are being offered a minimum of 57 contact hours for each semester. The personal contact Programmes are being taken using audio visual aids, and students are encouraged to use web resources to prepare personal notes, videos etc.

Student Support Service Systems at SDE

The SDE has Learner Support Centres for students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

In addition to this, the university has centralized resources to enable the student support activities in respect of Information Centre, Library with good collection of books and journals, Wi-Fi connectivity, Counselling, Students Grievance Redressal Cell, Post Office, Snack bar and Refreshment Centre, Reprographic centre, Drinking water etc.

6. Procedure for Admissions, Curriculum Transaction and Evaluation

Admission

The admission notifications for BA Economics Programme will be issued in leading national and regional dailies in April. The detailed information regarding admission is being given on the SDE website and on the admission website. Students seeking admission shall apply online.

Minimum Eligibility for Admission

Eligibility for admission to the Programme is a pass in Higher Secondary Examination of the State or an examination accepted by the University as equivalent thereto.

Fee Structure

BA Economics Rs.14000 for full Programme (collected in three installments)

Programme Delivery

The Programme is being delivered with the help of SLM and Personal Contact Programmes. The SLM is being dispatched to the students during each semester directly or by post. At the beginning of each semester assignments are given, which are to be submitted by the end of the respective semester and the marks are included in the internal marks.

Evaluation

The evaluation of the Programme will consist of two parts: a) Continuous Evaluation (CE) b) End Semester Evaluation (ESE) The external theory examination of all semesters shall be conducted by the University at the end of each semester/year. Internal evaluation is to be done by continuous assessment. Total marks of external examination is 80 and total marks of internal evaluation is 20.

For projects

a) Marks of external evaluation: 80

b) Marks of internal evaluation: 20

Components of External Evaluation of Project Marks

Item	Marks
Dissertation	50
Viva-voce	30
Total	80

Components of internal evaluation of project

Item	Marks
Punctuality	5
Experimentation/ Data collection	5
Knowledge	5
Report	5
Total	20

Assignments:-Assignments are to be done from 1st to 4th Semesters. At least one assignment should be done in each semester for all courses.

Seminar/Viva:- A student shall present a seminar in the 5th semester for each paper and appear for Viva-voce in the 6th semester for each course.

Internal assessment shall not be used as a tool for personal or other type of vengeance. A student has all rights to know, how the teacher arrived at the marks. In order to address the grievance of students, a three-level Grievance Redressal mechanism is envisaged. A student can approach the upper level only if grievance is not addressed at the lower level.

7. Requirements of Library Resources

Computer Lab is not mandatory for BA Economics. The students can use the library resources available at the University Central Library and Learning Support Centers.

Mahatma Gandhi University Library and Information System consists of University Library, Libraries of the Schools and 4 Study Centre Libraries. The University Library was established in 1989. The University Library which is situated in the main campus occupies

purpose-built accommodation, and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area consisting of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The Library is providing service from 8 am to 8 pm in three shift timings for its staff. The library functions on an average of 345 days in a year. The libraries of teaching departments are open during working hours of the Schools. Reading space is provided in all the three floors housing the various sections of the library. The library provides reading facility to the visually impaired users too. For this, an electronic lab custom made for visually and physically challenged users has been set up during 2016.

The University Library has a Library Advisory Committee. It is an 18 member committee with Vice-Chancellor as Chairman and University Librarian as Convener.

The Library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC, Journal Article Index, By monthly Bibliography compilation and Literature Search Service are also available

The Library is a member of the INFLIBNET Centre, Ahmedabad as well as DELNET (Developing Library Network). As a member of these networks, the Library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its university online theses digital library. The various department libraries have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	KN Raj Centre for Planning and Centre -State relations	1146

8. Cost Estimate of the Programme and the Provisions

Sl.No.	Expenditure heads	Expenditure (Rs.) for 1000 students
1	Pay and allowances	20,00000
2	Contact classes and evaluation	10,00000
3	Course material	9,00000
4	Advertisement charges	12,000
5	Postage and telephone	10,000
6	Books and periodicals	60,000
7	Miscellaneous	13,000
	TOTAL	39,95,000
	Provisions @10%	3,99,500
	Grand Total	43,94,500
		Cost per student/year = Rs.4395/-

9. Quality Assurance Mechanism and expected Programme outcomes

The SDE has devised the following mechanism for monitoring the effectiveness of the BA Economics Programme to ensure good standards of curriculum, instructional design etc.

(a). Established a Monitoring Committee at the University level to develop and put in place a comprehensive and dynamic internal quality assurance system to enhance the quality of the Programmes offered through distance mode as per the norms and guidelines of the University Grants Commission (Open and Distance Learning) Regulations, 2017.

(b). The SDE has an approved panel of experts for preparing SML. The SLM prepared is being edited by the board of subject expert. The SLMs are developed with the approach of self explanatory, self-contained, self-directed, self-motivating and simple to understand.

(c). The SDE of the University has full time faculty members exclusively for co-ordinating the Programme and also has a panel of qualified guest teachers for counseling students and engaging in personal contact Programmes.

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

- Develop an ability to effectively communicate both orally and verbally
- Appreciate importance of working independently and in a team
- Have exposure of complex economic problems and find their solution
- Process data by using the quantitative techniques imparted in the course.
- Understand required analytical and statistical tools for economic analysis
- Develop an understanding of econometric tools which are useful in evaluating economic performance of firms and other economic entities
- Develop self-confidence and awareness of general issues confronting the economy and the society.

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Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

FIRST DEGREE PROGRAMME IN ENGLISH (BA ENGLISH)

Course Co-ordinator: Dr. Saji Mathew

Academic support by

School of Letters

Mahatma Gandhi University

Kottayam, Kerala

FIRST DEGREE PROGRAMME IN ENGLISH (BA ENGLISH)

PROGRAMME PROJECT REPORT

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State have also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all the Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Programme's Mission & Vision

- To conduct and support undergraduate, postgraduate and research-level/Programmes of quality in different disciplines.
- To foster teaching, research and extension activities for the creation of new knowledge for the development of society. To help in the creation and development of manpower that would provide intellectual leadership to the community.
- To provide skilled manpower to the professional, industrial and service sectors to meet global demands.
- To help promote the cultural heritage of the nation and preserve the environmental sustainability and quality of life.
- To cater to the holistic development of the region through academic leadership.

In today's global scenario the significance and role of English goes without saying. While the inevitability of a foundation in the English language does not merit any detailed justification, a Programme that combines the benefits of the English language with the input from the world of literature makes it all the more fascinating as literature is man's highest achievement in terms of creativity and innovativeness, not to speak of its philosophical underpinnings

2. Relevance of the Programme with the HEI's Mission and Goals

The vision behind the introduction of the BA Programme in English is that a proper foundation in English, the international lingua franca, ensures a foundation in many other

disciplines. The mission is to produce a generation of young minds who can combine linguistic capability with literary creativity in whichever field they engage themselves.

In today's global scenario the significance and role of English goes without saying. While the inevitability of a foundation in the English language does not merit any detailed justification, a Programme that combines the benefits of the English language with the input from the world of literature makes it all the more fascinating as literature is man's highest achievement in terms of creativity and innovativeness, not to speak of its philosophical underpinnings.

3. Nature of Prospective Target Group of Learners:

The Programme is open to students who have taken English as either an elective or common course at the higher secondary level. They will be selected on the basis of their performance in the final examination of higher secondary course. The curriculum is designed in such a way that a good student can comprehend the portions and the requirements of a potential candidate is identified and satisfied.

4. Appropriateness of Programme to be Conducted in Open and Distance Learning Mode to acquire specific Skills and Competence

The distance mode suits the BA Programme in English for some important reasons. For one thing, the Programme with no laboratory component can be designed to suit the BA in English. This enables pupils who are unable to pursue university education as full time candidate for various reasons, since the course design, study materials, duration of the Programme and contact classes have been arranged to suit their convenience. A solid foundation in English language and literature helps the candidates progress in their respective careers. Moreover, the syllabus of the Programme covers the whole gamut of concerns in the literary studies. The student undergoing the course is sure to acquire a comprehensive understanding of literary theory, criticism, translation, world literatures and issues of social concern like the environment. In that respect it also enables one to become a conscientious citizen endowed with a sensibility attuned to the concerns of the world.

5. Instructional design

The candidates will be supplied with study materials from time to time and will be required to attend the contact classes regularly. In the place of the Project they will need to study an additional course namely Appreciating Films

5.1 Duration of Programme(s)

The BA in English is a Programme designed to be completed in three years or six semesters. It has been designed in such a way that the pupil becomes acquainted not only with English language and literature but with the institution called literature, not to speak of the methodology of literary studies, current trends in world literature apart from issues of broad humanistic concern as well. The Programme has Six Common Courses, Four Second Language Courses, Fourteen Core Courses, Four Complementary Courses, One Open Course and One Choice based Course. The course Appreciating Films can be chosen in the place of the Project undertaken by regular students.

5.2 Programme Detail

Sem	Title	Course Category/Code	Contact Hours	Credits	Internal Assessment	External Exam	Total
I	Fine-tune Your English	Common Course-1 DEN1CC01	12	4	20	80	100
	Pearls from the Deep	Common Course -2 DEN1CC02	9	3	20	80	100
	Second Language	Common Course - *DML1CC01 **DHN1CC01	12	4	20	80	100
	Methodology for Studying Literature	Core Course-1 DEN1CRT01	12	4	20	80	100
	World History/Political Science	Complementary Course – DEN1CMT01	12	4	20	80	100
	Total		57	19	100	400	500
II	Issues that Matter	Common Course -3 DEN2CC03	12	4	20	80	100
	Savouring the Classics	Common Course -4 DEN2CC04	9	3	20	80	100
	Introducing Language and Literature	Core Course -2 DEN2CRT02	12	4	20	80	100
	Second Language	Common Course*DML2CC02 **DHN2CC02	12	4	20	80	100
	History /Political Science	Complementary Course DEN2CMT02	12	4	20	80	100
	Total		57	19	100	400	500
III	Literature and/as Identity	Common Course -5 DEN3CC05	12	4	20	80	100
	Second Language	Common Course *DML3CC03 **DHN3CC03	12	4	20	80	100
	Harmony of Prose	Core Course -3 DEN3CRT03	12	4	20	80	100
	Symphony of Verse	Core Course -4 DEN3CRT04	12	4	20	80	100
	Evolution of Literary Movements: the Shapers of Destiny	Complementary Course 3 DEN3CM03	12	4	20	80	100
	Total		60	20	100	400	500

IV	Illuminations	Common Course -6 DEN4CC06	12	4	20	80	100
	Second Language	Common Course*DML4CC04 **DHN4CC04	12	4	20	80	100
	Modes of Fiction	Core Course -5 DEN4CRT05	12	4	20	80	100
	Language and Linguistics	Core Course -6 DEN4CRT06	12	4	20	80	100
	Evolution of Literary Movements: the Cross	Complementary Course 4 - DEN4CMT04	12	4	20	80	100
Total			60	20	100	400	500
V	Currents of Change	DEN5CROPT01 Appreciating Films	9	3	20	80	100
	Open Course	DEN5CR0PT02 Theatre Studies DEN5CR0PT03 English for Careers					
	Acts on the Stage	Core Course -7 DEN5CRT07					
	Literary Criticism and Theory	Core Course -8 DEN5CRT08					
	Indian Writing in English	Core Course -9 DEN5CRT09					
Environmental Science and Human Rights	Core Course DEN5CRENT01	12	4	20	80	100	
Total			60	20	100	400	500
VI	Choice Based Course	DEN6CBT01 Comparative Literature DEN6CBT02 Modern Malayalam Literature in Translation DEN6CBT03 Regional Literatures in Translation DEN6CBT04 Voices from the Margins	12	4	20	80	100
	Postcolonial Literatures	Core Course -10 DEN6CRT10	12	4	20	80	100
	Women Writing	Core Course -11 DEN6CRT11	12	4	20	80	100
	American Literature	Core Course -12 DEN6CRT12	12	4	20	80	100
	Modern World Literature	Core Course -13 DEN6CRT13	12	4	20	80	100
	Project	DEN6PR01	6	2	20	80	100
	Total			66	22	120	480
Grand Total			360	120	620	2480	3100

Second Language *Malayalam ** Hindi

Faculty and support staff requirements

Course Co-ordinator

Dr. Saji Mathew

Asst. Professor, School of Letters, Mahatma Gandhi University

Qualifications : Ph D,MA, M.Phil

Teaching faculty

All the courses are to be taught by those qualified in English, with the exception of the following. Second language portions are to be taught by the faculty qualified in the respective subject and the Open Course by the faculty in that subject.

Instructional delivery mechanism

In addition to providing SLMs prepared in line with the UGC guidelines on preparation of SLMs, students are being offered 55 to 70 contact hours for each semester. The personal contact Programmes are being taken using audio visual aids, and students are encouraged to use web resources to prepare personal notes, videos etc.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

6. Procedure for admissions, Curriculum Transaction and Evaluation

Admission

The admission notifications for B.A English Programme, among others are being issued in leading national and regional dailies during June-July. The detailed information regarding admission is being given on the SDE website and on the admission website. Students seeking admission shall apply online.

Minimum Eligibility for Admission

Students who have successfully completed their higher secondary education in any stream are eligible to apply for this, provided:

(a) they have studied a minimum of three papers in English (b) they have scored a minimum of 45% marks in the subject. Eligible concessions in marks will be given to those who submit relevant documents.

Verification of Documents

1. Qualifying Certificates ie SSLC, Plus Two
2. Applicants possessing qualifications from Universities / Institutions other than Universities in Kerala should apply for recognition. Applications for Matriculation/ Recognition are also provided with the Application Form.
3. Candidates possessing qualifications from other Universities should also produce migration certificates / NOC from the Universities or other board of examinations.
4. TC from the educational institution where the candidate last studied.

Fee Structure

BA (English) Rs.14000/- for full Programme

The transaction will take place using the following methods.

- a)Using notes prepared by experienced faculty
- b>Contact classes
- c)Remedial coaching for the needy

Evaluation of the students' performance will be made using the following methods

- a) Continuous assessment using interactive method
- b) Assignments
- c) End semester examination

7. Requirements of Library Resources

Mahatma Gandhi University Library and Information System consists of University Library, Libraries of the Schools and Libraries of the 4 Study Centres. The University Library was established in 1989. The University Library which is situated on the main campus and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area and consists of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The Library provides service from 8 am to 8 pm in three shift timings for its staff. The library functions on an average of 345 days in a year. Reading space is provided on all the three floors housing the various sections of the library. The Library provides reading facility to visually impaired users too. For this, an electronic lab custom made for visually and physically challenged users has been set up during 2016. The libraries of teaching departments are open during working hours of the Schools.

The University Library has a Library Advisory Committee. It is an 18 member committee with the Vice-Chancellor as Chairman and University Librarian as Convener.

The library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC,

Journal Article Index, Bi-monthly Bibliography compilation and Literature Search Service are also available

The Library is a member of the INFLIBNET Centre, Ahmedabad as well as & DELNET (Developing Library Network). As a member of these networks, the library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its online thesis digital library. The various department libraries too have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-Shodh Sindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	School of Letters	7549

8. Cost Estimate of the Programme and the Provisions

Sl.No	Expenditure	Cost estimate for BA Programme (1000 students)
01	Pay and Allowance	25,00,000
02	Contact classes and evaluation	7,00,000
03	Course materials	3,00,000
04	Advertisement charges	25,000
05	Postage and telephone	50,000
06	Books and Periodicals	1,50,000
07	Miscellaneous	90,000
	Total	38,15,000
	Provisions (10%)	3,81,500
	Total	41,96,500
		Cost per student per year Rs.4197/-

9. Quality assurance mechanism and expected Programme outcomes

While text books prepared by eminent scholars have been included in the syllabus, notes prepared by equally eminent scholars will be made available to the pupils. The contact classes too will be handled by experienced faculty to ensure quality of instruction. The expected outcome in terms of quality will be a generation of students who would do well even outside the areas of language and literature.

The progress and the quality of the Programme will be monitored by the Internal Quality Assurance Cell of the University from the outcome and feedback of the learners as well as the proper documentation maintained in the Centre.

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Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

MASTER OF ARTS - ENGLISH
(MA- ENGLISH)

Course Co-ordinator: Dr. K. M. Krishnan

Academic support by

School of Letters
Mahatma Gandhi University
Kottayam, Kerala

MASTER OF ARTS - ENGLISH

(MA- ENGLISH)

Programme Project Report

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- To conduct and support undergraduate, postgraduate and research-level/Programmes of quality in different disciplines.
- To foster teaching, research and extension activities for the creation of new knowledge for the development of society. To help in the creation and development of manpower that would provide intellectual leadership to the community.
- To provide skilled manpower to the professional, industrial and service sectors to meet global demands.
- To help promote the cultural heritage of the nation and preserve the /environmental sustainability and quality of life.
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3. Nature of Prospective Target Group of Learners:

The Programme is open to students who have taken English as either an elective or common course at the higher secondary level. They will be selected on the basis of their performance in the final examination of higher secondary course. The curriculum is designed in such a way that a good student can comprehend the portions and the requirements of a potential candidate are identified and satisfied.

4. Appropriateness of Programme to be conducted in Open and Distance Learning Mode to acquire specific skills and competence

The Distance Mode suits the MA Programme in English for some important reasons. For one thing, the Programme with no laboratory component can be designed to suit the MA in English. This enables pupils who are unable to pursue university education as full time candidate for various reasons, since the course design, study materials, duration of the Programme and contact classes have been arranged to suit their convenience. A solid foundation in English language and literature helps the candidates progress in their respective careers. Moreover, the syllabus of the Programme covers the whole gamut of concerns in the literary studies. The student undergoing the course is sure to acquire a comprehensive understanding of literary theory, criticism, translation, world literatures and issues of social concern like the environment. In that respect it also enables one to become a conscientious citizen endowed with a sensibility attuned to the concerns of the world

5. Instructional design

The candidates will be supplied with study materials from time to time and will be required to attend the contact classes regularly. A minimum of 75 % attendance is mandatory for one to take the examinations.

5.1 Duration of Programme(s)

The MA in English is a Programme designed to be completed in two years or four semesters. It has been designed in such a way that the pupil becomes acquainted not only with English language and literature but with the institution called literature, not to speak of the methodology of literary studies, current trends in world literature apart from issues of broad

humanistic concern as well. The Programme has fifteen Core Courses, and five Elective Courses. In addition there will also be a comprehensive paper for 100 marks.

5.2 Programme Detail

Sem	Course Code	Papers	Title	Course Type	Credits	Contact Session (Hrs)	Internal	External	Total
I	DME1CRT01	Paper 1	Chaucer and the English Renaissance	Core	4	12	20	80	100
	DME1CRT02	Paper 2	Renaissance English Drama	Core	4	12	20	80	100
	DME1CRT03	Paper 3	Revolution and restoration	Core	4	12	20	80	100
	DME1CRT04	Paper 4	Phonetics and the History of English	Core	4	12	20	80	100
	DME1CRT05	Paper 5	Literary Criticism	Core	4	12	20	80	100
	Total					20	60	100	400
II	DME2CRT06	Paper 6	Literature of the Eighteenth Century	Core	4	12	20	80	100
	DME2CRT07	Paper 7	The Romantic Tradition	Core	4	12	20	80	100
	DME2CRT08	Paper 8	Literature of the Late Nineteenth Century	Core	4	12	20	80	100
	DME2CRT09	Paper 9	Linguistics	Core	4	12	20	80	100
	DME2CRT10	Paper 10	American Literature	Core	4	12	20	80	100
	Total					20	60	100	400
III	DME3CRT11	Paper 11	Modernism in Context	Core	4	12	20	80	100
	DME3CRT12	Paper 12	Post-war literature	Core	4	12	20	80	100
	DME3CRT13	Paper 13	Literary Theory	Core	4	12	20	80	100
	DME3CRT14	Paper 14	Indian English Literature	Core	4	12	20	80	100
	DME3CRT15	Paper 15	Politics of Narration	Core	4	12	20	80	100
	Total					20	60	100	400

Elective Papers									
IV	DME4CBT16	Paper 16	Modern Indian Literature in Translation	Choice Based Core	4	12	20	80	100
	DME4CBT17	Paper 17	World Classics in translation	Choice Based Core	4	12	20	80	100
	DME4CBT18	Paper 18	African Literature	Choice Based Core	4	12	20	80	100
	DME4CBT19	Paper 19	English Language Teaching	Choice Based Core	4	12	20	80	100
	DME4CBT20	Paper 20	Stylistics	Choice Based Core	4	12	20	80	100
	DME4CP21	Paper 21	Comprehensive Paper		2	6	-	100	100
	DME4VV22	Paper 22	Viva Voce		2	6	-	100	100
Total					24	72	100	600	700
Grand Total					84	252	400	1800	2200

The core and elective papers for MA (English) will be as follows:

Core Papers

Comprehensive Paper : Candidates will also have to take a comprehensive paper containing 100 questions and covering the entire syllabus. The paper will be of one and a half hours duration and will carry 100 marks Viva Voce : 100 marks

Faculty and support staff requirements

Course Co-ordinator

Dr. K. M. Krishnan

Associate Professor, School of Letters

Qualifications : M. A. in English, University of Calicut

Ph. D. in English from the University of Calicut on the American Fiction of the Nineteen Sixties (1994)

Teaching faculty

All the courses are to be taught those qualified in English, with the exception of the following.

Instructional Delivery Mechanism

In addition to providing SLMs prepared in line with the UGC guidelines on preparation of SLMs, the students are offered contact classes at the head quarters of the School of Distance Education and at the Learner's Support Centers during the weekend. There shall be at least 60 to 70 instructional hours in a semester. The personal contact Programmes are being taken using audio visual aids, and students are encouraged to use web resources such as books, notes, videos etc.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

6. Procedure for Admission, Curriculum Transaction and Evaluation

Admission

The admission notifications for MA English Programme, among others are being issued in leading national and regional dailies during July-August. The detailed information regarding admission is being given on the SDE website and on the admission website. Students seeking admission shall apply online.

Minimum Eligibility for Admission

Students who have successfully completed their graduation in English or graduation in Arts / Science/ Social Science/ Oriented studies / Fine Arts are eligible to apply for this, provided they have studied a minimum of three papers in English. Eligible concessions in marks will be given to those who submit relevant documents.

Verification of Documents

1. Qualifying certificates ie. SSLC, Plus Two, Degree Certificate & marklists
2. Applicants possessing qualifications from Universities/Institutions other than Universities in Kerala should apply for recognition. Applications for Matriculation/ Recognition are also provided with the Application Form.
3. Candidates possessing qualifications from other Universities should also produce migration certificates / NOC from the Universities or other board of examinations.
4. TC from the educational institution where the candidate last studied.

Fee Structure

MA (English) **Rs.10,000** for full Programme

The transaction will take place using the following methods.

- a) Using notes prepared by experienced faculty
- b) Contact classes
- c) Remedial coaching for the needy

Evaluation of the students' performance will be made using the following methods

- a) Assignments
- b) End semester examination

7. Details of library resources required for the Programme

Mahatma Gandhi University Library and Information System consists of University Library, Libraries of the Schools and Libraries of the 4 Study Centres. The University Library was established in 1989. The University Library which is situated on the main campus and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area and consists of the cellar, the ground floor and the first floor.

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The Library is a member of the INFLIBNET Centre, Ahmedabad as well as & DELNET (Developing Library Network). As a member of these networks, the Library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its online thesis digital library. The various department libraries too have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500

Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	School of Letters	7549

8. Cost Estimate of the Programme and the Provisions

Sl.No	Expenditure	Cost estimate for MA Programme
01	Pay and Allowance	24,50,000
02	Contact classes and evaluation	7,00,000
03	Course materials	8,00,000
04	Advertisement charges	1,00,000
05	Postage and telephone	40,000
06	Books and Periodicals	3,00,000
07	Miscellaneous	45,000
	Total	44,35,000
	Provisions (10%)	4,43,500
	Total	48,78,500
		Cost per student= Rs.4878/-

9. Quality assurance mechanism and expected Programme outcomes

The progress and the quality of the Programme will be monitored by the Internal Quality Assurance Cell of the University from the outcome and feedback of the learners as well as the proper documentation maintained in the Centre.

While text books prepared by eminent scholars have been included in the syllabus, notes prepared by equally eminent scholars will be made available to the pupils. The contact classes too will be handled by experienced faculty to ensure quality of instruction. The expected outcome in terms of quality will be a generation of students who would do well even outside the areas of language and literature.

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Syllabus for the MA (English) Programme under the School of Distance education

The core and elective papers for MA (English) will be as follows:

Core Papers

Paper 1 Chaucer and the English Renaissance

Paper 2 Renaissance English Drama

Paper 3 Revolution and restoration

Paper 4 Phonetics and the History of English

Paper 5 Literary Criticism

Paper 6 Literature of the Eighteenth Century

Paper 7 The Romantic Tradition

Paper 8 Literature of the Late Nineteenth Century

Paper 9 Linguistics

Paper 10 American Literature

Paper 11 Modernism in Context

Paper 12 Post-war literature

Paper 13 Literary Theory

Paper 14 Poetics of Narration

Paper 15 Indian English Literature

Elective Papers

Paper 16 Modern Indian Literature in Translation

Paper 17 World Classics in translation

Paper 18 African Literature

Paper 19 English Language Teaching

Paper 20 Stylistics

Comprehensive Paper : Candidates will also have to take a comprehensive paper containing 100 questions and covering the entire syllabus. The paper will be of one and a half hours duration and will carry 100 marks

Viva Voce : 100 marks

Semester-wise distribution of Papers

All papers carry 100 marks

Semester I

1. Chaucer and the English Renaissance
2. Renaissance English Drama
3. Revolution and Restoration
4. Phonetics and the history of English
5. Literary Criticism

Semester II

1. Literature of the Eighteenth Century
2. The Romantic Tradition
3. Literature of the late Nineteenth Century
4. Linguistics
5. American Literature

Total marks for I Year Examination : 1000

Semester III

1. Modernism in Context
2. Post War literature
3. Literary Theory
4. Politics of Narration
5. Indian English Literature

Semester IV

Elective Papers

1. Modern Indian Literature in Translation
2. World Classics in Translation
3. African Literature
4. English Language Teaching
5. Stylistics

Comprehensive Paper : 100 marks

Viva Voce: 100 marks

Total marks for II Year examination : 1200

Paper I

CHAUCER AND THE ENGLISH RENAISSANCE

Objectives:

To provide the student with a knowledge of the social, cultural and intellectual background of the late medieval and renaissance times in English Literature and familiarize him or her with some of the major literary works of the period.

Course Description:

The social and political background of the late medieval and the renaissance times in English- the end of Feudalism and the growth of the nation state – the rise of the gentry- the ideal of the courtier- the position of women – the Renaissance – humanism – individualism – study of the classics- exploration and discovery- continuity with medieval thought.

The literary background – literature of the period other than Drama- Chaucer, More, Sydney, Ballads, Wyatt, Surrey, Spenser, Bacon, Bible, the sonnets of Shakespeare.

Required reading:

1. Chaucer “Prologue” to *The Canterbury Tales*- the following sections.

*Introduction

*The Night

* The Friar

*The Wife of Bath

2. Spenser “ Epithalmion”
3. Shakespeare : Sonnets (18,29,64,78,116,147)
4. Ballads: Sir Patrick Spens, Chevy Chase
5. Bacon. “Of Truth” , Of Parents and Children, Of Love, Of Studies”
6. *Sydney : *An Apology for Poetry*
7. *Sir Thomas More: *Utopia*
(* No annotation questions will be asked from these items)

Background Reading:

1. Chaucer: “ Prologue” to *The Canterbury Tales*(the remaining sections- Nevil Coghill's trans)
2. Ballad: *The Wife of Usher's well*
3. Wyatt : selections from Sukanta Chaudhari. Ed.*An anthology of Elizabethan Poetry*, Chennai, Oxford University Press, 1992.
4. Surrey: Selections from Sukanta Chaudhari. Ed.*An anthology of Elizabethan Poetry*.
5. Shakespeare : *Sonnets and Lyrics*: selections from Sukanta Chaudhari's Anthology.
6. *The book of Job*: (the authorized version)
7. Stephen Greenblatt: *Renaissance of self- Fashioning*, Chicago 1980.

Paper II

RENAISSANCE ENGLISH DRAMA

Objectives:

To familiarize the student with the English Drama of the Renaissance period and to provide him or her with an idea of the cultural and intellectual resonance of the age.

Course Description:

Political and social background to the age- literary background – the Elizabethan theatre- rise of the drama- miracle and morality plays – interloos- classical influences- Senecan tradition and revenge tragedy- romantic comedy – Historical Comedy- tragicomedy- Shakespeare-Shakespeare Criticism.

Required reading:

1. Shakespeare : *Hamlet*
 2. Marlow: *Dr. Faustus*
 3. *Shakespeare : *The Tempest*
 4. *Shakespeare : *Henry IV Part I*
 5. *Webster : *The Duchess of Malfi*
 6. *Johnson : *Everyman in his Humour*
- (* No annotation questions will be asked from these items)

Background Reading:

1. Kyd: *The Spanish Tragedy*
2. Shakespeare: *A midsummer nights dreams*
3. EMW Tilyard: *The Elizabethan Poetry World Picture*
4. John Drakakis, ed. *Alternative Shakespeares.*
5. Ania Loomba : *Gender, Race and renaissance Drama*

Paper III

REVOLUTION AND RESTORATION

Objectives:

To familiarize the student with the English Literature of the Seventeenth Century and provide him/her with analytical/ critical perspectives on the social, cultural and intellectual climate of the period.

Course Description:

The socio-political background – the struggle between king and parliament under the Stuarts – the Civil War – the commonwealth – the restoration of the monarchy – scientific revolution of the seventeenth century – religious and scientific prose in the seventeenth century- Milton – Metaphysical poets- the Restoration Comedy

Required reading:

1. Milton : *Paradise Lost, Book IX*
2. Donne: Canonisation : A valediction Forbidding Mourning
3. Marvell : “ To his Coy Mistress”. “ In the Garden”
4. Herbert : “ The Collar”. “ The Pulley”
5. Congreve : *The way of the world*
6. *Bunyan : *The Pilgrim’s Progress*
7. *Locke: An essay concerning human understanding
(* No annotation questions will be asked from these items)

Background Reading:

1. Herbert: “*The Agony*”, “*Redemption*”, “*Easter Wings*”
2. Vaughan: “*Regeneration*” ; “*The Showre*”, “*The Retreat*”; “*Peace*”, “*The World*”
3. Hobbes: *Leviathan*
4. Milton: *Samson Agonistics*.
5. Middleton : *The Changeling*
6. T.S Eliot: “ The Metaphysical poet”
7. Simon Tsarker, ‘images of the sixteenth and seventeenth centuries as the history of the present.’ In Francis Barker et al, ed. *Literature, Politics and Theory*, London:Methuen, , 1986, pages 173-189
8. Cleanth Brooks, *Historical evidence and the reading of seventeenth Century poetry*. Columbia 1991.

Paper IV

PHONETICS AND THE HISTORY OF ENGLISH

Objectives:

To introduce the student to the major concepts in English phonetics and phonology.

To help the student develop a sophisticated awareness of the structure of English, its history and its role in the world today.

To help him ask questions about the varieties of the English language and their evolution.

Course Description:

Phonetics- Origins of speech- air- stream mechanism- places and manners of articulation- classification of speech sounds- allophonic variance- phoneme theory - the phonemes of English.

Transcription of isolated words and connected speech in RP.

The syllables in English- syllable duration- the notion of the various degree of stress- word stress in English- Stress management in sentences.

The nature of language and linguistic change- language and dialect- descriptive and historical approaches to the study of languages.

Language families- the place of English in the Indo European family of languages- Grimm's Law- Verner's Law- ablaut.

Old English- Middle English- Modern English- major features of each period. Phonology- major sound changes from Old English to Modern English- Umlaut- the great vowel shift- dialectal variations in Old English and Middle English- the evolution of standard English- RP and other varieties of English Pronunciation- GIE Semantics- Different types of Semantic Change.

Varieties of Modern English- British- American- Indian- Canadian- Australian- African.

Background Reading:

1. J D O Conner: *Phonetic*
2. Daniel Jones : *An Introduction to English Phonetics*
3. T Balasubramanyan: *A Textbook of English Phonetics for Indian Students*
4. Daniel Jones: *English Pronouncing Dictionary*
5. Hockett G F: *A Course in Modern Linguistics*
6. Lehmann W P : *Historical Linguistics*
7. Williams, Joseph M: *Origins of the English Language*
8. Jean Aitchison: *Language Change, Progress or decay*

Paper V

LITERARY CRITICISM

Objectives:

To familiarize the student with the work of significant critics from Aristotle and Bharatha to the present times through a close reading of representative works of criticism and to introduce him/her to some of the important critical trends and movements.

Course Description:

Classical Western Criticism from Aristotle, Horace and Longinus- Classical Indian aesthetic theories pertaining to *Rasa*, *Dhwani*, *Vakrokti* and *tinai*- English renaissance and Neo classical Criticism- the Eighteenth century trends – the romantic revolt- the Victorian tradition in criticism- the new critics and the modernist movement – Eliot's critical position- sociological and psycho analytical schools of Criticism.

Required reading:

Section A

1. Aristotle : *Poetics*
 2. Longinus : *On the sublime*
 3. S N Das Gupta: "The theory of Rasa"
 4. K Kunjunni Raja: "The theory of Dhwani"
- (Items 3 & 4 are from V S Seturaman ed. *Indian Aesthetics*)

Section B

1. Coleridge : *Biographia Literaria, Chapter 14*
2. Arnold: *The Function of Criticism*
3. Eliot: *Tradition and the Individual talent*
4. Brooks : *The Language of Paradox*
5. Empson : *The Ambiguity of the first type*
6. Frye: *Archetypes of Literature*

Background Reading:

1. Horace: *Ars Poetica*
2. Dryden : *Preface to the Fables*
3. Kant: From *Critique of Judgement*(Excerpt in *Theory of Criticism*, ed, Raman Selde'en)
4. Johnson: *Life of Milton*
5. Shelley: *A Defence of Poetry*
6. Benedetto Croce : From *Aesthetic*(Excerpt in *Theory of Criticism*, ed, Raman Selde'en)
7. F R Leavis: *Keats*
8. Richards: "The Four kinds of Meaning"
9. Wimsatt and Beardsley: "The Intentional Fallacy"
10. SKDe: Kuntaka's Theory of Poetry (Seturaman ed. *Indian Aesthetics*)
11. A K Ramanujan: "Translator's notes and Afterword" in *Poems of Love and War*

Paper VI

LITERATURE OF THE EIGHTEENTH CENTURY

Objectives:

To familiarize the student with the English literature of the Eighteenth century and to help him/her to formulate a critical perspective on the culture of the period.

Course Description:

The social and political culture of the age- neo classicism and the enlightenment- satire- the periodical essay- women's liberation in the eighteenth century- literary criticism- the art of biography- the rise of the English novel- prose and reason.

Required reading:

Section A

1. Dryden : "Mac Fleknoe"
 2. Pope : " Epistle to Dr. Arbuthnot"
 3. Sheridan: " The School for Scandal"
 4. Johnson: " Preface to Shakespeare"
 5. Swift : " *The battle of the books*"
 6. *Woolstonecraft: " Vindication of the Rights of Women "
 7. *Defoe: *Robinson Crusoe*
 8. *Fielding : *Tom Jones*
- (* No annotation questions will be asked from these items)

Background Reading:

1. Richardson: *Pamela*
2. Goldsmith : *She Stoops to Conquer*
3. Ian Watt: *The Rise of the Novel*
4. Felicity Nussbaum and Laura Brown, eds. *The New Eighteenth Century: Theory, Politics, English Literature, London, 1987*

Paper VII

THE ROMANTIC TRADITION

Objectives:

To familiarize the student with the literature written during the early part of the nineteenth century that carries the imprint of the romantic sensibility. Though the focus will primarily be on the writings in English, an attempt will also be made to introduce the student to specimens of non- British Romantic writing of the period.

Course Description:

The pre- Romantics – the Romantic movement – concepts of nature, reason and imagination- Lyrical Ballads- the context of the French Revolution – the impact of German idealist philosophy – the attitude to science and industrialism – the romantic irony- the machine and the city – the popularity of the lyric, and the ode- the growth of literary criticism- women’s writing.

Required reading:

Section A

1. Blake : “Auguries of Innocence”
2. Thomas Gray : “Elegy written in a Country Churchyard”
3. Wordsworth : “The Immortality Ode”
4. Coleridge : “Dejection : an Ode”
5. Keats : “Ode to the West Wind”
6. Shelley : “Ode on a Grecian Urn”; “To Autumn”
7. Lamb : “Oxford in the Vacation”; “Christ Hospital “
8. Scott : *Kenilworth*
9. Dickens : *Great expectations*

(* No annotation questions will be asked from these items)

Background Reading:

1. Baudelaire: “The Vampire”
2. Henry Derozio : “My country ! In the Day of Glory Past”
3. William Collins: “Ode to Evening”
4. Robert Burns: “A Man Is a man for A ‘That”
5. Byron : “The prisoner of Chillon”
6. Edgar Allan Poe: “Annabel Lee”
7. Mary Shelley : “*Frankenstein*”
8. Manzoni : “*The Betrothed*”
9. Goethe: “The Sorrows of Young Werther”
10. Carlyle: “Hero as poet”
11. Raymond Williams : “The Romantic Artist”(*Chapter II of Culture and Society*)
12. Meena Alexander: *Women in Romanticism*

Paper VIII

LITERATURE OF THE LATE NINETEENTH CENTURY

Objectives:

To familiarize the student with the literature and culture of the late nineteenth century and to help him to formulate a critical perspective of the writing of the period.

Course Description:

The romantic spirit continuing – its new extensions- Victorian and pre- Raphaelite specimens of British Poetry- the tradition of realism in Novel writing – aestheticism- specimens from cultures other than British.

Required reading:

Section A

1. Tennyson : “Ulysses”, “Lotos Eaters”
 2. Elizabeth Barrett : “ How do I Love Thee!”
 3. Browning : “ Andrea del Sarto”
 4. Arnold : “ Dover Beach”
 5. Rossetti : “ The Blessed Damozel”
 6. Oscar Wilde : *The Importance of Being Earnest*
 7. * Omar Khayyam/Edward Fitzgerald : The Rubaiyat
 8. * Arnold : Preface to 1853 Poems
 9. * Jane Austen: Emma
 10. * Hardy: Tess
- (* No annotation questions will be asked from these items)

Background Reading:

1. Rimbaud: “ Deliriums ”
2. Francis Thompson : “ The Hound of Heaven ”
3. Hardy: “ The Darkling Thrush”
4. Walt Whitman: “ O Captain ! My Captain I”
5. Toru Dutt : “ Sita”
6. George Eliot: “ Adam Bede”
7. Barrie : *The Admirable Crichton*
8. Nietzsche : “The Genealogy of Morals”
9. Ibsen : A Doll’s House
10. Isobel Armstrong : Victorian Poetry: Poetry, Poetics, Politics, London, 1993

Paper IX

LINGUISTICS

Objectives:

1. To familiarize the student with the broad areas of linguistics such as phonology, morphology, syntax and semantics.
2. To make him/her aware of the basic concepts of structuralist and transformational linguistics.

Course Description:

Linguistics as the scientific study of language.

Difference between animal communication systems and human language. Basic concepts in linguistics- Phonology- morphology-syntax-semantics. Phonology: classification of speech sounds-vowels and consonants-phoneme- segmental and suprasegmental features-stress-intonation-classification in Panini and modern linguistics-minimal pairs-allophones.

Morphology: affix, prefix, suffix, derivation and inflection

Semantics: Synonymy-antonymy-hyponymy-polysemy-ambiguity- contradiction.

Syntax: the hierarchy in language structure-phoneme-morpheme-word-phrase-clause- sentence-

IC analysis.

Structuralist method of linguistic analysis – syntagmatic and paradigmatic relations-structure and system-complementary and parallel- distribution.

Form classes-contribution of Saussure and Bloomfield-Varieties of languages-style-register-dialect-pidgin-Creole.

The inadequacy of the structuralist method and the argument for transformational analysis-the Chomskyan alternative-generative grammar-surface structure and deep structure-competence and performance-language and mind-the rationalist approach-universal grammar.

Comparative linguistics-historical linguistics-sociolinguistics- psycholinguistics-applied linguistics-schools in modern linguistics- the London school-the Prague school- stratificational grammar-tagmatics- glosses and case grammar.

Background Reading:

1. Frank Palmer: *Grammar*
2. David Crystal: *Linguistics*
3. Noam Chomsky: *Syntactic Structure*
4. Chomsky: *Aspects of the Theory of Syntax*
5. John Lyons: *Language and Linguistics*
6. Lyons: *An Introduction to Theoretical Linguistics*
7. Daniel Jones: *The English Pronouncing Dictionary* (15th edition)
8. NR Catell: *The New English Grammar*

9. Noel Burtron-Roberts: *Analysing Sentences: An Introduction to English Syntax*.

Paper X

AMERICAN LITERATURE

Objectives:

To familiarize the student with some of the important specimens of American Literature and to provide him/her with a critical perspective on the American literary traditions.

Course Description:

The American Renaissance-transcendentalism-romanticism- dark romanticism-the rise of the novel in America- local colour fiction-realism in American literature-literary naturalism-the frontier experience-Modernism-feminism-black literature-post War II literature-metafiction and metatheater.

Required reading:

1. Poe : “*To Helen*”, “*Raven*”
2. Whitman : “*When Lilacs Last in the Dooryard Bloomed*”
3. Emily Dickinson : “*After great pain a formal feeling comes*” ; “*I heard a fly buzz when I died; I died for beauty but was scarce*”.
4. Robert Frost : “*After Apple Picking*” “*Fire and Ice*”; “*Mending Wall*”
5. Wallace Stevens : “*Peter Quince at the Clavier*”
6. Robert Lowell : “*For the Union Dead*” :
7. O’Neill : *The Emperor Jones*
8. * Tennessee Williams : *The Glass menagerie*
9. * Hawthorne : *The Scarlet Letter*
10. * Hemingway : *The Old Man and the Sea*
11. * Ellison : *The Invisible Man*
12. * Alice Walker : *The Colour Purple*

(* No annotation questions will be asked from these items)

Background Reading:

1. Carl Sandburg : “*Chicago*”
2. William Carlos Williams : “*Portrait of a Lady*” \$. Langston Hughes. “*I too am America*”
3. Wallace Stevens: “*The Emperor of Ice Cream*”
4. Sylvia Plath : “*Lady Lazarus*”
5. Emerson: “*Self-Reliance*”
6. Threau: “*Civil Disobedience*”
7. Sam Shepard: *Angel City*
8. Albee : *Who’s Afraid of Virginia Woolf?*
9. Toni Morrison: *Tar Baby*
10. *Lesile Mormon Silko: The Yellow Woman*

11. Douglas Tallack: "Introduction; Modernity", in *Twentieth Century America: The intellectual and Culture Context*, London; longman, 1991.

Paper XI

MODERNISM IN CONTEXT

Objectives:

To familiarize the student with the literature of the early part of the twentieth century in the context of the emerging sensibility of literary modernism.

Course Description:

The turn-of the –century social and political background-imperial expansion-the First World War-attempts at creating a new world order-the Soviet experiment-influence of Marxism on writers-the rise of Fascism and Nazism-reaction against Romanticism and Victorianism –experimental writing in all genres-controversy regarding the form and function of the novel-poetry of the First World War-avant grader literary movements-the Pink decade*

Required reading:

1. Hopkins : " *The Winhover* "
 2. Yeats : " *The Second Comina* " " *Easter 1916* "
 3. Eliot : " *The Waste land* "
 4. Auden : " *In Memory of WB Yeats* "
 5. Dylan Thomas : " *Fern Hill* "
 6. Synge : " *Riders to the sea* "
 7. * Dh Lawrence : " *Morality and the Novel* "
 8. * Joyce : " *The Portrait of the Artist as a Young Man* "
 9. * Virgina Woolf: " *To the Lighthouse* "
- (* No annotation questions from these items)

Background Reading:

1. Mallarme : " *The Swan* "
2. Hopkins : " *The Wreck of the Deutschland* "
3. Ezra Pound : " *Hugh Selwyn Mauberley, section 1-5* "
4. Owen : " *Strange Meeting* "
5. Mac Neice : " *Snow* "
6. Apollinaire : " *Calligrammes* "
7. Mayakovsky : " *Vladimir Ilyich Lenin* "
8. Eliot : " *murder in the Cathedral* "
9. Shaw : " *St. Joan* "
10. DH Lawrence : " *Morality and the Novel* "
11. Orwell : " *1984* "
12. Harry Levin : " *What Was Modernism?* "
13. Spender : " *The Struggle of the Modern* "

Paper XII

POST- WAR LITERATURE

Objectives:

To familiarize the student with the development in literature written in English since the 1940s. The focus will be on British literature, although specimens from other cultures will also be examined.

Course Description:

Cultural Situation-the post-war ennui-disintegration of the Empire-age of disbelief-counter-culture movements-end of modern-ism-new developments-neo-modernism-theatre of protest-anger and after- movement poetry- postmodernism- metafiction- metatheatre- non fictional prose.

Required reading:

1. Philip Larkin : “*Church Going*”, “*Next Please*”
 2. Thorn Gunn : “*In Santa Maria del Popolo*”; “*On the Move*”
 3. Charles Tomlinson: “*Binoculars*”
 4. Ted Hughes : “*The Pike*”
 5. Seamus Heaney : “*Constables Calls*”; “*The Tollund man*”
 6. Elizabeth Jennings: “*The Child Born Dead*”
 7. Octavio Paz : “*For the painter Swaminathan*”
 8. Peter porter : “*Your Attention Please*”
 9. Beckett : “*Waiting for Godot*”
 10. Edward Bod : “*Lear*”
 11. * Alan Sillitoe : *Loneliness of the Long Distance Runner*
 12. * Golding : *Lord of the Flies*
- (* No annotation questions from these items)

Background Reading:

1. RS Thomas : “*Soil*”; “*Death of a Peasant*”
2. Geoffrey Hill : “*Holy Thursday*”
3. Craig Raine : “*Martain Sends a Postcard Home*”
4. Charles Olsen : “*Maximums to Himself (the first three poems)*”
5. Paul Celan : “*The Fugue of Death*”
6. Primo Levi : “*The Girl-child of Pompei*”
7. Gunnar Ekelof : “*Xoanon*”
8. Osborne : “*Look Back in Anger*”
9. Stoppard : “*Rosencrantz and Guildenstern are Dead*”
10. Angela Carter : “*Nights at the Circus*”

Paper XIII

LITERARY THEORY

Objectives:

To familiarize the student with the major trends in modern literary theory through a reading of selected literary theorists of the contemporary times.

Course Description:

The linguistic background to contemporary theory-from the New Criticism to Structuralism-Structuralism and literary criticism-from structuralism to post structuralism-recent developments-influence of other disciplines-psychoanalysis-feminism-new historicism-new Marxism-political criticism.

Required reading:

1. Saussure : "*Nature of the Linguistic Sign*", *From Course in General Linguistics (Excerpt from Lodge, ed. Modern Criticism and Theory: A Reader)*
2. Jakobson : "*The Metaphoric and Metonymic Poles*"
3. Roland barthes : "*The Death of the Author*"
4. Hillis Miller : "*The Critic as Host*"
5. Elaine Showalten : "*Towards a Feminist Poetics*"
6. Jacques Derrida : "*Structure, Sign and Play in the Discourse of the Human Sciences*"
7. Michel Foucault : "*Nietzsche, Genealogy, History*" (*Excerpt from Raman Selden, ed, Theory of Criticism*)

Background Reading:

1. Sigmund Freud: "*Creative Writers and Day-dreaming*"
2. Shkhlovsky : "*Art as Technique*"
3. Levi-Strauss : "*Incest and Myth*"
4. Mikhail Bakhtin: "*From the Prehistory of Novelistic Discourse*"
5. Jacques Lacan : "*The Insistence of the Letter in the Unconscious*"
6. Eagleton : "*Political Criticism*"
7. Peter Barry : "*Beginning Theory*"
8. Catherine Belsey: "*Critical Practice*"
9. Terry Eagleton : "*Literary Theory*"
10. Fredric Jameson: "*Marxism and Form*"
11. Terence Hawkes: "*Structuralism and Semiotics*"
12. Frank Lentricchia: "*After the New Criticism*"

Paper XIV

INDIAN ENGLISH LITERATURE

Objectives:

To familiarize the student with some of the important specimens of Indian English literature and to provide him/her with a critical perspective on this genre of writing.

Course Description:

Indian English literature-nineteenth century attempts-poetry, fiction and drama in English by Indians in the twentieth century- post- independence generation-Rushdie's generation-the postcolonial question in Indian English literature.

Required reading:

1. Toru Dutt: *"Our Casuarina Tree"*; *"Lakshman"*
 2. Sarojini Naidu : *" Indian Dancers "*; *"The Pardah Nashin "*
 3. Tagore : *"The Child"*; *"Gitanjali", Section XXXV and XXXVI*
 4. Nissim Ezekiel : *" A Time to Change; "Poet, Lover, Birdwatcher"*
 5. AK Ramanujan : *"Looking for a Cousin on a Swing", "Ecology"*
 6. Kamala Das : *"An Introduction"; "My Grandmother House"*
 7. Jayanta Mahapatra *"Dawn at Puri"; "Hunger"*
 8. Girish Karnad : *"Hayavadana 9* Mulk Raj Anand: Coolie*
 9. *Salman Rushdie : *Midnight Children*
 10. * Shashi Deshpande: *That Long Silence*
 11. *Gauri Viswanathan : *Masks of Conquest (Introduction)*
- (* No annotation questions from these items)

Background Reading:

1. Dom Moraes : *" Landscape painter"; "Letter to My Mother"*
2. A K Mehrotra : *" Continuities"; "A Letter to a Friend"*
3. Vijay Tendulkar: *" Silence, the Court in Session*
4. Amitav Ghosh : *" Shadow Lines*
5. Arundhati Roy : *The God of Small Things*
6. Meenakshi Mukherjee: *The Perishable Empire*
7. Salman Rushdie : *Invisible Homelands*

Paper XV

POLTIICS OF NARRATION

Objectives:

1. To Introduce the student to the generic/formal aspects of narrative both in its fictional and non-fictional expression, (through the focus will primarily be on modern narrative, an attempt will also be made to trace it to its pre-history).
2. To familiarize the student with the ideology of form/genre by exposing him/her to specimens of narrative that both conform to and deviate from received assumptions about literary/non-literary writing.

Course Description:

Conventional theories of the novel-the prehistory of the novel-the rise of the novel and its relation to the emergence of modernity-the formal aspects of the novel- the ideology of realism-realism's relation to the world view of capitalism-flights from realism-flights from the literary-non fiction writing-post-modern writing.

Required reading:

The texts listed under Part A are theoretical/critical works and those under part B are non-theoretical writings. The student ie. Expected to make an intensive study of the non- theoretical works in the light of the insights derived from the theoretical works.

Part A

1. EM Forster: *Aspects of the Novel*
2. Henry James : “*The Art of Fiction*”
3. Ian Watt : *The Rise of the Novel (Chapters 1 and 2)*
4. Raymond Williams : “Forms of Fiction in 1848” in *Writing in Society*
5. Joseph Frank: “ Spatial Form in Modern Literature” , in *Twentieth Century Criticism: Major Statements*, ed. Handy and Westbrook.
6. Gayatri Chakrsvarti Spivak: “ Literary Representation of the Subaltern” , in *Subaltern Studies*, Vol.5

Part B

1. Sterne, *Tristram Shandy*
2. Jane Austen, *Mansfield Park*
3. Donald Barthelme, *Snow White*
4. Michael Ondaatjee, *The English patient*
5. Amitav Ghosh, *In an Antique Land*

Background Reading:

1. Luckacs: *Theory of the Novel*
2. Wayne C Booth: *The Rhetoric of Fiction*
3. Shlomith Rimmon-ICenan: *Mirrorive Fiction: Contemporary Poetics*
4. Shivarama Padikkal, 'Inventing Modernity: The emergence of the Novel in India', in *Interrogating Modernit*, ed. Niranjana et.al.

Paper XVI

MODERN INDIAN LITERATURE IN TRANSLATION

Objectives:

To familiarize the student with some of the important writings from modern Indian languages in English translation.

Course Description:

Issues in contemporary Indian literature-themes and trends-reform movements-nationalism-the range of forms-audience response-romanticism-symbolism- surrealism-modernism-experimental styles-progressive movement-the social problem play-the growth of prose literature-an integrated Indian literature-a plan Indian sensibility.

Required reading:

1. Mahadevi Varma : "No matter the Way"
2. BS Mardhekar : " Water of the Ganges"
3. M Gopalakrishna Adiga : " Do Something Brother"
4. Gulam Muhamad Sheikh: " Jaisalmar I"
5. Sarveswar Dayal Saxena: " Red Bicycle"
6. Kedarath Singh : " What We Believe"
- (The above two poems are from *Another india*, ed. Nissim Ezekiel and meenakshi Mukherjee, Penguin, India, 1990)
7. Balamani Amma : " The Pen"
8. Ayyappa paniker : " The lay of the Anklet"
- (The Above two poems are from *Our English, Our Literature: Gleanings from Haritham*, School of Letters, 2000)
9. Badal Sircar : *Evam Indrajit*
10. * Rabindranath Tagore: *Gora*
11. *Akilon : *Chittira Pavai*
12. * OV Vijayan : *Legends of Khasak*
13. * Bankim Chandra Chatterjee : *Anandamath*
- (* No annotation questions from these items)

Background Reading:

1. CJ Thomas : “Behold He Comes Again”
2. Vijay Tendulkar : *Ghasiram Kotwal*
3. Premchand : *Godan*
4. UR Anantha Murthy : *Samskara*
5. Meenakshi Mukherjee : *Realism and Reality*
6. GN Devy : *After Ammesia*

Paper XVII

WORLD CLASSICS IN TRANSLATION

Objectives:

To introduce the student to some of the classics of the literatures across the globe.

Course Description:

Selected epic and dramatic and fictional classics from ancient and modern Indian, Greek, Latin, Russian, German, Spanish and French literatures.

Required reading:

1. Sophocles : *Oedipus Rex*
2. Euripedes : *Medea*
3. Kalidasa : *Sakuntala*
4. Vyasa : *Mahabharata, the Drona Parva*
5. Homer : *The Odyssey*
6. Flaubert : *Madame Bovary*
7. Mann : *Buddenbrooks*
8. IChekhov : *The Cherry Orchard*

(No annotation question will be asked in the end-semester examination)

Background Reading:

1. Dante : “The Inferno”
2. Valmiki : *Ramayana*
3. Tasso : *Jerusalem Delivered, Book I*
4. Moliere : *The Misanthrope*
5. Brecht : *Mother Courage*
6. Marquez : *One Hundred Years of Solitude*

Paper XVIII

AFRICAN LITERATURE

Objectives:

To introduce the student to some of the major works in African literature written in English and to provide him/her with a critical Perspective on them.

Course Description:

Historical and social aspects of African literature-the symbolic importance of African writing-South African literature-writers from different parts of Africa.

Required reading:

1. Gabriel Okara : “The Snowflakes Sail Gently Down”; Once Upon a Time”
2. Okot P Bitek : “Song of Malaya”
3. Arthur Nortje : “ Letter from Pretoria Central Prison”; “Immigrant”
4. Ama Ata Aidoo : “The Messenger”; “motherhood and the Numbers Game”
5. Athol Fugard : “ Hello and Goodbye
6. Wole Soyinka : “ The Lion and the Jewel
7. Chinua Achebe : “ The Anthills of Savannah
8. JM Coetzee : Waiting for the Barbarians
9. Fanon : On National Culture (from *The Wretched of the Earth*)

Background Reading:

1. Christopher Okigbo : “The Passage”
2. John Pepper Clark : “ The Casualties”
3. David Diop : “ Africa”
4. Nelson Mandela : “ No Easy Walk to Freedom”
5. Ngugi Wa thiong O : *The River Between*

Paper XIX

ENGLISH LANGUAGE TEACHING

Objectives:

To introduce the student to the basic principles of English Language Teaching (ELT) and to familiarize him/her with the practical problems involved in the teaching of language and literature.

Course Description:

- a. Introduction to ELX-language learning-as first language and as second language-target language-difference between acquisition and learning-teaching of English as a foreign language-TEFL-TESOL.
- b. Theory, Method and Approach- the difference between theory, method and approach-behaviourist and cognitive theories- methods-grammar translation, audio-lingual, direct method-situational and communicative approaches-attitudes to error in language learning- notions of correctness and standards of usage.
- c. The four Skills in language learning-LSRW-receptive and productive skills-developing reading comprehension- intensive and extensive reading –developing listening comprehension-word stress and sentence stress in speaking- spelling and punctuation in writing.
- d. Teaching of grammar- structure of the English sentence-inflection-word order-tense-articles-prepositions and sentence-inflection-word order-tense-articles-prepositions and sentence patterns.
- e. Teaching of Vocabulary- active and passive vocabulary- vocabulary and structure control-structural and content words-procedures for teaching vocabulary items-use of dictionary.
- f. The teaching of literary texts-aims and objectives-use of literature for language teaching-teaching of prose, poetry, drama and fiction.
- g. Topics for practical work:
 1. Preparation of model lesson plan for teaching each of the four skills.
 2. Practice teaching-teaching of grammatical items-articles-prepositions-tense-sentence analysis
 3. Teaching of literary texts-prose, poetry, drama and fiction
 4. Testing and evaluation-setting model question papers-evaluating the performance of the students.

Background Reading:

1. Alien, HB; *Teaching English as a Second Language*
2. Alien and Campbell; *Problems and Principles In Language Teaching*
3. Tom McArthur: *A Foundation Course for Language Teachers*”
4. RB Lado: *Language Teaching: A Scientific Approach*
5. Jeremy Harmer: *The Practice of ELT*
6. Earl Stevick : *Teaching and Learning Languages*
7. Harold Palmer : *The Scientific Study and Teaching of Language*
8. Mary Finocchiaro: *English as a Second Language: From Theory to Practice*

9. Widdowson HG; *Teaching Language as Communication*
10. Ghosh, Sasikumar and Das; *Introduction to English Language Teaching, Volume 3 Methods at the College Level.*

Paper XX

STYLISTICS

Objectives:

To familiarize the student with Western and Indian theories of style and to enable him/her to analyse texts objectively, using the principles of stylistics.

Course Description:

1. The concept of style-definitions of style-Western and Indian.
2. Antecedents to stylistics-the influence of Saussure- practical criticism –New Criticism
3. Difference models of Stylistics- Bally and Saussurian Origins of structural stylistics-Jakobson and the poetic function of language-Riffaterre, Fish and affective stylistics.
4. Foregrounding as a stylistic device-style as convergence of features (Roger Fowler)-Halliday's functional stylistics-lexical sets-chain and choice relations and cohesion-levin's coupling transformational approach to style as worked out by Ohmann and Thorne
5. Stylistics-speaker-oriented (Spitzer), Hearer-oriented (Bally), objective and functional (Halliday), Generative (Taylor)
6. Stylistics and the teaching of literature-linguistics and styles-stylistics as providing an answer to the problems in the teaching of foreign languages-how linguistic features are to be presented in the class room-model analysis of literary texts and the use of stylistics in teaching literary pieces.
7. Indian approaches to stylistics- Bhamaha's Kavayalankara- Dandin's Kavyadarsa- Vamana's theory of Riti (Kavayalankara Sutravritti)

Background Reading:

1. Turner GW, Stylistics
2. J Talbot Taylor, *Linguistic Theory and structural Stylistics.*
3. Widdowson HG, *Stylistics and Teaching of Literature*
4. GN Leech, *A Linguistic Guide to English Poetry.*
5. Enkvist et al, *Language and Style*
6. Kate Wales, *A Dictionary of Stylistics.*
7. Raghavan and Nagendra, *An Introduction to Indian Poetics.*

Comprehensive Paper

Viva Voce

Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Co-ordinator: Dr. Johney Johnson

Academic support by
School of Management and Business Studies
Mahatma Gandhi University
Kottayam, Kerala

MASTER OF BUSINESS ADMINISTRATION (MBA)

Programme Project Report

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State have also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all the Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Programme's Mission & objectives :

Mahatma Gandhi University's MBA Programme under School of Distance Education produces capable business leaders who are prepared with the necessary management and research skills to make high-quality business decisions in either an entrepreneurial or staff capacity.

While we provide our MBA students with a solid foundation of human and technical management knowledge and skills. A hallmark of our Programme is the opportunity for students to pursue projects and mentored study on issues of their own interest. Our commitment to this process of active learning is driven by our desire to produce confident leaders who can think critically, engage in a process of discovery, and implement appropriate policies.

The MBA further supports the vision and mission of the School of Distance Education of the University by increasing the level of academic opportunity for the region, while enhancing the visibility and reputation of the School and University.

The Mahatma Gandhi University MBA program is designed with the following objectives:

1. To develop young men and women into professional managers to manage all sectors of the organized economic activity.

2. To equip the youngsters with conceptual and interpersonal skills and social purpose for managerial decision-making and its execution in real situations.
3. To develop and encourage the entrepreneurial capabilities of young generation to make them effective change agents.
4. To meet the demand for trained and professional people in the country at the top level management of business and industrial organizations in the light of the new economic and industrial policy of the country.

2. Relevance of the programme with HEI's Mission and Goals :

There is a great demand for quality MBA professionals in a growing economy like India. Also MBA is seen as an essential qualification for employed professionals for their career growth. In tune with the University's vision of making education accessible to the section of society who are deprived of time and money, this Programme offers an opportunity for everyone who are desirous of advancing their career path and knowledge.

3. Nature of prospective target group of learners:

The MBA Programme of Mahatma Gandhi University is aimed at working professional who wants to take their career to the next level and wants to pursue an MBA Degree Course but do not have time to attend the regular classes because he is doing a full time job.

or

A housewife who wants to continue their study but cannot go to college to attend the lectures.

or

A fresh graduate who wants to join a job but also wants to continue their higher studies.

4. Appropriateness of Programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence

An MBA is the most demanded Post Graduate Degree Programme in India. More than 5,00,000 students complete an MBA Degree Programme each year and this number is increasing each passing year. MBA is the only Degree Programme which popularity is increasing year by year.

An MBA degree from a reputed university can open up several doors for your career.

You can pick a specialization of your choice out of the tens of the specializations available.

5. Instructional Design

5.1 Curriculum Design

As part of curriculum design, the curriculum and syllabus revision workshop considered curriculum analysis of social needs, translating the needs into course, splitting the objectives into specific objectives, grouping the specific objectives into subjects, deriving the subjects from the

classification, specifying enabling objectives, unitizing each subject matter, specification of required time and syllabus formulation.

There are 28 courses along with a organization study (minor project) in the third semester and a major project in the final semester. Each course is of 3 credits. The minor project is also of 3 credits but the major project is of 6 credits. Altogether the total credit for the MBA Programme is 93 credits.

5.2. Program details

FIRST SEMESTER

Course No.	Title	Course Type	Credit	Contact Session (Hrs)	Internal Evaluation Marks	External Evaluation Marks	Total Marks
DMB1CRT01	Principles of Management	Core	3	9	20	80	100
DMB1CRT02	Managerial Communication	Core	3	9	20	80	100
DMB1CRT03	Managerial Economics	Core	3	9	20	80	100
DMB1CRT04	Accounting for Management	Core	3	9	20	80	100
DMB1CRT05	Quantitative Methods for Management	Core	3	9	20	80	100
DMB1CRT06	Legal Environment of Business	Core	3	9	20	80	100
DMB1CRT07	Computer Application in Business	Core	3	9	20	80	100
DMB1CRT08	Organisational Behavior	Core	3	9	20	80	100
	Total		24	72	160	640	800

SECOND SEMESTER

Course No.	Title	Course Type	Credit	Contact Session (Hrs)	Internal Evaluation Marks	External Evaluation Marks	Total Marks
DMB2CRT09	Financial Management	Core	3	9	20	80	100
DMB2CRT10	Marketing Management	Core	3	9	20	80	100
DMB2CRT11	Human Resource Management	Core	3	9	20	80	100
DMB2CRT12	Operations Management	Core	3	9	20	80	100
DMB2CRT13	Environment Management	Core	3	9	20	80	100
DMB2CRT14	Operations Research	Core	3	9	20	80	100
DMB2CRT15	Research Methodology	Core	3	9	20	80	100
DMB2CRT16	Management Information Systems	Core	3	9	20	80	100
	Total		24	72	160	640	800

THIRD SEMESTER

Course No.	Title	Credits	Contact Session (Hrs)	Internal Evaluation Marks	External Evaluation Marks	Total Marks
DMB3CRT17	International Business	3	9	20	80	100
DMB3CRT18	Business Ethics & Corporate Governance	3	9	20	80	100
DMB3EC1	ELECTIVE 1 (Major Specialization)	3	9	20	80	100
DMB3EC2	ELECTIVE 2 (Major Specialization)	3	9	20	80	100
DMB3EC3	ELECTIVE 3 (Major Specialization)	3	9	20	80	100
DMB3EC4	ELECTIVE 4 (Major Specialization)	3	9	20	80	100
DMB3EC5	ELECTIVE 5 (Minor Specialization)	3	9	20	80	100
DMB3EC6	ELECTIVE 6 (Minor Specialization)	3	9	20	80	100
DMB3PR19	Organization Study (Minor project)	3	9	20	80	100
	Total	27	82	180	720	900

FOURTH SEMESTER

Course No.	Title	Credits	Contact session (Hrs)	Internal Evaluation Marks	External Evaluation Marks	Total Marks
DMB4CR20	Strategic Management	3	9	20	80	100
DMB4EC7	ELECTIVE 7	3	9	20	80	100
DMB4EC8	ELECTIVE 8	3	9	20	80	100
DMB4EC9	ELECTIVE 9	3	9	20	80	100
DMB3PR21	Major Project & Comprehensive Viva Voce	6			200	100
	Total	18	36	80	520	600
	Grand Total	93	260	580	2520	3100

LIST OF ELECTIVES

1. Marketing Management
2. Financial Management
3. Human Resource Management

5.3 Duration of the Programme

The Programme shall have four semesters. Each semester shall consist of 16 weeks. Instruction and University examinations in each course in a semester shall be completed within 90 days in a semester.

Contact Lecture Hours

Each course shall have a minimum of 60 contact hours per semester. University shall arrange contact classes at notified centres on week end holidays and other public holidays.

5.4 Faculty and Support staff Requirement

Course Co-ordinator

Dr Jhoney Johnson

Ass. Professor, School of Management and Business Studies, Mahatma Gandhi University

Qualification: MBA, M Phil, Ph D (Management), PGDOR

Teaching faculty

The teaching faculty shall be drawn from university departments offering MBA Programme.

Instructional delivery Mechanism

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, the students are offered contact classes at the head quarters of the School of Distance Education and at the Learner's Support Centers during the weekend. The duration of the MBA Programme of study is two years with four semesters.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

In addition to this, the university has centralized resources to enable the student support activities in respect of Information Centre, Library with good collection of books and journals, Wi-Fi connectivity, Counselling, Students Grievance Redressal Cell, Post Office , Snack bar and Refreshment Centre, Reprographic centre, Drinking water etc.

6. Procedure for admissions, curriculum transaction and evaluation :

6.1 Eligibility for admission

Any student who has passed any degree of the University of Mahatma Gandhi University (including degree Programmes of SDE, Mahatma Gandhi University) or that of any other University or institute or institution recognized by the UGC or AICTE. Programmes of other Universities or

institutions shall be in 10+ 2+ 3 pattern (or 10+ 2+ 4) under regular stream. In all the cases, the student should have passed the bachelor degree examination with not less than 50 % marks in aggregate including the marks of languages if any (without approximation, that is, 49.9999 % is not eligible since it is less than 50%), is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

6.2 Admission Procedure

Admission to MBA Degree Programme of the study shall be on the basis of merit as determined by KMAT/CMAT/CAT/XAT /MGU-MAT Entrance Examination and the marks obtained by the candidates in the bachelor degree examination put together in the following order.

6.2.1 The rank score shall be based on:

Entrance examination carrying 120 marks

Plus Two / PDC marks 30 marks

Total 150 marks

A minimum of 30 marks should be scored for a pass in the entrance examination.

6.2.2 The weightage for Plus Two / PDC shall be based on total marks obtained by the students in all parts, (that is, languages and subjects or Part I, Part II and Part III) as follows:

Up to 50% aggregate marks obtained in the plus two examination: No weightage.

For every one percent additional marks obtained for the Plus two/ Higher secondary/ PDC examination over and above 50% marks, one mark weightage will be given subject to a maximum of 30 marks for up to 80 % of marks obtained for the Plus two/ Higher secondary/ PDC examination. For calculating this academic weightage, marks obtained in the Plus two/ Higher Secondary /PDC up to 0.49% will be rounded to lower full digit marks and 0.5 and above will be rounded to next full digit marks.

6.2.3 A rank list shall be prepared by the University based on the final rank score computed as above and a counseling session shall be conducted for admission to the MBA Programme. While preparing the rank list, if there is same index mark for more than one candidate, they will be ranked on the basis of the actual marks obtained in the written test. Even after this, if there is a tie they will be ranked on the basis of actual marks obtained for Plus Two examination. If tie exists even after with this, the date of birth is to be considered and the elder person is to be given preference in the admission.

6.2.4 The university reserves the right to attach any candidate to any centres for academic administration, contact classes and other related activities. The maximum number of students attached to any of the University centres will be students.

6.2.5 The candidates admitted to MBA course must produce the qualifying Degree Certificate/Provisional Certificate/Confidential mark list, latest at the last date of closing PG admission by the University. If he/she fails to produce the same, his or her admission will be cancelled on the next working day. The University will not be liable for the loss caused to the student.

Fees:- **Rs.29000/-** for Full Programme

6.3 Attendance

A student shall attend at least a minimum of 50 % of the number of contact classes actually conducted in a semester to be eligible for appearing for university examination of that semester. Course wise minimum attendance for the contact classes will not be insisted. If the student has shortage of attendance in a semester, he or she shall not be allowed to appear for examination of that semester. However, the University may condone shortage up to 10 % of the maximum number of contact hours per semester. If the candidate has shortage more than this limit he/she has to compensate the shortage of attendance of that semester along with the next batch and appear for the university examination of that semester.

6.4 External Examination

6.4.1 The University shall conduct semester end examinations, carrying 4credits for full course and 2 credits for half course, for each of the courses in the first, second, third and fourth semesters.

6.4.2 The duration of examination shall be three hours for full courses and 1½ hours for half courses.

6.4.3 A student shall register for all the courses in a semester to appear for examination in the respective semester itself. Part appearance shall not be allowed for first appearance.

6.5 Project Report Minor

6.5.1 During the third semester the student shall do a minor project in a business organization under a faculty guide.

6.5.2 The faculty guide must have either

- (a) M. Phil or Ph.D. in Management
- (b) two years teaching experience in MBA.

6.5.3 The student shall prepare and submit a project report to the university through the centre to which the student is attached.

6.5.4 The report shall be printed and bound (preferably Hard bound) with not less than 50 A4 size pages.

6.5.5 The student shall prepare at least two copies of the report: one copy for submission to the university and one copy for the student. More copies may be prepared If the organization or the guide or both ask for one copy each.

6.5.6 The project report should be submitted to the centre two weeks before the date of commencement of University examinations in the third semester MBA courses.

6.5.7 If the student fails in submitting the project on or before the above date, an application for late submission along with the necessary fee for late submission as fixed by the University shall be forwarded to the Controller of Examinations along with the project report.

6.5.8 However such submission shall not be accepted after the end of University Examinations of the third semester MBA.

6.5.9 Project work shall have the following stages

- Project proposal presentation
- Field work and data analysis
- Report writing
- Draft project report presentation
- Final project report submission

6.5.10 The project is done individually.

6.5.11 Resubmission of such project reports shall be done within a month from the date of returning them to the students with necessary instruction for redoing or modification.

6.5.12 The duration for minor project work is two weeks for data collection and field work.

6.5.13 A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

6.5.14 Structure of the report (Common for minor and major projects)

Title page

Certificate, in original, from the organization (for having done the project work)

Certificate from faculty guide

Acknowledgements

Contents

Chapter I : Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II : Review of literature / Theoretical profile

Chapters III and IV: Data Analysis (Can be 3 or more chapters)

Chapter V : Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

6.6 Major Project

6.6.1 The students shall do a major project during their final semester of MBA under a faculty guide, preferably in their area of specialization.

6.6.2 For guide, the qualification is the same as for minor project.

6.6.3 The duration of fieldwork for major project is six weeks.

6.6.4 This project work is to be done individually by the students.

6.6.5 The student shall prepare and submit a project report, printed and bound (preferably hard bound) with a minimum of 100 A4 pages of text, to the Head of the Department or Centre or Institute before the last working day of the final semester.

6.6.6 The Director SDE shall send the projects of all the students together to the Controller of Examinations well in time so that they are received in the Pareeksha Bhavan within two weeks from the last date for project submission to the Director.

6.6.7 Projects received late shall be forwarded to the Controller of Examinations along with a request for late submission supported by necessary fee for late submission as fixed by the University.

6.6.8 However, such late submission shall be done within one month of the last date for final semester project submission.

6.6.9 All other regulations for MBA minor project are applicable to major project.

6.7 Evaluation of Minor and major Project Report

The minor and major project done during the third and fourth semester shall be evaluated by one examiner appointed by the controller of examinations.

6.8 Minimum credits for Project Report

6.8.1 The student should get a minimum of 50% marks (GPA of 2) for project report for a pass in both minor and major projects.

6.8.2 If the student fails to get 50 % marks (GPA of 2) for any project report, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners. This can be done immediately after publication of results.

6.9 Viva Voce Examination

6.9.1 At the end of fourth semester, each student shall attend a comprehensive viva voce examination.

6.9.2 The Viva Board shall have at least two members. The University shall appoint the examiners.

6.9.3 The viva voce will be about all the courses of the four- semester Programme, including project reports.

6.9.4 The student should get 50% marks(GPA of 2) in the viva voce for a pass in viva voce.

6.10 Scheme of Instruction and Examination : Explained above

6.11 Time Limit for Completion and Validity of Registration

The registration for MBA shall be valid for five academic years including the academic year of registration. A student is expected to complete all the MBA courses within these five years.

6.12 Failed students

6.12.1 If a student fails in any course or courses, he or she shall reappear in that course or courses in the regular examinations of the respective semester of any of the successive batches of MBA students.

6.12.2 If they fail to pass in any course or courses within the five years, then they shall be required to reregister for the course they did not complete by paying the fees fixed by the university and appear for the university examination.

6.13 Change in curriculum and Chances to students

If MBA curriculum change is implemented in any year, the students who registered under the old scheme shall be allowed to appear in those courses in which they failed, subject to a total of three chances and a time limit of five academic years including the academic year of registration for MBA.

6.14 Discontinuation and Readmission

If a student wants to discontinue from MBA Programme, he or she can do it provided the student pays the fee as is required by the general regulations of the University. But readmission may be allowed only if the student has completed at least the first semester with a minimum of 75% attendance and has registered for University examinations in the first semester courses, provided the Department, Centre or Institute agrees to readmit him or her to the next semester of the MBA Programme.

6.15 Pass minimum

6.15.1 Each student shall secure a minimum of 50% marks (GPA of 4 for project, 2 for full course or 1 for half course) in university examination for each course for a pass in that course. The classification of results may be as follows:

Letter grade Grade point range Performance level

A	= 3.5 to 4.0	=Excellent
B	= 2.5 to 3.49	=Very good
C	= 2.2 to 2.49	= Good
D	= 2.0 to 2.19	= Average
E	= 0.5 to 1.99	= Poor
F	= Below 0.5	= Very poor

6.15.2 A candidate who passed the courses in the first two semesters in regular sitting or supplementary sittings before the completion of the course and any of the third and fourth semester papers by taking one supplementary chance after the completion of the course (one chance for third semester papers and one for fourth semester papers) shall also be given class/grade, based on the percentage of marks obtained by him or her.

6.16 Option to switch over from MBA Programme to Diploma in Management (DIM) / Post Graduate Diploma Programme in Management:

On completing successfully the First Semester candidates are awarded with the Diploma in Management (DIM). Candidates who have registered for MBA Program but could not successfully complete all the courses necessary for the award of MBA degree, but completed some courses successfully can switch over from MBA Program to the following PG Diploma programs after the second semester MBA examination. In such case his/her MBA registration will be cancelled and fresh registration for PG diploma will be given on the basis of the request from the candidate. The courses already completed successfully in the MBA program which are necessary for PG Diploma program will be retained. Remaining courses required as per this regulation for PG Diploma program need only to be completed for the award of PG Diploma.

PG Diploma in Financial Management (PGDFM)

S No.	Course code	Title of the course	Maximum credits	Minimum GPA for a pass	
1	CC01	Principles of Management	40	60	100
2	CC 09	Financial Management	4	2	
3	MBA FIN	Any four functional electives Functional Elective 1	4	2	
4	MBA FIN	Functional Elective 2	4	2	
5	MBA FIN	Functional Elective 3	4	2	
6	MBA FIN	Functional Elective 4	4	2	
7	MBA 3.8	Minor Project	4	2	
		TOTAL	28	14	

PG Diploma in Marketing Management (PGDMM)

S No.	Course code	Title of the course	Maximum credits	Minimum GPA for a pass
1	CC01	Principles of Management	4	2
2	CC10	Marketing Management	4	2
3	MBA MAR	Any four functional electives in Marketing Functional Elective 1	4	2
4	MBA MAR	Functional Elective 2	4	2
5	MBA MAR	Functional Elective 3	4	2
6	MBA MAR	Functional Elective 4	4	2
7	MBA 3.8	Minor Project	4	2
8		TOTAL	28	14

PG Diploma in Human Resource Management (PGHRM)

S No.	Course code	Title of the course	Maximum credits	Minimum GPA for a pass
1	CC01	Principles of Management	4	2
2	CC11	Human Resource Management	4	2
3	MBA HRM	Any four functional electives in Human Resource Management Functional Elective 1	4	2
4	MBA HRM	Functional Elective 2	4	2
5	MBA HRM	Functional Elective 3	4	2
6	MBA HRM	Functional Elective 4	4	2
7	MBA 3.8	Minor Project	4	2
8		TOTAL	28	14

6.17 Specialization

6.17.1 There shall be two categories of specialization: full specialization (five courses) and dual specialization with three courses from one area and two courses from another area).

6.17.2 If the student opts for and passes in a minimum of five courses in any elective area, he or she may be issued mark lists showing full specialization as Marketing Management, Financial Management etc.

6.17.3 If the student chooses three courses in one specialization area and two courses from another specialization area, he or she may be issued mark lists with dual specialization as Marketing Management and Financial Management etc

6.18 Specialization Areas:

6.18.1 Marketing

MBA MAR 1 Marketing Research (3rd semester)

MBA MAR 2 Consumer Behavior (3rd semester)

MBA MAR 3 Advertising and Sales Promotion (3rdsemester)

MBA MAR 4 International Marketing (4th semester)

MBA MAR 5 Service Marketing (4th semester)

MBA MAR 6 Retail Management (4th semester)

6.18.2 Finance

MBA FIN 1 Strategic Financial Management (3rd semester)

MBA FIN 2 International Finance (3rd semester)

MBA FIN 3 Forex Management (3rd semester)

MBA FIN 4 Financial Services (4th semester)

MBA FIN 5 Working capital Management (4th Semester)

MBA FIN 6 Treasury Management(4th semester)

6.18.3 Human Resource Management

MBA HRM 1 Human Resource Planning and Development (3rd semester)

MBA HRM 2 Management of Industrial Relations (3rd semester)

MBA HRM 3 Organizational Development and Change (3rd semester)

MBA HRM 4 Global Human Resource management (4th semester)

MBA HRM 5 Management Training and Development (4th semester)

MBA HRM 6 Performance Management (4th semester)

7.19 For all other matters which are not specified in this regulation the common regulation for PG Programme under CBCSS for affiliated colleges will be applicable.

7. Requirement of the library resources:

The library and infrastructure support of the Centre will be extended to learners as per requirement.

Mahatma Gandhi University Library and Information System consists of University Library, libraries of the Schools and Libraries of the 4 study centres. The University Library was established in 1989. The University Library which is situated on the main campus and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area and consists of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The library provides service from 8 am to 8 pm in three shift timings for its staff. The library functions on an average of 345 days in a year. Reading space is provided on all the three floors housing the various sections of the library. The library provides reading facility to visually impaired users too. For this, an electronic lab custom

made for visually and physically challenged users has been set up during 2016. The libraries of teaching departments are open during working hours of the Schools.

The University Library has a Library Advisory Committee. It is an 18 member committee with the Vice-Chancellor as Chairman and University Librarian as Convener.

The library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC, Journal Article Index, Bi-monthly Bibliography compilation and Literature Search Service are also available

The library is a member of the INFLIBNET Centre, Ahmedabad as well as & DELNET (Developing Library Network). As a member of these networks, the library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its online thesis digital library. The various department libraries too have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	School of Management and Business Studies	7549

8. Cost Estimate of the Programme and Provisions

Sl.No	Expenditure	Cost estimate for MBA Programme (100 students)
01	Pay and Allowance	6,50,000
02	Contact classes and evaluation	2,30,000
03	Course materials	2,20,000
04	Advertisement charges	35,000
05	Postage and telephone	10,000
06	Books and Periodicals	80,000
07	Miscellaneous	20,000
	Total	12,45,000
	Provisions (10%)	1,24,500
	Total	Rs. 13,69,500/- Cost per student per year=Rs.13,695/-

9. Quality assurance mechanism and expected Programme outcomes

The SDE has devised the following mechanism for monitoring the effectiveness of the MBA Programme to enhance its standards of curriculum, instructional design etc.

(a) Established a monitoring Committee at the University level to develop and put in place a comprehensive and dynamic internal quality assurance system to enhance the quality of the Programmes offered through distance mode as per the norms and guidelines of the University Grants Commission (Open and Distance Learning) Regulations, 2017.

(b) The SDE has an approved panel of experts for preparing SLM. The SLM prepared is being edited by the board of subject expert. The SLMs are developed with the approach of self explanatory, self-contained, self-directed, self-motivating and self-evaluating.

(c) The SDE of the University has full time faculty members exclusively for coordinating the Programme and also has a panel of qualified guest teachers for counselling students and engaging in personal contact Programmes.

MAHATMA GANDHI UNIVERSITY KOTTAYAM

REGULATION

1. COURSE OBJECTIVES

The MG University MBA program is designed with the following objectives:

1. To develop young men and women in to professional managers to manage all sectors of the organized economic activity.
2. To equip the youngsters with conceptual and interpersonal skills and social purpose for managerial decision-making and its execution in real situations.
3. To develop and encourage the entrepreneurial capabilities of young generation to make them effective change agents.
4. To meet the demand for trained and professional people in the country at the top level management of business and industrial organizations in the light of the new economic and industrial policy of the country.

2. COURSE DURATION

The MBA (Full Time) programme of Mahatma Gandhi University shall be spread in two years duration with 4 Semesters. Each semester shall comprise of a minimum of 16 instructional weeks of 5 days each of 5 hours a day (total contact hours 400). Continuous Internal Evaluation during the course period and University examination at the end of each semester shall be conducted. There shall be a semester break of 15 days each in addition to the usual Onam, Christmas and summer holidays.

3. ELIGIBILITY FOR ADMISSION

1. A pass in any Bachelor's Degree Examination of Mahatma Gandhi University or an equivalent degree of any other universities duly recognized by M.G.University with not less than 50% marks in the aggregate for all parts of examination or a Master's Degree examination with 50% marks in aggregate.
2. SC/ST students

A pass in any Bachelor's Degree examination is needed for SC/ST candidates

4. ADMISSION PROCEDURE

Admission to MBA Degree programme of the study shall be on the basis of merit as determined by MAT/CAT/XAT /MGU-MAT and Group discussion & interview conducted by Mahatma Gandhi University. A five member committee will be constituted

by Hon. Vice Chancellor for conducting the admission procedure for MBA Programme including MGU – MAT, Dean Faculty of management will be the Chairman of the Committee and Director, School of Management and Business Studies shall be the member secretary. Among the five members, two members will be from the affiliated colleges of MG University where MBA programme is going on, one member will be a university professor in management school outside Mahatma Gandhi University. MGU-MAT will be conducted by School of Management and Business Studies, monitored by the above mentioned committee.

A rank-list shall be prepared on the basis of the sum of the following three components.

- a) Test Score 80%
- b) Group Discussion 10%
- c) Interview 10%

Candidates will be called for the interview on 1:3 basis.

Based on the score in the test candidate shall be short-listed for Group Discussion and Personal Interview. While preparing the rank list, if there is same index marks for more than one candidate, he/she will be ranked on the basis of actual marks obtained in the qualifying exam. Even after this, there is a tie; they will be ranked on the basis of date of birth that is the elder person is to be ranked higher. Based on the performance on the written test, Group Discussion and interview, merit list will be prepared and published by the committee.

Out of the total sanctioned seats, 50% shall be merit quota (govt. quota) and 50% shall be management quota. Merit quota shall be filled strictly in accordance of the institutional preference opted by the student. Allotment will be done by the admission committee.

Options will be collected by the University from the candidates during counseling and will make allotment of candidate to different institutes on the basis of merit. Reservations applicable as per govt. rule. Based on this, allotment letter will be given by the university to the candidates and the college shall give admission to the candidates in the merit quota (govt. quota).

If sufficient candidates are not joining in the merit quota seats, the college shall report the matter to the university and with the written permission of the university the college management may fill the seats from the merit list.

5. FEE STRUCTURE

For affiliated aided institutions govt. fee structure is applicable to both merit and management seats. For unaided affiliated institutions the fee structure will be decided by fee fixation committee nominated by govt. of Kerala from time to time.

Any form of capitation is strictly prohibited.

6. LIST OF COURSES OF MBA PROGRAMME

FIRST SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC01	Principles of Management	40	60	100
CC02	Managerial Communication	40	60	100
CC03	Managerial Economics	40	60	100
CC04	Accounting for Management	40	60	100
CC05	Quantitative Methods for Management	40	60	100
CC06	Legal Environment of Business	40	60	100
CC07	Computer Application in Business	40	60	100
CC08	Organisational Behavior	40	60	100
	Total	320	480	800

SECOND SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC09	Financial Management	40	60	100
CC10	Marketing Management	40	60	100
CC11	Human Resource Management	40	60	100
CC12	Operations Management	40	60	100
CC13	Environment Management	40	60	100
CC14	Operations Research	40	60	100
CC15	Research Methodology	40	60	100
CC16	Management Information Systems	40	60	100
CC17	Viva-Voce		100	100
	Total	320	580	900

THIRD SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC18	International Business	40	60	100
CC19	Business Ethics & Corporate Governance	40	60	100
EC 1	ELECTIVE 1 (Major Specialization)	40	60	100
EC 2	ELECTIVE 2 (Major Specialization)	40	60	100
EC 3	ELECTIVE 3 (Major Specialization)	40	60	100
EC 4	ELECTIVE 4 (Major Specialization)	40	60	100
EC 5	ELECTIVE 5 (Minor Specialization)	40	60	100
EC 6	ELECTIVE 6 (Minor Specialization)	40	60	100
CC 20	Organization Study	40	60	100
	Total	360	540	900

FOURTH SEMESTER

Course No	Title	Internal Evaluation Marks	External Evaluation Marks	Total Marks
CC21	Strategic Management	40	60	100
EC 1	ELECTIVE 7 (Major Specialization)	40	60	100
EC 2	ELECTIVE 8 (Major Specialization)	40	60	100
EC 3	ELECTIVE 9 (Minor Specialization)	40	60	100
CC22	Project & Comprehensive Viva Voce	-	200	200
	Total	160	440	600

TOTAL MARKS	3200
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7. LIST OF ELECTIVES

- 1. Marketing Management**
- 2. Financial Management**
- 3. Human Resource Management**

8. COURSE CALENDER

Date of announcement of the course will be done by the university. In order to streamline the MBA programme, colleges are permitted to make their individual announcement of the course only after the course announcement of the university. The course calendar published by the university should be strictly followed for ensuring timely conduct of the course, examinations and publication of results. The course calendar should be prepared by convening a meeting of Principals / Directors of all affiliated management colleges / institutes. This meeting should be convened before the announcement of MBA programme, each year. Semester classes should be started and completed on the stipulated dates at all affiliated colleges / institutes as notified by the university.

With in a week after the commencement of classes of the first semester MBA, Head of each institution should forward the list of faculty members working in the college / institutes along with their qualifications and years of teaching experience, specialization and other relevant details to the university in a format given by the University. Affiliated aided colleges are exempted from this provision. Head of each

institution shall ensure the availability of sufficient number of regular faculty members having experience and qualifications as per AICTE / UGC guidelines in the institution.

9. SCHEME OF THE COURSE

1. The Full time Two-year MBA programme will have four semesters each having 18 work weeks.

2. The First and Second semesters each will have 8 full Courses with 75 contact hours each. All these courses are core courses. Each course carries 100 marks (Internal 40 and External 60). In addition, an External Viva-Voce examination will also be conducted at the end of the Second Semester. There will be a total of 1700 marks for First and Second Semesters (800+900).

3. The Third Semester will have 8 courses with 75 contact hours each and a placement in connection with an organization centered study. Out of the 8 courses two are compulsory and other 6 are electives. Of the six electives 4 courses from one major functional area opted by the student and remaining 2 in another minor functional area opted by the student. Every student has to undergo a placement work and produce a report on an organization centered study based on the organization to which he/ she is deputed. This study and the report will be treated as full course carrying 100 marks. The internal marks for the organization study will be awarded by means of seminar presentation cum viva-voce conducted by a board appointed for this purpose by the Faculty Council of the Institute. Students are permitted to do their organization study only in a nationally or internationally reputed business organization for a period not less than 4 weeks. While selecting the organization students should make sure those four functional areas such as Production, Marketing, Finance and HR Departments are available in those organisations. There will be a total of 900 marks in the third semester.

4. For the Forth Semester, there are 4 full courses of which one is compulsory. Of the remaining 3, two subjects will be from the major functional area opted by the student and one form the minor area opted by the student. In addition the students are required to do a project Work of a problem centered nature and the Dissertation is to be submitted before the commencement of Fourth semester examination. Total duration of this project study is 8 weeks and total marks for the dissertation is 200. Project work should be done in a nationally or internationally reputed organization. Students are expected to select the project study from any one functional area that they have opted as their major functional area. Training should be done strictly under the supervision of an executive allotted by the organization. An attendance certificate should be obtained from the organization as a proof of the successful completion of the training and the same should be incorporated in their project report. For the preparation of the Project report the Head of the Department will entrust one Faculty Member to supervise the student. There will be comprehensive viva at the end of the fourth semester along with the evaluation of the project report.

5. The electives offered in the third and fourth semesters will be depending on the preference, aptitude of the students, availability of the Faculty and other facilities in the institution.

6. Total marks for third and fourth semester will be 1500 (900+600).
7. All clauses of MBA Regulation (Full Time) 2010, except which are under the consideration of Hon. High Court of Kerala are applicable along with these scheme and syllabus.
8. List of courses mentioned in the MBA Regulation (Full Time) 2011 is replaced and modified by the list of courses appended in the new scheme and syllabus.

10. SCHEME OF EXAMINATION AND RESULTS

Assessment of students:

Assessment of students for each course / subject will be done by internal continuous assessments and end semester examinations. Internal assessment shall be conducted throughout the semester. It shall be based on internal examinations and assignments as decided by the faculty handling the course. Assignments includes homework, problem solving, group discussions, quiz, term project, spot test, software exercises etc. Details of assignments of every semester shall be submitted by the faculty members in an assignment book to the principal / director of the institution. This is to facilitate uniformity in the internal evaluation process.

End semester examinations of all subjects will be conducted by the university.

1. There shall be four sets of examinations to be conducted at the end of each semester of 3 hours duration for each course.
2. The marks required for a pass is 50%. There is separate minimum for all courses and for internal and external (University) examinations.
3. No student shall be permitted to appear for the university (external) examinations unless he/she secures at least 50% marks in the internal evaluation in each course

The distribution of internal assessment marks will be as follows:

- | | |
|---|----------------|
| 1.Periodical tests (subject to a minimum
of 3 tests for each course) | 60% (15 marks) |
| 2.Assignments, Seminars, group discussions
term projects etc. | 30%(15 marks) |
| 3.Classroom participation, attendance
punctuality and discipline | 10%(10 marks) |

4. Candidates who have secured not less than 60% marks in the aggregate of total marks for all papers in four semesters (both internal and external together) in the examination shall be declared to have passed the MBA degree examination in first class.

5. Candidates who obtain an average of not less than 75%of the total marks (as explained in clause 4 above) shall be declared to have passed the MBA degree examination with Distinction.

6. The internal assessment marks shall be awarded by the concerned faculty member in charge of the course based on the guidelines stipulated in clause 3 above. A

systematic record for the award of internal assessment marks shall be maintained in the department duly signed by the concerned faculty members and counter signed by the Head of the Department. It should be placed in the notice board two weeks before finalising the marks.

7. In case a candidate fails to secure the required minimum of 50% marks in internal assessment, he may secure it by repeating the course altogether in a regular class or by taking the course with a faculty member assigned by the Head of the Department in a subsequent semester provided that the candidate has failed to obtain the 50% marks in the first instance, but such improvement in sessionals in the same paper can not be attended more than once.

8. Candidates for the MBA degree shall be eligible to undergo the course of study in the next semester and take the examination of that semester, irrespective of the results of the examinations of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the university and registration for the examinations in the earlier semesters.

11. REGISTRATION FOR EACH SEMESTER

Every candidate should register for all subjects of the end semester examinations of each semester. A candidate who does not register will not be permitted to attend the end semester examinations. He shall not be permitted to attend the next semester.

1. No student shall be allowed to appear for the university examinations (written and viva-voce), if he/she has not secured 75 % attendance for each course.

2. For a student to claim specialization in any functional area he/she must have taken a minimum of 6 courses in that area of specialization.

12. IMPROVEMENT

Candidates shall be allowed to improve the result of any subject along with the examination of their immediate junior batch. There will be no supplementary examination.

13. EXAMINATION MONITORING CELL

Head of each institution should constitute an examination-monitoring cell at the institution for supervising all examinations especially the internal examinations. This cell with a senior faculty member as convener shall consist of minimum three faculty members (one shall be a lady). A clerical staff having computer skill shall be assigned for assisting the examination monitoring cell.

13. (a) The following are the collective responsibilities of the examination-monitoring cell.

1. Schedule and conduct all internal examinations
2. Act as the examination squad to keep a vigil on all internal and university examinations.
3. To receive any complaints from students regarding issues like out of syllabus questions, printing mistakes etc. of end semester examinations. The cell shall investigate these complaints and if necessary forward to university with specific commends.
4. To receive any complaints from students regarding internal examinations, award of marks and any allegation of victimization. Enquire such incidents and give a report to the head of institution for necessary action.
5. To function as a wing of the office of the Controller of the Examinations of the university at institution level.

14. CLASS COMMITTEE

Head of institution shall take necessary steps to form a class committee for each class at the beginning of classes of each semester. This committee shall be in existence for the concerned semester. The class committee shall consist of Head of Department as Chairman of the committee, Faculty advisor of the class, a senior faculty member of the department and three student representatives (one of them should be a girl). There should be at least two meeting of the class committee every semester. It shall be the responsibility of the Head of Department to convene meetings.

14. (a) Responsibilities of Class Committee

1. To review periodically the progress and conduct of students in the class.
2. To discuss any problems concerning any subject in the concerned semester.
3. Maintain strict vigil against ragging.
4. Any other relevant issues.

15. MBA Degree Programme Syllabus appended

SYLLABUS – MBA

(EFFECTIVE FROM 2012 ACADEMIC YEAR ONWARDS)

CC 01- PRINCIPLES OF MANAGEMENT

Module I

Management- Definitions- Nature and significance- Management as a Profession - Evolution of management and major schools of thought- Early management thoughts – Modern management thoughts.

Module II

Managerial functions, Planning – steps – types of plans, basics of strategies and policies – Formulation – Evaluation – Correction.

Module III

Organizing – basic concepts - Centralization and Decentralization,- Other elements of Organizing Staffing, Directing, Controlling – process & basic methods, Coordinating. Management by Objectives -- Organisational Structure: Departmentation -Line/Staff Authority and Decentralization.

Module IV

Co-ordination functions in Organisation - Human Factors and Motivation, Committees and group decision making - Communication - Decision making in organizations: Influences-Individual differences and organizational constraints. Leadership- Styles, Behavioral and Situational approaches. Leadership effectiveness, Stress- sources, consequences, Managing Stress.

Module V

The System and Process of Controlling - Control Techniques and Information Technology - Overall Control and toward the Future through Preventive Control - management of conflicts, Negotiation – Process, Bargaining Strategies. Power – bases of power. Organisational politics. Organisational Culture and climate, Organisational Change and Development- Basic concepts.

References

1. Koontz Harold, and O'Donnel, *Principles of Management*, Mc Graw Hill, India
2. George R. Terry and Stephen G. Franklin, *Principles of Management*, All India Book Seller, New Delhi.
3. Stone, Wankai, *Management*, PHI, New Delhi.
4. Weirich, Koontz, *Management - A Global perspective*, McGraw Hill. India.
5. Dr. K.Sreeranganadhan and G.G.Mathews, *Styles of Management in the Industries in Kerala*, Serals Publications, New Delhi.

CC 02 - MANAGERIAL COMMUNICATION

Module 1

Principles of communication – Types of communication – Methods and media of communication – Process of communication – Barriers to communication – Strategies for improving communication effectiveness.

Module II

Organizational Communication – Principles of effective organisational communication – Causes of poor organizational communication – Types of organisational communication – Grapevine communication – Communication for inter personal influences – Effective leadership communication – Cross culture communication, Crisis Communication.

Module III

Verbal and non verbal communication in business – Public speaking skills – Business presentations – Role of audio visual aids and computers in oral presentations – Interviewing – art of negotiation – Listening skills – Mannerisms – Body language.

Technology and communication- Video conferencing

Module IV

Written Communication – Structures and methods of written communication – writing process –letter for different kinds of situations – Enquiries – Customers' complaints – Collection letters – Sales promotion letters – Memoranda – Directives and instructions – Notices – Reports – Memos – Agendas – Proposals – Minutes – Professional papers – Agreement documents – Press releases – Preparation of resumes.

Module V

Conducting meetings – Procedure – Preparing agenda , minutes and resolutions – Conducting seminars and conferences – Group discussion – Drafting speech – Report writing – Structure of reports – Long and short reports – Formal and informal reports – Technical reports – Norms for including Exhibits and Appendices.

References

1. Raymond V Lesikar et. Al., *Business Communication – Marketing connections in a digital world*, TMH, New Delhi.
2. Herta A Murphy & Charles E Pick , *Effective Business Communication*, TMH, New Delhi.

CC 03- MANAGERIAL ECONOMICS

Module I

Introduction: Basic economic problems – Economic System – Micro and Macro economics – Managerial economics – Nature and scope – Fundamental concepts of Managerial economics – Incremental concept, Discounting concept, Opportunity cost concept, Time concept, Equi-marginal concept – Business Decision making – Certainty, Risk and Uncertainty – Applications of economics in managerial decision making.

Module II

Demand Analysis: Demand – Demand function – Demand distinctions – Elasticity of Demand – Different types of elasticity – Applications – Measurement of Elasticity. Demand forecasting – Techniques. Utility – Equilibrium of the consumer using cardinal and ordinal utility (Indifference curves) – Income effect and substitution effect.

Module III

Supply: Theory of Production – Production function – Laws of Returns – Economies of scale and Economies of scope – Isoquants – Best Production possibility – Cost Analysis – Cost concepts – Short run and long run cost curves – Managerial uses of Long run cost curves – Revenue Analysis – Revenue curves.

Module IV

Market: Definition – Classification of Markets – Importance of understanding market structure – Different types of market based on competition – Perfect and Imperfect competition – Monopoly – Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly – Kinked Demand curve – Monopoly price discrimination and its conditions – Non Price competition.

Module V

Instruments of Macro Economic Policy: Circular Flow of Income – National Income – Concepts of National Income – Methods of measuring National Income – Product Approach, Income Approach and Expenditure Approach – Business Cycle – Inflation and Deflation – Fiscal Policy – Budget Deficit and Debt – Government Budgetary Policy – Monetary Policy – Instruments of Monetary Policy – Balance of Payment.

References

1. P.L. Mehta – *Managerial Economics Analysis, Problems and Cases* – Sultan Chand & Sons, New Delhi.
2. V.L. Mote – *Managerial Economics* – Tata McGraw Hill, India, New Delhi.
3. K.K. Dewett – *Modern Economic Theory: Micro and Macro Analysis* – Orient Book Distributors, New Delhi.

CC 04- ACCOUNTING FOR MANAGEMENT

Module I

Meaning , Definition and needs of accounting business decisions : Forms of accounting and users of accounting information - Framework of accounting postulates - principles - conventions -concepts -procedures methods etc. accounting equations and types of accounts -rule of recording business transactions.

Module II

Preparation of basic accounts – journal to trial balance, income statement- position statements- (P&L A/C and Balance Sheet) and adjustment entries.

Module III

Ratio Analysis -its meaning and uses - study of liquidity ratios and leverage ratios - Study of profitability ratios and activity ratios -Meaning - uses and preparation of functions flow statements -meaning, uses and preparation of cash flow statements.

Module IV

Costing as an aid to management- presentation of various costs in proper format - marginal costing and absorption costing- cost volume profit analysis- its assumption and calculation- managerial uses of break even analysis; activity based costing- Budgetary control.

Module V

Meaning and uses of standard costing-procedure of setting standards- variance analysis- one way and two way analysis of variance- overall cost variance- material variance- labour variance and overhead variance- material price variance- material usage variance- material yield variance- material mix variance-labour cost and time variance- labour mix and yield variance - overhead volume and expenditure variance -responsibility accounting and report writing.

References

1. M.N.Arora, *Accounting for Management*, Himalaya Publishing House, New Delhi.
2. Colin Drury, *Management and Cost accounting*, Cengage Learning , New Delhi.
3. S N Maheswari, and S K Maheswari, *Advanced Accountancy*, Vikas Publishing House, New Delhi.
4. Dearden J and Bhattacharya S K , *Accounting for Management – Text and cases* , Vikas Publishing House, New Delhi.

CC 05 -QUANTITATIVE METHODS FOR MANAGEMENT

Module I

Vectors and Matrices – Multiplication, Inverse and solving systems of equations –Sets, Relations and functions - Arithmetical operations involving matrices. Determinants, Inverse of a matrix. Solution of simultaneous equations using matrices.

Module II

Introduction to Calculus – Basic concepts of Differentiation- Derivatives – Equations of Standard derivatives- Rules of differentiation – Derivative of Composite function - Derivative of Exponential functions - Derivative of Logarithmic functions - Derivative of Inverse functions - Derivative of Parametric functions- Derivative of Implicit function- Successive Differentiation – Applications of Differentiation –Maxima & Minima.

Basic concepts of Integration – Indefinite Integral – Fundamental Formulae- Different methods of Integration- Definite Integral- Application of Integration in Business.

Module III

Basic Probability concepts – Addition and multiplication theorems of Probability, Marginal, Joint and Conditional Probability - Baye's theorem and its business applications. Probability distributions – Binomial, Poisson, Normal, Exponential distributions- Business applications.

Module IV

Correlation and Regression analysis: Correlation: Different types of correlation –Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Concurrent deviation method – Coefficient of Determination. Regression analysis: Line of best fit- Least square method- Business applications.

Module V

Time Series analysis – Different components of time series- Application of Time series in Business forecasting. Index Numbers – Different types of Index Numbers. Business applications of Index Numbers.

References

1. Levin, Richard I, Rubin David S, *Statistics for Management* , Prentice Hall India.
2. Naval Bajpai, *Business Statistics* Darling Kindersley (I) Pvt Ltd.
3. Sanchetti, D.C, Kapur, V.K , *Business Mathematics* : Sultan Chand & Sons, New Delhi.

CC06- LEGAL ENVIRONMENT OF BUSINESS

Module I

Introduction – Sources of law and interpretation of law – Classification of Law-Principles of natural justice – History of Indian judicial system.

Module II

Law of contract – Essential features of contract-offer-acceptance-consideration --- Different types contract - Performance of contract- Discharge of contract – Breach of contract, Damages-Indemnity and Guarantee.

Module III

- Negotiable Instruments Act- 1881-cheques – Bills of Exchange – Promissory Notes - Definitions and Characteristics of Negotiable Instruments – Dishonor and Discharge of Negotiable Instruments- Latest laws relating to Negotiable Instruments.
- Sale of goods Act-1930-Conditions , Warranty, Agreement to sell.

Module IV

Company Law –Types of companies – Incorporation – Memorandum - Articles of Association – Prospectus . Winding up of companies – Types.

Module V

Consumer Protection Act 1986 – Consumer Redressal Mechanisms- Foreign Exchange Management Act -1999- Objectives and Features - Cyber laws –Intellectual Property Rights. Patents, Trademarks, Designs, - implications on business.

References

1. Dr.Avathar Sing, *Company law*, Eastern book Company, New Delhi.
2. A.K. Majundar and Dr. G.K.Kapoor, *Company Law & Practice,s* Sultan Chand & Sons, New Delhi.
3. B.S.Moshal, *Mercantile Law*, Ane Books, New Delhi.

CC07- COMPUTER APPLICATION IN BUSINESS

Module I

Introduction to Computers: Hardware - Software - Systems Software, Application. Software and Packages - Introduction to Embedded Software– Computer Architecture . Fundamentals of Operating Systems- Windows & Linux.

Module II

Operating systems- Windows – MS Office- Text processing using word- Functions. MS-Excel - , Graphs, Basic statistical formulae using MS Excel , MS-Power Point -Creating Effective Presentations.

Module III

Microsoft Access - Introduction to DBMS concepts, Creating a Database. Database functions – Database creation – Sorting, Indexing and report- Programming using software. Applications of computers in documentation, Preparation and making reports, Preparation of questionnaires, presentations, Tables Charts and graphs.

Module IV

Data Communication and Computer networks. LAN and WAN- Communication through computer networks- Security, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission.

Module V

World Wide Web and Business Community, Internet, E- Mail with TCP/IP. ERP fundamentals- Introduction to SAP.

References

1. Leon & Leon *Introduction to Computers*, Vikas publishing House, New Delhi.
2. June Jamrich Parsons, *Computer Concepts*, Thomson Learning, New Delhi.
3. Comer , *Computer networks and Internet*, Pearson Education, New Delhi.
4. White, *Data Communications & Computers Network*, Thomson Learning, New Delhi.

CC08- ORGANISATIONAL BEHAVIOUR

Module I

Introduction to the concept and relevance of Organisational Behaviour in Modern Management- Individual Behaviour- Personality- Values, Attitudes, Perception, Theories of Personality, Learning.

Module 11

Motivation: Theories of Motivation- Application of Motivation in work place- QWL-Job Enlargement- Job Enrichment-Job rotation-Job satisfaction and morale .

Module III

Leadership; Leader v/s manager- Leadership styles- Concepts and theories – Trait, Behavioral and situational- Transactional and Transformational Leaderships- Leadership effectiveness- Power, sources of Power.

Module IV

Group Behaviour- Group Formation and development- Group Dynamics- Team Building structure of groups- Group Efficiency - Group Norms – Cohesiveness- Group effectiveness- Group Decision Techniques- Application of Fundamental Interpersonal Orientation- Kinesics- Body Language.

Module V

Organizational Culture- Concept- Creating and Sustaining Culture - Organizational Change - Resistance to Change- Managing Change - Work Stress- Sources and consequences - Organizational Role Stress- Emotional Intelligence & Emotional Quotient- Conflict – Transactional Analysis & Johary Window - Organizational Development.

References

1. Fred Luthans, *Organisational Behaviour*, New York, McGraw Hill.
2. A.F.Stoner and Charles Wenkel, *Management* New Delhi, Prentice Hall of India.
3. Stephen P Robins, *Organisational Behaviour*, Pearson Education.

CC09 -FINANCIAL MANAGEMENT

Module I

Financial Management - Scope - Role of Financial Management in Business-Time value of money-Risk and Return- Risk diversification.

Module II

Long-term investment decisions – Capital budgeting, Different techniques –Traditional and modern methods (DCF method) – Capital Rationing – Risk Analysis in Capital budgeting – An overview of Cost of Capital.

Module III

Financing decisions – Operating, Financial and combined leverage – Capital Structure – Meaning and importance- Theories of capital structure – Net income, Net operating income and MM approach (Hypothesis).

Module IV

Dividend decisions – Dividend policy (Walter Gordon and MM approach) – Types of Dividend- Legal and Procedural aspects of payment of Dividend.

Module V

An overview of Working Capital Management – Inventory, Cash and Receivable management and Management of surplus – Working Capital Financing and Long term Financing, Current Liabilities Management – size and sources- Money Market – Banks – Regulation of Working Capital Finance in India.

References

1. Van Horne James, *Financial Management Policy*, Prentice Hall India
2. I M Panday, *Financial Management*, Vikas Publications, New Delhi.
3. Prasanna Chandra, *Financial Management*, Tata Mc Graw Hill, New Delhi.
4. Khan M Y& Jain P K, *Financial Management*, Tata Mc Graw Hill, New Delhi.
5. Lawrence J Gitman, *Principles of Managerial Finance*, Pearson Education limited. New Delhi.
6. James C Vanhorne, John M Wachowicz Jr, *Fundamentals of Financial Management*, Pearson Education Limited, New Delhi.

CC10- MARKETING MANAGEMENT

Module I

Marketing – Nature and scope- Marketing as the central function of an organization- Evolution of Marketing- Marketing as Creating, Communicating and Delivering –Value- Value chain – Customer satisfaction as the end of the value chain- Marketing Environment – Internal and External environment- Marketing Research- Marketing Information System.

Module II

Strategic Marketing Planning-Elements of Marketing Plan- Buyer Behavior – Consumer buying decision process- Consumer adoption process- Organizational Buying – Process, Market segmentation- Targeting- Positioning- Identifying and analyzing competitors- Designing competitive strategies -for leaders, challengers, followers.

Module III

Concept of Product- Classification of products- Goods Vs Services- Major product decisions-Product line and Product mix- An overview of Brand Management- Packaging and Labeling- Product life cycle- New product development- Pricing- Factors affecting Price Determination- Pricing Policies and Strategies.

Module IV

Marketing Channels – Functions and Flows- Channel Design, Channel Management- Selection- Training- Motivation and Evaluation of channel members- Retailing and Wholesaling-Teleshopping – Shopping through Internet.

Integrated Marketing Communication Process and Mix-Advertising- Personal selling- Direct Marketing- Sales Promotion, Publicity and Public Relations – Comparative advantages and disadvantages-Managing the Sales Force .

Module V

Marketing Controls – Tools and Techniques of Marketing Control- Marketing of Services-Industrial Marketing- Marketing Challenges in the Globalized era- Green Marketing- Consumerism- Rural Marketing in India- Recent trends – Mobile Marketing and other Digital forms like Video platforms, Review sites in Internet.

References

1. Kotler Philip & Keller Kevin, *Marketing Management*, Pearson Education, India
2. Czinkota Micheal. R & Ronkainen Iikka. *International Marketing*, Cengage Learning.
3. Ramaswamy V.S & Namakumari. S *Marketing Management – Global Perspective, Indian Context*, , MacMillan.
4. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar *Marketing Management – A South Asian Perspective*, Pearson Education.

CC11- HUMAN RESOURCE MANAGEMENT

Module I

Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution. Line and Staff aspects of HRM, Line managers Human Resource duties. New approaches to organising HR. Strategic Human Resources Management, Strategic HRM tools.

Module II

Job analysis: Methods for collecting Job Analysis Information, Writing Job Description & Job Specification. Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Managing HR in challenging times

Employee Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interviews

Module III

Orientation, The Training Process, Training Needs Analysis, Training Techniques- On -the-Job & Off-the -Job Training Methods, OJT Process , Training Evaluation.

Management Development Programs : Case Study and other Modern Training Method . Performance Management & Appraisal: Process and Techniques. Career Planning and Management Concepts.

Module IV

Establishing Pay Rates: Steps, Job Evaluation. Wage and Salary administration- Steps and factors affecting, Incentives

Benefits and services: Statutory Benefits - Non-statutory Benefits - Insurance Benefits - Retirement Benefits, Flexible Benefits Programs. QWL

Module IV

Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery.

Collective Bargaining: Basic Concepts . Trade unions: Definition, Objectives, Functions

Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances -Grievance Procedure, Disciplinary Procedure.

References

1. Gary Dessler & Biju Varkkey, *Human Resource Management*, Pearson.
2. VSP Rao, *Human Resource Management: Text and cases*, , Excel Books, New Delhi.
3. Mizra S. Saiyadain, *Human Resources Management*, 4th Ed, Tata McGraw Hill.
4. Raymond Noe, *Employee Training and Development*, Tata McGraw Hill.
5. K . Aswathappa, *Human Resource Management- Text & Cases*, Tata McGraw Hill.
6. Wayne Mondy, *Human Resource Management*, Pearson, India.
7. Joe Martocchio, *Strategic Compensation: A Human Resource Management Approach*, Pearson, India.

CC12- OPERATIONS MANAGEMENT

Module I

Introduction to Production and Operations Functions, Interaction of Operations Management with other functional areas of Management – Manufacturing and Non Manufacturing operations and their Classifications – Operations Strategy as a part of Corporate Strategy – Operations Planning and Control – Operations Forecasting: Forecasting methods.

Module II

Facility Locations – Cost competition and Hidden factors – Steps in location selection – Types of Manufacturing Systems and Layout – Facility Layouts – Layouts by Products and Process – Life balancing – Design of Operations Systems : Aggregate planning and Master Scheduling, MRP, CRP. Material Handling: Principles, Equipments for Materials Handling.

Module III

Work study, Time and Method study: Definition – Importance – Aims and Procedures – Implications on Productivity – Work measurement – Work sampling – Work environment – Industrial safety – Value analysis.

Module IV

Materials Management – Functions – Material planning and Budgeting – Value Analysis - Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems – Perpetual – Periodic – JIT – KANBAN.

Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criterions.

Module V

Maintenance Management Function – Types of Maintenance – Total Productive Maintenance (TPM). Statistical Quality Control (SQC). Cost of Quality (COQ). ISO 9000 certification. Total Quality Management.

References

1. Everest E Adam, Ebert – *Production and Operations Management* – PHI – publication, India
2. Joseph G Monks – *Operations Management (Theory and Problems)* –McGraw Hill Intl.
3. Chase, Aquilano, Jacobs *Production and Operations Management*, Tata McGraw Hill.

CC13- ENVIRONMENTAL MANAGEMNT

Module I

Environment:Components of environment: Lithosphere, Hydrosphere , Atmosphere, Biosphere, Ecology , Eco- system : Components – Biotic and abiotic components , Bio-diversity : Definition, Principles, Bio-diversity in India.

Module II

Natural resources and Energy management: Depletion of natural resources, Fossil fuels, Energy sources: Conventional sources, Renewable sources, Energy Management: Definition, Energy management techniques, Energy Audit, Population growth, Global Warming, Ozone depletion, Carbon credit, Climate change.

Module III

Implementation Impact of Industrial and Business activities on the Environment, Environmental Degradation, Industrial Pollution – Types and Impacts, Managing Industrial Pollution, Waste Management, Developing Recycling Technologies.

Module IV

Sustainable Development: Definition, Elements, Indicators, Principles, Guidelines for sustainable development, Concern for environment: Eco-friendly manufacturing, Packaging , Green marketing, Green funding , Institutional support for establishing and maintaining Environment Friendly Business.

Module V

Environment Impact Assessment, Environmental Audit, Environment Management System, Environmental Legislations, ISO 14000, Governmental Institutions for Environmental Management.

References

1. Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI.
2. Arindita Basak, *Environmental Studies*, Pearson Education.
3. Kaushik, Anubha, *Environmental Studies*, New Age International.
4. Betz, Fredrick, *Managing Technology*, Prentice Hall, Englewood cliffs, New Jersey.
5. Rohatgi, P.K, Rohatgi K and Bowonder. B , , *Technological Forecasting*, Tata Mc Graw Hill

CC14- OPERATIONS RESEARCH

Module I

Introduction to Operations Research, Evolution of the field , Scope, Merits and Limitations – Concept of Optimization – Decision making through Operation Research – Nature and significance of operations research – Models and Modeling in OR – General methods for solving OR models – Methodology of OR, Application and Scope of OR – Basic OR models.

Module II

Programming techniques – Linear programming and applications – Linear programming Graphical methods- Simplex methods , Maximization problems – Minimization problems and Problems involving Artificial Variables – Concepts of Duality – Sensitivity analysis.

Module III

Transportation problem – Transportation algorithms – North West corner method (NWCM) – Least Cost Method (LCM) – Vogels Approximation Method (VAM) – Modi method – Degeneracy in transportation problem.

Module IV

Assignment problem – Solution methods of assignment problem - Network Analysis, PERT and CPM, Time estimation, Critical Path , Basic Concepts of Crashing , Resource leveling, Resource Smoothing, Familiarization with Project Management Software Packages.

Module V

Inventory and waiting line models – Inventory control – Deterministic models – Queuing models – Simulation – Monte – Carlo simulation.

References

1. Hamdy A Taha, *An Introduction to Operations Research*, Prentice Hall, ,
2. Ronald L. Rardin, *Optimization in Operations Research*, Pearson Education, India
3. Dr. J.K. Sharma, *Operations Research* –Macmillan India Ltd.

CC15- RESEARCH METHODOLOGY

Module I

Nature and scope of Research-Role of research in decision-making - Values and Cost of Information - Research process.

Module II

Research design (exploratory, descriptive, experimental)- Population, Sample, and Sampling design-Probability sampling- Non-probability sampling-Techniques- Sampling error and Non-sampling error.

Module III

Data collection - Primary data & Secondary data -Methods & Instruments of data collection – Reliability & Validity, Questionnaire design- Attitude measurement and scaling- Administration of Surveys.

Module IV

Tabulation and analysis of data - Use of Statistical Software Packages , Hypothesis testing – Confidence level & Significance level- Parametric & Non Parametric tests- Tests involving one population mean and two population means , z – test, t – test, chi – square test , F test. ANOVA – one way and two way ANOVA. Basic concepts of Multivariate statistical techniques- Multiple regressions- Discriminant analysis, Factor analysis- Cluster analysis.

Module V

Qualitative research methods - Case study method – Content analysis - Focus group – Projective Techniques – In-depth interview. Research reports - Different types of reports – Different formats of research reports- oral presentations of reports. Research applications in functional areas of management.

References

1. Kothari, C. R, *Research methodology: methods and techniques*, New Age Publications, New Delhi.
2. Donald R.Cooper and Pamela S.Schindler - *Business Research Methods* - Tata McGraw Hill, India
3. Naresh K Malhotra – *Marketing Research: An Applied Orientation*, Pearson Education, New Delhi.

CC16 - MANAGEMENT INFORMATION SYSTEMS

Module I

Foundations of information systems: frame work for business users – Roles of information systems – system concept – Organization as a system – components of information systems – IS activities – Types of IS.

Module II

Business Information systems – Marketing Information Systems – Manufacturing – Information Systems – Human Resource Information Systems , Financial Information Systems – Transaction Processing System.

Module III

Management and Information & Decision Support Systems – Management Information Systems – Expert systems – Examples, Executive Information Systems, Artificial Intelligence Technologies .

Module IV

Strategic roles of IS – Breaking Business Barriers –Business Processes Reengineering – Improving Business Quality – Creating Virtual Company – Using Internet Strategically – Building knowledge Creating Company – Challenges of Strategic of IS – Enterprise – wide systems and E- Business Applications.

Module V

Managing information systems – Enterprise Management – Information Resource Management – Technology Management – IS planning methodologies – Critical Success factors – Business Systems Planning – Computer Aided Planning Tools. Security & Ethical Challenges _ IS controls – Facility Controls – Procedural Controls – Computer Crime – Privacy issues.

References

1. O'Brien, James A *Management Information Systems*, Tata McGraw Hill, New Delhi,
2. Marvin Gore, *Elements of Systems Analysis & Design*, , Galgota Publications.

CC18- INTERNATIONAL BUSINESS

Module I

Introduction to International Business – Nature & Dimension of International business – Environment of International Business – Economical, Political, Demographical, Global, Social, Cultural, Technological, Legal – Entry strategies for International Business.

Module II

Process of Globalization – Globalizations of Indian Business – WTO, Regional block – International commodity agreement – Global Trade – Global Supply Chain and Logistics Management – Investment Environment.

Module III

International Economic Institutions – IMF, World Bank, UNCTD, UNIDO – Asian Development Bank, - International Trade centre – Foreign Exchange Market Mechanism – Determinants of Exchange rate.

Module IV

Export and Import Procedure – Licensing & Joint ventures - International Investment – FDI – Production linkages, Foreign – Investment in India, Cross Border – Forex reserve – Over view of Currency Exchange and Risk Management.

Module V

Social responsibility of business,.Country Evaluation & Selection – International Asset Protection, Foreign Trade Policy, Social issues in International Business, Labour issues, Environmental issues .

References

1. Dr.Francis Cherrunilam, *International Business Environment*, Himalaya Publishing House
2. Shyam Shukla, *International Business*, Excel Book, New Delhi
3. Rakesh Mohan Joshi, *International Business*, Oxford University Press, New Delhi.

CC19- BUSINESS ETHICS & CORPORATE GOVERNANCE

Module I

Introduction – Ethics and morality, Ethics and law, Ethics and ethos, Business Ethics, Concepts, Importance and benefits, Ethical theories, Values and its relevance in Management, Values for Managers, Ethics in Business and Indian Value system, Various approaches to ethics-Indian examples.

Module II

Ethical Corporate Behavior, its Development, Ethical leadership with examples, Ethical Decision Making, Work ethics: nature and scope, Ethical issues at workplace, Ethics and cultural issues, Environmental Ethics, Ethical dilemma, ethical displacement.

Module III

Ethics in Functional Areas: Operations, Marketing, Finance, HR & I. Technology, Recent challenges in ethics, Ethics in different countries.

Module IV

Corporate Governance, Corporate Governance initiatives in India and abroad. Corporate Governance failures with examples, General ethical issues and the court verdicts in the domain of business ethics, obligation to stakeholders.

Module V

CSR and its significance in Business, social audit – Ethical Issues-Corruption, - whistle blowing-competition-privacy-trade secrets, IP rights, Harassment & Discrimination.

References

1. Manisha Paliwal, . *Business Ethics* Newage International press. New Delhi.
2. Patyrick J. A. & Quinn J. F. *Management Ethics*, Response Publishing, New Delhi.
3. Sherlekar, *Ethics in Management*, Himalaya Publishing, New Delhi.

CC21-STRATEGIC MANAGEMENT

Module I

Introduction to Strategic Management – Concept of Strategy, Process of Strategy, Strategic Framework; Vision, Mission, Objectives and Goals. Strategic Analysis – Environmental Analysis, Competitive forces, Internal analysis SWOT Analysis.

Module II

Business level strategies – Cost leadership, Differentiation, Focus. Corporate level strategies- Stability strategies, Expansion strategies – Intensification, Integration,

International expansion, Diversification strategies, Merger, Acquisitions, Strategic alliance, Turnaround strategies.

Module III

Implementation and Control –Leadership in Strategic Management; Portfolio Analysis, BCG Matrix, GEC Model, etc, Control Process Analysis and Follow-up Action for Control, Evaluation Strategy.

Module IV

Corporate Management; Corporate Policy, Corporate Governance, Top Management, Code and Laws of Corporate Management, Corporate Scenarios and Strategy; Strategies for Stable and Dynamic markets, Strategies for Global Markets.

Module V

IT and Strategy, R&D and Strategy, Knowledge Management – Knowledge Sources, Knowledge Creation, KM framework, Trends and Challenges in KM. Innovation and creativity, Innovation Culture. Building Creative Organization. Corporate Social Responsibility, Ethics and Values, Philanthropy.

References

1. Glueck,W F and Lavch, L. R *Business policy and Strategic Management*, McGraw Hill, New Delhi.
2. Porter, E, Michael *Competitive Advantage – Creating and sustaining Superior Performance*. Free press London.
3. Shrivastava, R.M.(1999) *Management Policy and Strategic Management* Himalaya Publishing House, Mumbai.
4. A.C.Hax and NS, *Strategic Management: An Integrative Perspective*, Prentice Hall, India.
5. Gregory G.Dess and Alex Miller, *Strategic Management*, McGraw Hill. India

MARKETING MANAGEMENT ELECTIVES

MM 01 - AGRI BUSINESS AND RURAL MARKETING

Module 1: Agricultural Marketing: Nature and Scope, Objectives of Agriculture Marketing, Challenges in Agricultural Marketing, Marketing of Agricultural Inputs – Features – Seeds - Fertilizers – Pesticides – Tractors - Challenges and Opportunities. An Overview of Indian Agro-chemical Market. Marketing of Agricultural Products – Definition and Scope - Features of Agricultural Products, Classification of Agricultural Markets - Methods of Sale - Channels of Distribution.

Module II: Introduction to Rural Marketing: Definition and Scope of Rural Marketing, Components of Rural Markets, Classification of Rural Markets, Rural vs. Urban Markets. Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Rural Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.

Module III: Rural Marketing Mix Strategies: Rural Product Strategies and Brand Management –Rural Pricing Strategies – Rural Distribution Strategies – Rural Promotional Strategies, Challenges in Rural Communication, Target Audience.

Module IV: Rural Media- Mass Media, Non-Conventional Media, Personalized Media, Importance of the two-step flow of Communication, Media Typology, Media Model, Media Innovation, Influence of Consumer Behaviour on Communication.

Module V: The Future of Rural Marketing: Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Public-Private Partnership, E-Rural Marketing, Role of Government and NGOs in Rural Marketing.

References:

1. Badi & Badi *Rural Marketing*, Himalaya Publishing New Delhi.
2. Mamoria, C.B., Badri Vishal *Agriculture problems in India*, McGraw Hill, New Delhi.
3. Arora, R.C. *Integrated Rural Development*, McGraw Hill, New Delhi.

MM 02 - BUSINESS TO BUSINESS MARKETING

- Module 1:** Introduction to Business Marketing: Meaning and Scope, Differences between Industrial and Consumer Goods – Types of Organizational Customers - Demand for Industrial Goods - Business Market Segmentation, Targeting and Positioning - Role of CRM.
- Module II:** Organizational Buying: Factors Influencing Organizational Buying - Models of Buyer Behavior - Buying Centre Roles - Organizational Buying Process Stages – Buy Classes - Organizational Buying Practices - Enquiries and Tenders - Supplier Evaluation - Buyer Seller Relationship.
- Module III:** Role of Marketing in Product Development Process - Managing Industrial Product Lines - Managing Across Product Life Cycle - Product Revitalization/Elimination Decisions – Characteristics of Pricing in B to B Market- Factors influencing Pricing - Pricing Methods and Strategies – Leasing.
- Module IV:** Industrial Channels of Distribution: Types of Distribution Systems - Choice of Channel Systems - Channel Partners - Managing Channel Conflicts - Distribution Logistics - Personal Selling - Sales Force Management - Post Sales Service - Customer Satisfaction and Evaluation.
- Module V:** Industrial Goods Promotion - Branding of Industrial Products - Creating Corporate Image - Industrial Advertising - Role of Internet in Business Market - Industrial Marketing Control.

References

1. Vitale & Giglierano, *Business to Business Marketing* Thomson South-Western
2. U C Mathur, *Business to Business Marketing*, New Age International Publishers
3. Robert R Reeder, Edward G. et al, *Industrial Marketing*, Prentice Hall of India

MM 03 - CONSUMER BEHAVIOUR

- Module 1:** Introduction to Consumer Behaviour: Nature and Importance of Consumer Behaviour, Application of Consumer Behaviour in Marketing - Factors influencing Consumer Behaviour - Consumer Research Process - Models of CB - Nicosia, Howard & Sheth, Engel-Kollat Blackwell Models - Levels of Consumer Decision Making - EPS,LPS,RRB.
- Module II:** Individual Determinants of Consumer Behaviour: Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives. Personality: Nature, Theories, Self concept, Psychographic and Life Style - Perception: Process, Consumer Imagery, Perceived Risk-

Learning: Principles, Theories - Attitude: Structural Model of Attitude, Attitude formation & Change.

Module III: Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors affecting Group Influence, Application of Reference Group Concept - Family: Functions of Family, Family Decision Making, Family Life Cycle - Opinion Leadership and Personal Influence - Diffusion of Innovation: Adoption process, Diffusion process.

Module IV: Environmental Influences on CB: Social Class, Life Style Profile of Social Class Application to CB, Social Class Mobility - Culture: Meaning, Characteristics, Factors affecting Culture, Role of Customs, Values and Beliefs in Consumer Behaviour, Sub-culture: Meaning, Sub-culture Division and Consumption Pattern in India, Types of Sub-cultures, Cross-cultural Consumer Analysis: Similarities and Differences among People, Cross-cultural Marketing Problems in India, Strategies to Overcome Cross-cultural Problems.

Module V: Organisation and Consumers: Factors Influencing Organisational Buying Behaviour – Consumer and Marketer - Marketing Communication and Persuasion, Developing Persuasive Communication – Market Regulation – Customer Dissatisfactions – Consumer Protection Act.

References

1. David L. Loudon and Albert J Della Bitta, *Consumer Behaviour*, Tata McGraw Hill.
2. Leon G.Schiffman and Leslie Lasar Kanuk, *Consumer Behaviour*, Pearson Education, India.

MM 04 - DIGITAL MARKETING

Module 1: Principles and Drivers of New Marketing Environment - Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix - Mobile Marketing - Digital Signage.

Module II: Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior -Website Designing - Website Content - Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising - Trends.

Module III: Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

Module IV: Internet Enabled Retailing - Turning Experience Goods into Search Goods -Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing.

Module V: Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer – Led Marketing Campaigns- Legal and Ethical aspects related to Digital Marketing.

References:

1. Smith P R Chaffey Dave, *E-Marketing Excellence: The Heart of E-Business*, Butterworth Heinemann, USA
2. Strauss Judy, *E-Marketing*, Prentice Hall, India

MM 05 - INTEGRATED MARKETING COMMUNICATION

Module 1: Introduction to Integrated Marketing Communication (IMC) - IMC as an Integral Part of Marketing – Buying Decision Process - Communication Response Hierarchy – Setting Communication Objectives: DAGMAR Approach -Budgeting for Marketing Communication.

Module II: Fundamentals of Advertising Campaigns - Brand Positioning through Advertising- Planning Process - The Creative Brief - Creating an Appeal - Strategic Approaches: Generic Approach – USP - Brand Image – Positioning - Public Service Advertising - Celebrity Endorsement - Elements of Print Advertisement - Scriptwriting for Radio and Television - Legal and Ethical aspects of Advertising- Kids Advertising.

Module III: Advertising Agencies – Roles – Types - In House Agencies - Direct Response Agencies - Sales Promotion Agencies - PR Firms - Interactive Agencies –Advertising Agency Structure - Client Agency Relationship - Agency Selection - Agency Compensation.

Module IV: Promotion Tools: Sales Promotion - Trade Oriented Sales Promotion - Direct Marketing – PR – Publicity – Sponsorships – Merchandising - Van

Promotions -Mobile Advertising – Word-of-Mouth -Village Fairs - Trade Shows - Exhibitions and Event Management – OOH - Transit Advertising - Personal Selling - World Wide Web Communications - Strategies for combining Advertisements and Promotional Tools for IMC.

Module V: Online Marketing Communication Process - Setting Online Communication Objectives - Online Advertising - Online Sales Promotion - Online PR - Direct Marketing through Internet. - Impact of Consumer Generated Communication - Virtual Community Influence on IMC.

References:

1. George E Belch & Michel E Belch, *Advertising & Promotion and Integrating Marketing Communication Perspective* Tata McGraw Hill.
2. Clow, Baach, *Integrated Advertising Promotion and Marketing Communication*, Pearson Education. India.

MM 06 - MARKETING RESEARCH

Module I: Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Research - Qualitative and Quantitative Research, Steps in Research Proposal, Limitations – Cost & Time Constraints, Industrial Versus Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing Research.

Module II: Marketing Research Process, Research Problem Identification, Research Objectives, Literature Review, Identification of Variables, Hypothesis Formulation, Research Design.

Module III: Sources of Data, Population and Sampling Frame, Sampling Concepts and Methods, Units of Study, Measurement Scales, Methods of Data Collection, Data Collection Tools, Questionnaire Design, Interview Techniques, Survey Methods.

Module IV: Coding and Tabulation of Data, Data Presentation, Data Analysis Techniques, Hypothesis Testing, Application of Software Packages for Data Analysis, Report Writing and Report Presentation: Steps in Report Writing, Documentation and Referencing, Interpretation of MR Reports. Case Studies in Marketing Research.

Module V: Applications of Marketing Research in Business: Market Segmentation Studies, Market Potential Studies, New Product Research, Brand Positioning Research, Brand Perception Research, Brand Equity Research, Advertising Research, Consumer Behaviour Research, Pricing Research,

Distribution Effectiveness Studies, Effectiveness of Promotions, Customer Satisfaction and Perception Studies.

References

1. G.C.Beri, *Market Research*, Pearson Education, New Delhi.
2. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, TMH, New Delhi.
4. Cooper & Schindler, *Marketing Research, Concept & Cases*. Tata McGraw Hill, India

MM 07 - PRODUCT AND BRAND MANAGEMENT

Module 1: Introduction to Product- Meaning & Classification, Product Management – Definition, Scope and Importance, Role of Product Manager, Challenges affecting Product Management, Product Mix and Line Decisions – Managing Line Extensions.

Module II: Marketing Planning Process: Category Attractiveness Analysis, Competitor Analysis, Consumer Analysis and Sales Forecasting, Developing Product Strategy - Setting Objectives, Selection of Strategic Alternatives, Differentiation and Positioning.

Module III: New Product Planning: New Product Development – Process and Challenges, New Product Launches; New Product Failure and Revitalization of New Products.

Module IV: Understanding the role of branding: Concept of Brand - Types of Brand, Brand and Life Cycle, Brand Equity, Brand Loyalty, Brand Awareness, and Brand Evaluation, Perceived Quality, Brand Associations, Brand Personality and Brand Image, Role of Brand Ambassadors.

Module V: Brand Identity, Launching New Brands, Developing and Managing Brands, Sustaining a Brand, Handling Name Changes and Brand Transfers, Brand Extension and Strategies, Globalizing Brands, Decline, Ageing and Revitalization of Brands.

References

1. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education, India.
2. U.C. Mathur, *Product management – Excel Books*, New Delhi, India.

MM 08 - RETAIL BUSINESS MANAGEMENT

- Module 1:** Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.
- Module II:** Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory; Purchase Negotiation, Supply Channel and Relationship, SCM Principles, and Retail Logistics.
- Module III:** Retail Location Decisions - Trading Area Analysis; Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP.
- Module IV:** Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management.
- Module V:** Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing - Role of Web, Online Retailing, Factors to be considered in having a Website, Limitations of Web and Future Trends, Consumerism and Ethics in Retailing, Social and Green issues. Retail Audit.

References:

1. Michael Levy, Barton Weitz, *Retail management*, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, *Retail Management*, Oxford Publishing, India

MM 09 - SALES AND DISTRIBUTION MANAGEMENT

- Module 1:** Introduction to Sales Management: Definition and Meaning – Sales Vs Marketing, Scope of Sales Management – Objectives & Functions of Sales Department – Theories of Sales - Buyer Seller Dyads – Aidas Theory – ‘Right Set of Circumstances’ Theory – Buying Formula Theory – Behavioural Equations Theory, Sales Forecasting Methods – Sales Planning and Control: Goal Setting, Performance Measurement, Diagnosis and Corrective Actions.

Module II: Sales Organization and Developing the Sales Force: Sales Department Organization – Sales Management Structure – Sales Management Positions – Role and Functions of Sales Manager – Inter Department Relations – Characteristics of a Successful Salesman. Recruiting, Selection and Training of Sales Force - Work Assignment to Sales Personnel – Routing and Scheduling of Sales Force – Objectives of Sales Quotas – Types of Quotas – Quota Setting and Administration – Concept, Objectives and Procedure of Setting Sales Territories.

Module III: Motivation, Compensation to Sales Force and Controlling – Personal Selling: Motivating the Sales Team: Motivation Programs, Monetary and Non-monetary Compensation, Evaluation of Sales Force - Controlling of Sales Force – Sales Records and Reporting Systems – Controlling of Expenses – Sales Budget – Sales Audit. Personal Selling – Salesmanship – Process - Preparation, Prospecting, Pre-Approach, Sales Presentation, Closing of Sales – Modes of Sales Presentation – Sales Resistance – Objections and Obstacles – Buyer Dissonance – Reducing Buyer Dissonance.

Module IV: Distribution Channels: Physical Distribution - Definition, Importance – Participants in Physical Distribution Process - Marketing Channels – Definition and Importance - Different Forms of Channels - Functions of Marketing Channels - Unconventional Channels - Channels for Consumer Goods, Industrial Goods and Services – Integrated Marketing Channels – Horizontal, Vertical, Multi Channel Marketing Systems - Channel Selection Process and Criteria, Channel Conflicts and Resolution - Channel Effectiveness Evaluation - International Marketing Channels.

Module V: Supply Chain Management: Supply Chain Management – Concept – Significance – Components - Logistics Planning, Order Processing – Material Handling – Transportation – Insurance - Warehousing – Inventory Management – Reverse Logistics.

References:

1. Tapan K. Panda, Sunil Sahadev – *Sales And Distribution Management* – Oxford Publishing, India
2. Still, Cundiff, Govoni – *Sales Management: Decisions, Strategies & Cases* – Prentice Hall, India.
3. Anderson R, *Professional Sales Management* – Englewood Cliff, New Jersey, Prentice Hall, India.

MM 10 - SERVICES MARKETING

Module 1: Introduction to Services Marketing: Services Marketing – Characteristics – Classification of services – Role of services in economy – Factors

stimulating the transformation of service economy – Growth of services in Indian economy – Differences between Goods and Services Marketing.

Module II: Customer Behaviour & Strategic Issues: Customer decision making – Customer expectations and perceptions – Components of customer expectations – Service encounters – High contact services and Low contact services – Market segmentation and Targeting – Positioning and differentiation of services – Managing demand and capacity.

Module III: Services and the Marketing Mix: Traditional marketing mix applied to services – Inadequacy of 4Ps – Developing service concepts – Service Product Development – Branding of services – Pricing of services – Educating customers and Promoting services – Managing People for service advantage - Difference between mediocrity and success – Process in services, Service Blueprinting – Crafting the service environment – Servicescape – Physical Evidence.

Module IV: Managing Relationships and Service Quality: Relationship Marketing and Building loyalty – Achieving Service Recovery – Service quality and its significance – Measuring service quality – Service quality gap model SERVQUAL – Strategies for improving service quality – Monitoring service quality.

Module V: Marketing Services – Specific Industries: Tourism, Travel & Transportation Services Marketing – Marketing of Financial Services: Banking, Insurance, Mutual Funds – Communication and Information Services: Telecom, Courier – Media Services – Professional Services Marketing: Healthcare, Consultancy, Information Technology, Advertising – Marketing of Educational Services – Charities Marketing.

References:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – *Services Marketing: People, Technology, Strategy*, Pearson, New Delhi.
2. Helen Woodruff, *Services Marketing*, Longmen Group, New Delhi.
3. Adrian Payne, *The Essence of Services Marketing*, Prentice Hall, India

FINANCIAL MANAGEMENT ELECTIVES

FM 01 - BANK MANAGEMENT

- Module I** Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions- Method of Credit Control--Banking Regulation ACT –Recent trends in Indian Banking Sector.
- Module II** Functions of Commercial Banks- Agency Services –General utility services-Credit Creation- Banker–Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment- Right of Lien &Set off–Garnishee Order-Law of Limitation.
- Module III** Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking-Electronic Fund Transfer System- RTGS, SWIFT.
- Module IV** Evaluating Banking Performance –ROE Model- CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management-NPA- BASEL Norms.
- Module V** International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)-London Inter Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO,VOSTRO,LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers.

References:

1. IIB& F, *Central Bank Management*, McMillan Publishers.
2. Institute of Banking & Finance, *Principles and Practice of Banking*, McMillan publishers, New Delhi.
3. Muraleedharan D, *Modern Banking-Theory and Practice*, PHI Learning Pvt. Ltd.
4. Shekhar K C & Lekshmy Shekar, *Banking Theory and Practice*, Vikas Publication House, New Delhi.

FM 02- FINANCIAL DERIVATIVES AND RISK MANAGEMENT

- Module 1** Sources and Types of business risk –Implications of business risk-risk perception of individuals and institutions-Alternatives for managing financial risk –diversification –reinsurance –contingency contracts-Derivatives in the Indian Context – Trading infrastructure.
- Module II** Risk Management using derivatives- Forwards and Futures –Commodity Futures- Financial Derivatives- Stock Futures and Index Futures – Interest Rate Futures – Currency Futures –Designing Futures Contracts – Hedging Positions in Futures.

Module III Stock options – Basic Properties of Options –Stock and Index Options Valuation–Sensitivity of Option Prices - Binomial Option Pricing – Black and Scholes Option Pricing using Black and Scholes Formula-Trading strategies using options –Hedging Positions in Options - Synthetic options and portfolio insurance.

Module IV Interest rate swaps; forward rate agreements and interest rate futures.

Module V Accounting and Administration of Derivatives - Regulation of derivatives activity.

References:

1. John C Hull “*Fundamentals of Futures and Options Markets,*” Pearson, seventh edition.
2. Elton Edwin J and Gruber Martin J, *Modern Portfolio Theory and Investment Analysis*, John Wiley & Sons,
3. Russel Fuller , *Modern Investments and Security Analysis*, McGraw Hill.

FM 03- INSURANCE SERVICES

Module 1 Concept of risk- risk identification and evaluation- risk management techniques- risk avoidance- loss control- risk retention-risk transfer, the nature of insurance- principle of insurance contract- requirements of an insurance contract.

Module II Life, health and income insurance - types of life insurance- life insurance contract provisions- loss of health – health insurance policies- disability income insurance- annuity scheme- pension schemes- structure and characteristics.

Module III Property and liability loss exposure – types of loss exposure- direct and indirect losses- liability damages- civil and criminal law provisions.

Module IV Accounts of insurance companies- Valuation balance sheet- Insurance claims- Fire- consequential loss (fire).

Module V Market structure of insurance services- functions of insurers-reinsurance – types of insures- channels of distribution of insurance services- regulation of insurance services-IRDA – Role, duties and powers- liberalisation of insurance services in India.

References:

1. George E. Rejda, *Principles of Risk Management and Insurance*, Pearson Education.
2. Harold D Skipper, W. Jean Kwon- *Risk Management and Insurance- Perspectives in a Global Economy*, Blackwell Publishing.
3. M N Mishra, S B Mishra- *Insurance Principles and Practice- S Chand*. Publishing, New Delhi.

FM 04- INTERNATIONAL FINANCIAL MANAGEMENT

- Module 1** Introduction – Significance of Foreign Exchange Rate- Growing importance of International Finance – Introduction to foreign exchange markets – Exchange rate determinants – Supply and Demand Factors.
- Module II** International Financial System - Exchange rate systems in the world – Role of IMF and World Bank – Impact of regional economic integrations– Global integration of economic systems and exchange rate issues relating to Developing countries.
- Module III** International Financial Markets- Major international financial markets – Euro banking and Euro currency market – American and Japanese capital markets.
- Module IV** International Financing- Modes of International equity financing – Depository receipts – Issue Mechanisms – International credit instruments – Euro bonds and Notes – International credit syndication mechanism – Recent developments in the Euro Market – Risk factors in International finance.
- Module V** International Investing-Capital budgeting for international investment – FDI – International portfolio investing – Opportunities and challenges.

References:

1. Levi Maurice D, *International Finance*, McGraw Hill, India.
2. Apte P.G., *International Financial Management*, Tata McGraw Hill, New Delhi.
3. Pilbeam Keith, *International Finance*, McMillan Press, India.
4. Madura Jeff , *International Financial Management*, Thompson, India

FM 05- MANAGEMENT OF FINANCIAL SERVICES

- Module 1** Overview of Financial services sector – Characteristics of Financial services – role of financial services sector in the Economy – Institutional Framework of Indian financial system- Role and Functions of NBFCs, RBI guidelines on NBFCs.

- Module II** Merchant banking: functions of merchant bankers – SEBI guidelines on merchant bankers. Leasing-Types: Hire purchase.
- Module III** Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.
- Module IV** Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of AMCs – Evaluating mutual fund performance. Asset securitisation.
- Module V** Credit rating: features and advantages – credit rating process. Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India.

References:

1. Shanmugham R, *Financial Services*, Wiley India Pvt. Ltd., New Delhi, 2010.
2. Khan M.Y., *Financial Service*, Tata McGraw Hill Publication Limited, New Delhi.
3. Bhole L.M and Jitendra Mahakud,, *Financial Institutions and Markets: Structure, Growth and Innovations*, Tata McGraw Hill Publication Limited, New Delhi.
4. Dr. Roshna Varghese & Dr. K. Sreeranganadhan, *Corporate Disclosure by Indian Companies*, Serals Publications, New Delhi.

FM 06- MANAGEMENT ACCOUNTING AND COTROL SYSTEMS

- Module 1** Relationship between Strategy and Management Accounting – Role of cost and management accounting in strategy formulation and performance measurement –Management accounting and strategic cost management: Indian perspective – Application of new management accounting techniques in the current business environment –Techniques for profit improvement and cost reduction.

- Module II** Activity Based Costing – Implementing ABC – Activity Based Budgeting – Customer Profitability Analysis.
- Module III** Target Costing –JIT — Quality Costing - Life Cycle costing -Total Cost Maturity Model of Confederation of Indian Industry for improving cost competitiveness of Indian industry.
- Module IV** Pricing Strategies - Product pricing and Transfer Pricing – Methods of Transfer pricing -Value Chain Analysis.
- Module V** Performance Measurement Systems – The Balanced Score Card – Key Performance Indices and Critical Success Factors.

References:

1. Robert Anthony and Vijay Govindarajan, *Management Control System*, Tata McGraw Hill Publishing, India
2. Norman .B Macintosh,Paolo Quattrone, *Management Accounting and Control Systems*, John Wiley and Sons, New Delhi.
3. John K Shank & Vijay Govindarajan, *Strategic Cost Management - The new Tool for Competitive Advantage*, Free Press
4. Robert S Kaplan and David P Norton, “*Balance Score Card – Translating Strategy into Action*”, Harvard Business Press, New Delhi.

FM 07- PROJECT MANAGEMENT

Module I

Project management and project selection: Project selection models, Project portfolio process, Analysis under uncertainty, Project organization, Matrix organization.

Module II

Work breakdown structure, Systems integration, Interface coordination, Project life cycle, Conflict and negotiation. Project Evaluation and Selection-Project cash flow – Project appraisal – Analysis of risk – SCBA (Social Cost Benefit Analysis).

Module III

Project implementation: Estimating Project Budgets, Process of cost estimation, Scheduling: Network Techniques PERT and CPM, Risk analysis using simulation, CPM - crashing a project, Resource loading, leveling, and allocation.

Module IV

Monitoring and information systems: Information needs and the reporting process, computerized PMIS, Earned value analysis, Planning - Monitoring - Controlling cycle, Project control: types of control processes, design of control systems, control of change and scope.

Module V

Project auditing: Construction and use of audit report, Project audit life cycle, Essentials of audit and evaluation, Varieties of project termination, the termination process. Project financing in India – Financial assistance for projects – Sources and schemes and various incentives for new projects.

References

1. Chandra Prasanna, *Projects Planning: Analysis, selection, implementation and review*, Tata McGraw Hill.
2. Larson Erik W. & Gray Clifford F, *Project Management: The Managerial Process*, McGraw Hill.
3. Jack R. Meredith, and Samuel J. Mantel Jr., *Project Management – A Managerial Approach*, John Wiley and Sons.
4. Harold Kerzner, *Project Management – A Systems Approach to Planning”, Scheduling and Controlling*, John Wiley and Sons.
5. Larry Richman, “*Project Management: Step-by-Step*” PHI Learning Private Limited.

FM 08 - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Module 1 Concept of Investment-Investment Instruments- Introduction to the financial system, Financial Markets- Primary and Secondary Market, Stock Exchanges-Depository System- Indices- SEBI and Regulations.

Module II Investment Alternatives – Risk –Return Analysis –Systematic and Unsystematic Risk- Bond Valuation – YTC/YTM/Bond duration. Bond Returns &Prices. Bond Rating-Bond Management Strategies.

Module III Share Valuation-Factors influencing Share Price Movements-Share Valuation Models-Cash Flow Valuation Models-Earnings Valuation Models-Fundamental Analysis-E.I.C.

Module IV Technical Analysis –Chart patterns/Moving Average/RSI/ROC/MACD-Efficient Market Hypothesis-Random walk theory.

Module V Portfolio Management –Portfolio Analysis, Portfolio Selection- Markowitz Model-CAPM, Portfolio Revision &Portfolio Evaluation.

References:

1. Fisher Donald and Jordan Ronald, *Security Analysis & Portfolio Management* Prentice Hall of India.
2. Francis Jack Clark, *Investment Analysis and Management*, McGraw Hill.
3. Chandra Prasanna, *Investment Management*, Tata McGraw Hill.

FM 09 - TAX MANAGEMENT

- Module 1** Tax- meaning-Direct Tax- Indirect Tax-History of Income Tax in India-Basic Terms- Capital and Revenue-Residential status-tax incidences-exemptions.
- Module II** Heads of Incomes, - Income from salary - Income from house property-Income from other source.
- Module III** Income from business and profession and capital gain.
- Module IV** Carry forward and set off-clubbing –Deductions-Income tax Authorities –Assessment procedures.
- Module V** Taxation of companies-M A T-Tax planning-tax evasion-tax planning-tax management.

Reference:

1. Dr. H.C.Mehrotra & S.P.Goyal, *Income Tax Law and Practice*, New Age Publication, India
2. Singhania V.K., *Corporate Tax Planning*, TMH.
3. Gupta and Gupta, *Corporate Taxation in India*, Himalya Publishing House, New Delhi.
4. Singhania, Vinod, “*Direct Taxes – Law and Practice*”, Taxmann Publications.

FM 10 -WORKING CAPITAL MANAGEMENT

- Module I** Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital- Approaches to estimation of working capital – operating cycle approach.

- Module II** Management of inventories – determination of optimum inventory – Inventory management techniques – Levels of inventory.
- Module III** Overview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.
- Module IV** Management of cash – Accelerating cash inflows – Managing collections – Concentration banking –Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting.
- Module V** Sources of working capital finance – Long term – Short term.

References:

1. I M Pandey, *Working Capital Management*, Vikas Publication, India
2. V K Bhalla ,*Working Capital Management*, Vikas Publication, India
3. Krish Rangarajan, Anil Mishra, *Working Capital Management* –Excel Publication, New Delhi.
4. Satish P Mathur, *Working Capital Management & Control*- New Age Publication, New Delhi.

HUMAN RESOURCE MANAGEMENT ELECTIVES

HRM 01 - COMPENSATION MANAGEMENT

- Module I** Compensation: Concept, factors, Base and Supplementary Compensation, Wage and Salary, Wage Components - minimum wage, Fair wage, living wage, Wage Policy in India, Wage differentials, Wage Theories- Market Theories, Human Capital Theories, Bargaining Theories – Social Theories. Economic and Behavioural theories.
- Module II** Job Evaluation-nature and importance- methods, Computer aided job evaluation, Internal and external equity- Pay surveys.
- Module III** Pay structure-Types, Broad Banding, Performance Linked Compensation - Types of Incentives , Bonus, Profit sharing ,Gain Sharing , stock options, Benefits and allowances-types, Executive and shop floor level rewards, Compensating Expatriates and knowledge workers.

Module IV Legal framework of Wage determination Welfare Legislations, Tax Planning, Down sizing, VRS, gratuity, commutation, pension plans, Machinery for wage fixation – Wage Boards – Pay Commissions – Statutory Wage Fixation.

Module V Total Reward System, Components of pay, Pay structure for startup organisations Pay restructuring in Mergers and Acquisitions, alliances and turnarounds, Board room pay, Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

References:

1. Michael A. Armstrong and Helen Murlis, *Reward Management: A Handbook of Remuneration Strategy and Practice*, London Kogan Page.
2. B D Singh, *Compensation and Reward Management* Excel Books. New Delhi.
3. Henderson, *Compensation Management in a Knowledge Based World* New Pearson Education, New Delhi.
4. Bhattacharya, *Compensation Management*, Oxford Press.
5. Milkowich, Newman, *Compensation*, Tata Mcgraw Hill, New Delhi.

HRM 02 - COUNSELLING SKILLS FOR MANAGERS

Module I Introduction: Meaning, Functions and Type of Counselling, Goals of Counseling Emergence and Growth of Counseling Services; Approaches to counseling; Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities.

Module II Counseling process - Beginning, Developing and terminating a counseling relationship and follow up. Counseling Procedures, The Counseling Environment, Intake, Referral procedures, Guidelines for effective counseling.

Module III Counselor's Attitude and Skills of Counseling; Counselors - Client Relationship, Understanding Client's Behavior. Assessing Clients problems. Counseling Therapies- Insight Oriented Therapy. Behavior Therapy.

Module IV Selecting Counseling Strategies and Interventions – Changing Behaviour through Counseling In the Educational Settings, Special Areas in Counseling, Handling Situations of Strikes, Disputes Through Counseling.

Module V Special problems in counseling: Need of Counseling Cell in the Organization. Application of Counseling to Organizational situations with a

focus on Performance counseling. Organizational Application of Counseling Skills in Change management, Downsizing, Mentoring and Team Management / Conflict Resolution.

References

1. S Narayan Rao, *Counseling & guidance*, Tata Mcgraw Hill, New Delhi.
2. Jeffrey A Kotter, *Counseling theories and practices*, Cengage Publishing, New Delhi.
3. Robert C Carson, *Abnormal psychology*, Tata Mcgraw Hill, New Delhi.

HRM 03- HUMAN RESOURCE PLANNING

- Module I** Human Resource Planning ; Concept and Objectives - HRP at Micro and Macro levels ; HRP and Business plans - Different Approaches - Human Resource Planning Process; Demand and Supply Forecasting ; Different tools and techniques ; Labor wastage – Absenteeism and labor turn over .
- Module II** Job Analysis; Job Descriptions, Job Specification - Human Resource Inventory - Career Management; Career Planning, Career Paths, Career Anchors, Career Development.
- Module III** Recruitment: Recruitment Policy, Approaches, Sources of Recruitment, Advertisements, Web Recruitment, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. Selection: Concept and Process of Selection; Application blank, Weighted Application Blank, Resume, Resume Scanning Psychological Tests – definition ,Purpose, Characteristics and Developing Psychological Tests, Different Types of Tests – Attitude, Aptitude, Traits, Interpreting Test Results, Reliability and Validity.
- Module IV** Selection, Interviewing ; Purpose; Types of Interviews ; Interview Techniques; Interviewing skills ; Advantages and Limitations of Interviews; Do's and don'ts of selection Interviewing, Medical Checkups, Reference and back ground check, Choice of selection methods, assessment Centers, Reliability and validity of selection tools.
- Module V** Employment offers; service conditions, contract of employment, Psychological contract - Induction. Importance, Socializing the new employee, Different types of Socialization. Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, Out placements, HR out Sourcing.

Reference

1. Gary Desler ,*Human resource management* , PHI.
2. D K Bhattacharya, *Human Resource Planning* –Excel Books.
3. Anne Anastasi,Susan Urbina ,*Psychological testing* , PHI
4. Michael Armstrong ,Ann Cummins ,Sue Hastings, Willie Wood, *Job Evaluation ;A guide to achieving equal pay*, Kogan page, New Delhi.

HRM 04 - INDUSTRIAL RELATIONS

- Module I** Evolution Of Industrial Relations: Introduction-definition-nature-evolution of industrial relations-Evolution of IR in India-origin and development of IR-context and environment of IR.-concept and organization: aspects of IR-Three actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach. Social security and welfare legislations-concepts of social security-social security measures in India.
- Module II** The state and IR policies-evolution of IR policies-National Commission on Labour & IR policy(1969)-Grievance procedure-discipline- Labour courts-Collective bargaining: concept and development-future of IR in India. Industrial unrest in India-Industrial Disputes Act 1947-objects of the Act-Important definitions: Authorities under the Act-reference of disputes-settlement-strike and lock-outs-Lay off-retrenchment-unfair labour practices-standing orders-service rules-misconduct-principles of natural justice-domestic enquiry-remedial counseling.
- Module III** Trade Unions; concept and objectives-Indian Trade Unions Act 1926-participative management-forms and levels of participation-Process of negotiation-prerequisites of a collective bargaining-employee empowerment. Tripartite and bipartite bodies-Joint management council-Conciliation machinery: -mediation-arbitration-adjudication.
- Module IV** Evolutions of Labour legislation in India- Social security and welfare legislations. Concept of social security: ILO and social security-social security measures in India; Workmen's Compensation Act-1923, Employees State Insurance Act 1948, Employees Provident Fund and (Miscellaneous Provisions) Act 1952 Maternity benefit Act 1961, Payment of Gratuity Act 1972, Payment Bonus Act 1965.
- Module V** Welfare legislations: The Factories Act 1948-Plantation Labour Act 1951-Contract Labour (Regulations and Abolitions Act-1970,Kerala Shops and Commercial Establishment Act 1960, Kerala Labour welfare fund Act 1975. Latest rules regarding Industrial relations in IT and ITeS industries. Functions of Labour department in Kerala officers under the Department and their duties and responsibilities.

References

1. C B Marmoria, *Dynamics of Industrial Relations in India*, Vikas Publishing, New Delhi.
2. P C Tripathi, *Personnel management and Industrial Relations*, S Chand, New Delhi.
3. P Subba Rao, *Human Resources Management & I R*, S Chand, New Delhi.

HRM 05- MANAGING OF INTERPERSONAL AND GROUP PROCESS

- Module I** Intrapersonal process- Understanding human behaviour, Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.
- Module II** Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.
- Module III** Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.
- Module IV** Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness - Team development and team functioning, Conflict collaboration and competition, Sensitivity training.
- Module V** Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

Reference

1. VSP Rao, *Organizational Behaviour*: Excel Books.
2. Stephen.P.Robbins, *Organizational Behaviour*: Prentice Hall.
3. P.G. Aquinas, *Organizational Behaviour: Concepts, Realities, Applications and Challenges*, Excel Books.
4. Clifford T Morgan, Richard A King, John R Weiz, John Schopler, *Introduction to Psychology*; Tata McGraw Hill.

HRM 06 - MANAGING ORGANIZATIONAL CHANGE AND DEVELOPMENT

- Module I** Organizational Change: Meaning- Necessity for Change- Classification of change-factors affecting change-Model of Organizational change- Kurt Lewin Three Stage Model and Force Field Analysis- Systems theory, 7 Stage models, Burke-Litwin model, Porras and Robbortson. Change Agent-Role and Skills of a change Agent.HR Role as change agent,

Resistance to Change and minimizing the resistance: Impact of change on Human Resources Planning; quality consciousness as an emerging catalyst for change.

Module II Organizational development –Concept and evolution-nature and characteristics- First order and second order Change -Foundations of Organizational Development: Conceptual frame work of OD -Action Research Model-Positive Model-John Kotter’s eight-stage process Model, Parralel learning structures- Process of organizational development - Org.Diganosis .

Module III Human Process Interventions-T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions. HRM Interventions- Performance Management & HRD.

Module IV Structural Interventions -Restructuring organization, BPR Vs TQM, employee involvement, work design. Strategic Interventions – Organisation and environment relationships, competitive and collaborative strategies, organization transformational strategies.

Module V Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practioners – role, competencies requirement, professional ethics and value and experiences; Trends in OD.

References

1. Cummings, Thomas G. and Christopher G. Worley, *Organisation Development and Change*, Thomson Learning.
2. W Warner Bruke, *Organizational Change:Theory and Practice*, Sage
3. Ramnarayan S., T.V. Rao and Kuldeep Singh, *Organisation Development Interventions and Strategies*, response Books, New Delhi.
4. French, Wendell L. and Lecil H. Bell, *Organisation Development*, PHI, New Delhi

HRM 07 - PERFORMANCE MANAGEMENT

Module I Performance Management-objectives, scope and benefits, Job role and competency analysis, Goal setting process, Organizational, functional and individual Key result areas, Key performance indicators.

Module II Performance appraisal methods : traditional & modern - MBO,BSC,BOS, assessment centers, Multirater assessment , Potential appraisal, , Documentation and appraisal communication, appraisal interview, feedback , Performance coaching.

- Module III** Measuring performance – objectives, measurement approaches – traits, behaviour, results based, types, measurement issues, Performance communication – formal & informal methods.
- Module IV** Developing, implementing and maintaining PMS, Performance improvement and performance management discipline, PMS in public and private organizations.
- Module V** Competency mapping – concept, competency mapping process & models, competency assessment personal competency framework, Core competencies PCMM – concept, benefits, HR score card.

References

1. G K Suri, C S Venkataraman, N K Gupta, *Performance measurement and management*, Excel Books Pvt Ltd.
2. R K Sahu, *Performance Management System*, Excel Books Pvt Ltd.
3. Udai Perekh & T V Rao, *Designing and managing Human Resource Systems*, oxford publications.
4. T V Rao, *HRD Score card*, Sage Publications.
5. Herman Aguinis, *Performance measurement*, Pearson education .
6. Seema Sanghvi , *Competency mapping* , Response books, New Delhi.

HRM 08 - HUMAN RESOURCE INFORMATION SYSTEMS

- Module I** Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS – An Investment; 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).
- Module II** HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control.
- Module III** Human Resource Accounting – Concept, Objectives , Converting Human data in to money value- Different methods of HRA, Limitations of Human Resource Accounting – Investment Approach, Investment in human resources , Recruiting Costs, Depreciation, Rates of Return, Measuring return of human assets, Prevention of Human Resource Wastage.
- Module IV** Organization Climate Approach – Improvement and deterioration of organizational climate, Responsibility accounting and Management control

Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

Module V Personnel costs, Audit Techniques, HR Audit, HRD Audit, HRD Score Card – Accounting and Financial Statements.

References

1. Michael Armstrong, *A Handbook of Human Resource Management Practice*, Kogan Page.
2. Jac Fitz-enz, et al, *How to Measure Human Resource Management*, McGraw Hill.
3. M. Saeed, D.K. Kulshreshtha, *Human Resource Accounting* Anmol Publications.
4. Prabakara Rao, *Human Resource Accounting*, Inter India Publications, New Delhi.

HRM 09 - STRATEGIC HUMAN RESOURCE MANAGEMENT

Module I Business Strategy and Organizational Capability-SHRM overview-Linking HR strategy with Business Strategy-Steps in SHRM - Role of HR during Organizational Growth, Turn around, Retrenchment -Mergers and Acquisitions.

Module II Strategic HR Planning and Acquisition-Business Strategy and HRP-Job Analysis and SHRM -HRP Process-HRP and Outsourcing-Strategic Recruitment and Selection-IT enabled acquisition -Alternatives to hiring.

Module III Strategic Human Resources Development -Corporate Strategy and Career Systems-The Need for Training and Development-HRM approaches to Training and Development-Linkage between Business Strategy and Training -New Developments in Training and development.

Module IV Strategic Performance Management, Compensation and Employee Relations-Performance Measurement approaches-Effective performance Measurement-Compensation Reward Approaches-Trends in Top level Executive Compensation-Strategic Linkage of Performance Management and Compensation-Managing Employee Relations: Unions and Strategic Collective Bargaining.

Module V Global Environment of HR-Change & Diversity-Difference between Global HRM and Domestic HRM-Cross Cultural context-Strategic HR Issues in Global Assignments-Competencies of HR Professional in a SHRM Scenario.

References

1. Tanuja Agrawal, *Strategic Human Resource Management*, Oxford Publishers.
2. Rajib Lochan, *Strategic Human Resource Management*, Excel Books.

3. Jeffery .A. Mello, *Strategic Human Resource Management*, Cengage Learning.
4. Richard Greer, *Strategic Human Resource Management*, Pearson.

HRM 10 - TRAINING AND DEVELOPMENT

- Module 1** Introduction to training: need for Training and Development- importance of Training and development in organization. A Systematic Approach to Training & Development-Assessment phase, Training and Development phase, Evaluation Phase, Training administrations, effective usage of instructions in training.
- Module II** Needs Assessment and Analysis:, Organizational Support for need assessment , operational analysis / Organizational analysis, requirement analysis, individual analysis. Motivational aspects of HRD : Development cycle; Reinforcement for behaviour modification- Learning theories, stages of learning, learning principles, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories.
- Module III** Instructional Approaches: An Overview, Traditional Instructional Approaches, modern Instructional Approaches, Internal Training Vs External Training. Training Methods- On the job- Apprenticeship., working, mentoring .Off the job- Case studies, lectures, vestibule, sensitivity, in-basket, role plays, audiovisual & other contemporary methods. Role of Trainers, Qualities of a Good Trainers, Internal Trainer Vs External Training.
- Module IV** Training Evaluation and Measurement: Introduction to evaluation process, Introduction to criteria development, choosing criteria measures, The Evaluation of Criteria, Evaluation, Experimental Designs, quasi experimental design, Other methods of evaluation External Training Validity, Models of Evaluation., ROI on Training.
- Module V** Human resource development concept - HRD at micro and macro levels - Sub - systems of HRD - role of HRD function - concept of career – career Stages - career planning and development - need - steps in career Planning - methods of career planning and development - career development Actions and programs - career problems and solutions - guidelines for Career management. Concept of management development - need and importance of Management development - management development process- Leader centered techniques of management development.

References

1. Goldstein Irwin L, *Training In Organizations - Needs Assessment*,

- Development & Evaluation*, Wordsworth Publication
2. Lynton & Parekh, *Training for Development*, Sage Publication
 3. Robert L. Craig, *ASTD Training and Development*, McGraw Hill Publication
 4. Dugan laird- *Approaches to Training and Development*, Perseus Publishing 2003
 5. Rao TV , *Readings in HRD*, Oxford & IBH

INFORMATION SYSTEM ELECTIVES

IS 01-SYSTEM ANALYSIS & DESIGN

- Module I** Overview of System Analysis and Business modeling; System components, Business profile, business process models, Business Systems Concept; Systems Development Life Cycle; Project Selection; feasibility Study. Impact of internet, web based system development, Guidelines for System development, Roles and responsibilities of a Business Analyst.
- Module II** System analysis: Systems documentation consideration: Principles of Systems Documentation, Types of documentation, Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; Methodologies: Structured analysis, Object oriented analysis, agile methods. System analysis activities, techniques: JAD, RAD, Agile methods. Modelling tools: DFDs, Functional decomposition diagrams, CASE tools, UML; Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables.
- Module III** Business Modelling with UML, Components of UML used in Business Modelling, RUP, IDEF, and BPMN 2.0 basics. Object modelling: Object oriented analysis, Object modelling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram
- Module IV** Output and User interface design: Output design, input design, user interface design, File Design , Data design concepts, DBMS components, ER diagrams, Documentation Tools ; Testing Techniques Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan.

Module V Systems Control and Quality Assurance: Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.

References

1. Elias M. Awad, *System Analysis & Design*, Galgotia Publications. India
2. Senn, *Analysis & Design of Information Systems*, McGraw Hill International.
3. Shelly,Rosenblatt, *System Analysis & Design*, Cengage Learning, Eighth edition.
4. Hoffer, *Modern System Analysis & Design*, Pearson Education.
5. Rambaugh, Jacobson, Booch, *UML- Reference Manual*, Pearson.

IS 02- ELECTRONIC COMMERCE & INTERNET MARKETING

Module I Introduction to E-Business: Fundamentals of Information Technology, Emergence of Internet & WWW, Digital economy, Emergence of E-Commerce-commerce vs. E-business ,trends driving E-business , E-business framework, Business models, Revenue models, Value chain, E-business technology, software, Indian Scenario.

Module II Launching online business: Business plan, Funding, Web hosting, content creation management, Website design and construction, Strategies for web development, 7 Cs framework, web technologies: website and page development tools, Open source tools.

Module III E-Payment system: Traditional vs. Digital payment systems, Digital Payment requirements, Merchant account, Payment gateway, E-payment methods: Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods, E-loyalty and Reward programmes ,E-payment system Design, E-Banking, Main Concerns in Banking.

Module IV E-Security: Network and website security, Security Technologies, Internet Security Holes, Cryptography, Codes and Cipher, Data Encryption standard, Authentication, PKI, Digital signature, SSL, Firewalls, VPN, Cryptographic applications .E-Commerce Risk Management, Information Security in India, NASSCOM's Flagship Initiatives, Cyber laws in various countries.

Module V E-Business Application Areas (CRM,ERP,SCM and Selling), Mobile Commerce: Introduction to mobile commerce, Wireless applications, Hand Held Devices, Mobile Computing, Wireless Web, Concepts of WAP.E-Marketing: Browsing behavior model, Internet Marketing Trends, E-Advertising, E-branding, Marketing Strategies, SEO, Location based commerce, Emergence of Web 2.0, Social Media Strategies.

References

1. Dave Chaffey, *E-Business and E-Commerce Management*, Pearson Education, 2012.
2. Kalakota Ravi and M.Robinson, *E-Business 2.0: Roadmap for Success*, Pearson Education.
3. Efraim Turban et al., *E-Commerce*, Pearson Education.
4. Joseph P.T., *E-commerce An Indian Perspective*, PHI

IS 03- ENTERPRISE RESOURCE PLANNING

- Module I** ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM.
- Module II** ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.
- Module III** The Business Modules-Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.
- Module IV** ERP Market - Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA.
- Module V** ERP – Present and Future - Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions.

References

1. Alexis Leon, *ERP Demystified*, Tata McGraw Hill, New Delhi.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Thompson Course Technology, USA.
3. Vinod Kumar Garg and Venkitakrishnan N K, *Enterprise Resource Planning – Concepts and Practice*, PHI, New Delhi.

IS 04- BUSINESS PROCESS REENGINEERING

- Module I** Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Nature, significance and rationale of business process reengineering (BPR).
- Module II** Major Issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

- Module III** Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking: Business Process Improvement. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.
- Module IV** Typical BPR activities within phases: Change management, Performance management, and programme management.
- Module V** BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. Man Management for BPR Implementation; Re-organizing People and Managing Change.

References

1. R.Radhakrishnan and S.Balasubramanian *Buisness Process Reengineering: Text Case*, PHI.
2. Jayaraman,M.S., *Business Process Re-engineering*, Tata Mcgraw Hill,
3. Michael Hammer, James Champy, *Reengineering the Corporation: A Manifesto For Business Revolution*, Harper Collins Publishers.
4. Carr, D. K. and Johanson, H. J., *Best Practices in Re-engineering*, New York, McGraw Hill.
5. Coulson Thomas, C., *Business Process Re-engineering: Myth & Reality*, London, Kogan Page.

IS 05-SOFTWARE QUALITY MANAGEMENT

- Module I** Software Quality: Meaning and definition of Software Quality. Quality control v/s Quality Assurance, Quality Assurance in Software at each Phase of SDLC. QMS in an organization. Need for SQA group. Software CMM and other Process improvement Models.
- Module II** Software Quality Measurement and Metrics: Product Quality Metrics: Defect Density, Customer Problems Metric, Customer Satisfaction Metrics, In-Process Quality Metrics: Defect Arrival Pattern, Phase-Based Defect Removal Pattern, Defect Removal Effectiveness, Metrics for Software Maintenance: Backlog Management Index, Fix Response Time, Fix Quality.
- Module III** Basic Quality Tools : Ishikawa's Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram,

Module IV Six Sigma Methodology: Define Six sigma. Tracking Xs and Ys. Six ingredients of Six Sigma. Three ways to Six Sigma – Process Improvement, Process Design/Redesign, Process Management. Organizing for six sigma – Leadership Group, Project Sponsors & Champions, Implementation leader, Master Black Belt, Black Belt, Team, Process owners. DMAIC Vs DMADV process.

Module V Software Verification, Validation & Testing: Objectives and Limits of Testing, Value Vs Cost of testing, Test Planning, Static Testing, Functional Testing, Structural Testing, Performance Testing, Testing Environment, Automated Testing Tool, Analysing and Interpreting Test Results.

References

1. Nina S Godbole, *Software Quality Assurance*: Narosa Publishing House Pvt. Ltd
2. Stephen H. Kan, Kan, *Metrics and Models in Software Quality Engineering* Second Edition, Pearson Education, Inc.
3. Gerald D. Everett, Raymond McLeod, *Software Testing- Testing Across the Entire Software Development Life Cycle*, John Wiley & Sons, Inc Publication.
4. Pankaj Jalote, *CMM in Practice. Processes for Executing Software Projects at Infosys*, Pearson Education

IS 06- MULTIMEDIA MANAGEMENT

Module I Introduction to multimedia- Stages in multimedia project- Multimedia Team

Module II Multimedia hardware- Multimedia software- Basic Tools- Authoring Tools- Multimedia building blocks.

Module III Text- Sound- Images- Animation- Video- Multimedia and Internet- Tools for the World Wide Web.

Module IV Designing for World Wide Web- Planning and costing –Designing and producing -Assembling and delivering a project.

Module V Uses of Multimedia–Multimedia in Business – Multimedia in public places- Multimedia in schools and home.

References

1. Tay Vaughan, *Multimedia: Making it Work*, Tata Mcgraw Hill, New Delhi.

2. Anurag Sethi , *Multimedia Education: Theory and Practice*, Tata Mcgraw Hill, New Delhi.

IS 07- MANAGEMENT SUPPORT SYSTEM

- Module I** Overview of CBIS Applications : Decision Making Concepts – A Need for Computerized Decision Support; Role of Decision Support Systems in Business; A Framework for Decision Support. Modeling in Decision Support; Microsoft Excel DSS Tool – What-if Analysis, Scenario Manager, Goal Seek, Sensitivity Analysis.
- Module II** Group Decision Support Systems; Multi participant decision maker structures (MDM).MDM Support technologies. Enterprise Decision Support System: Concepts and definitions. Evolution and future of Executive and Enterprise Information System.
- Module III** Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-Objective and Analytic Hierarchy Process. Artificial Intelligence, Need and Application. AI based systems
- Module IV** Expert system: concepts & structure. Human element of expert system. Expert system consultation- illustration. Problems, benefits, limitations of Expert system Development of a Expert system; Expert System Shells; Working on an expert system Shell;
- Module V** Executive Information Systems definition; their Applications. EIS components. Making EIS work. Future of EIS

References:

1. Turban, McLean, Wetherber, *Information Technology for Management*, Tata Mcgraw Hill, New Delhi
2. Gerald V Post, David L Anderson, *Management Information System*, PHI
3. George M Marakas, *Decision Support System in 21st century* , Tata Mcgraw Hill, New Delhi,
4. Gordon B Davis, *Management Information System*, Tata McGraw Hill, New Delhi

IS 08- SOFTWARE PROJECT MANAGEMENT

- Module I** Software engineering and management: Functions of management, Need for software management, Conventional software management,

Evolution of software Economics .Improving software Economics, conventional and modern software engineering.

Module II Software development as a process: Building the software development team - Team building as a process, The Apollo syndrome, Management Styles, A maturity model for software project management, Process of team building ,Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management.

Module III Management Methods and Technology: Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, selecting a software development life cycle , Modeling the target system – requirements modeling methods, requirements analysis using self interaction matrices, real-time systems. Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method ,Tracking the software project plan – tracking schemes, Earned Value Management (EVM), precedence diagramming for cost and schedule control, tracking remedial action.

Module IV Managing software professionals: Improving team performance – basics, relative importance of workplace, models of motivation, managing high performance teams-Evaluating software development team – classic techniques for valuating individuals, Strategy Based Evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.

Module V Future of software management: Modern project profiles, Next generation software economics, Modern process transitions Agile, SCRUM approaches of project management.

References:

1. Lawrence J Peters . *Getting results from software development teams*, Microsoft Press
2. Walker Royce *Software project Management*, Addison-Wesley

IS 09- DATABASE MANAGEMENT SYSTEM

Module I Overview of DBMS : Database Management in organisations ; Objectives of DBMS ; Evolution ; data structures ; DBMS Architecture ; User interface, data languages, DBMS modes of operation.

- Module II** DBMS functions: Design ; retrieval ; creation and updating; backup and recovery.
- Module III** Study of Relational Data Base Management System for successful implementation of Distributed systems; RDBMS concepts, structure and ER models ; Normalisation and Logical design Query Language for RDBMS.
- Module IV** Structured Query Language – basic structure of SQL queries, DML, DDL, DCL statements ; Distributed database systems - data fragmentation, replication and allocation techniques ; object oriented databases ; online database ; database administration ; trends to the future in database management.
- Module V** Applications ; Advanced transaction processing – transaction processing monitors, transactional workflows, Real- time transaction systems, Long duration transactions, transaction management in multi-databases; Evaluation of commercially available software systems

References:

1. C.J Date, A. Kannan, S.Swamynathan, *Introduction to Database system*, Pearson education.
2. Gorden.C. everest, *Database management*, Tata McGraw Hill.
3. Abraham silbershatz, Henry F. Korth, S. sudarshan, *Database system concepts*, McGraw Hill International Edition.
4. Elmasti, Navathi, Somayajulu, Gupta, *Fundamentals of database systems*, Pearson education.

IS 10 -PLANNING AND IMPLEMENTING IT STRATEGIES

- Module I** Technology Transforms IT Organizations – Why IT Strategy is required? What are the various dimensions of IT Strategy - Value propositions – Managerial decisions – Transforming organization - Aligning Business Objectives with IT Strategy – Six important trends – Value chains – Five forces model – Dynamic model – New business models – analyzing business models – Transformation with IT – IT variables for designing organizations – T-Form organization – New management challenges.
- Module II** Globalization and international business – International business strategies – Key issues – Virtual firms and IT – Business models and IT management – IT investment opportunities matrix – IT and investment equation – Investment decision – guidelines for IT investment – Choosing technology – Outsourcing – Pros and Cons, Objectives.

Module III Implementing IT – Research implementation – Implementation strategy – Implementing IT based transformations – Disaster recovery and Business continuity – managing IT function – Management control of IT – Control theory – Failure control – information control – Technology, Process and People dimension of IT Strategy - group decision making.

Module IV Impact of the components – First component Computer systems – Second component Database – Third component Powerful networks – Neural networks – Cloud – grid computing - Future technology – IT Strategy focus points for 2011 and 2012 and beyond.

Module V Decision and intelligent systems – Expert systems and AI – (SCM) Supply Chain Management – (CRM) Customer Relationship Management – Knowledge Management – Ethical issues in corporate governance and IT – virtual organization – monitoring SLAs’ (Service Level Agreements).

References:

1. Henry C. Lucas, *Information Technology – Strategic Decision Making for Managers*, Wiley - India Edition.
2. Rich Schiesser, *IT Systems Management*, PHI.

PRODUCTION AND OPERATIONS MANAGEMENT

ELECTIVES

POM 01- SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Module I

Introduction to Supply Chain Management (SCM): Concept of SCM – Components – Features – Strategic issues in SCM, The Supply Chain Revolution -Customer focus in SCM , Demand planning, Purchase Planning – Make or Buy decision – indigenous and global sourcing, Development and Management of suppliers – Legal aspect of Buying – Cost management- Negotiating for purchasing and sub contracting – Purchase insurance – Evaluation of Purchase performance.

Module II

Manufacturing Scheduling: Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing – Warehousing Operations – Warehousing Ownership Arrangements – Warehouse Decisions.

Module III

Logistics: The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronisation, Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration - Documentation.

Module IV

Information Technology and SCM: Information System Functionality – Comprehensive Information System Integration – Communication Technology – Rationale for ERP Implementation – ERP System Design – Supply Chain Information System Design – Enterprise Facility Network – Warehouse requirements – Total Cost Integration – Formulating Logistical Strategy

Module V

International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains,: Global Supply Chain Integration – Supply Chain Security – International Sourcing - Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

References:

1. Bowersox, Closs, Cooper, *Supply Chain Logistics Management*, McGraw Hill.
2. Donald J Bowersox, David J Closs, *Logistical Management (The integrated Supply Chain Process)*, TMH
3. Sunil Chopra, Peter Meindl, *Supply Chain Management (Strategy, Planning and Operation)*, Pearson Education, India.
4. Burt, Dobbler, Starling, *World Class Supply Management*, TMH.

POM02- TOTAL QUALITY MANAGEMENT

Module I

Quality Management – Definition, Concept, Features, Dimensions of Quality, Quality Planning, Quality Costs, Evolution of Quality Management ,Quality revolutions in US, Japan and India.

Quality Gurus – Deming’s principles on Total Quality Management, Juran’s Trilogy, Crosby’s principles on Quality Management.

Module II

Statistical Quality Control (SQC) Concepts, Acceptance Sampling by variables and attributes Control Charts for variables, fraction defectives and defects. Seven Tools of Analysis –Control Chart, Pareto Diagram, Ishikawa Diagram, Histogram, Flow Charts, Scatter Diagram, and Stratification – New Seven Analysis tools. Six Sigma concepts of process quality.

Module III

Benchmarking – Types, Reasons, Process.Quality Function Deployment (QFD) – Benefits, QFD Process, House of Quality. Failure Mode and Effect Analysis (FMEA). Taguchi Quality Loss Functions. Total Productive Maintenance (TPM) – Concepts, Objectives, Fundamental Elements, Total Preventive Maintenance, Components.

Module IV

Quality education and training quality process, Quality system – Quality measurement system – Cost of Quality – Quality planning – Quality information feedback – Internal customer concept – - Auditing for TQM. TQM in India. Pitfalls in operationalising Total Quality Management.

Module V

Quality awards – Rajiv Gandhi National Quality Award, Deming Application Prize, European Quality Award, and Malcolm Baldrige National Quality Award.

References:

1. Dale H Besterfield, *Total Quality Management* Pearson Education, New Delhi
2. Juran Joseph M, *Total Quality Management*, Mc Graw Hill.
3. Jain, *Quality Control and Total Quality Management*, Tata McGraw Hill.
4. R.P. Mohanty and R.R. Lakhe, *TQM in service sector*, Tata McGraw Hill.

POM 03- ADVANCED MAINTENANCE MANAGEMENT

Module I

Maintenance Concepts: Objectives & functions of Maintenance, Maintenance strategies, Organization for Maintenance, Types of Maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance –opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems.

Module II

Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference, Optimum Maintenance policy for equipments subject to breakdown, Replacement decisions: Optimum interval between preventive replacement of equipment subject to breakdown, group replacement, Physical Asset Management, Overall Equipment Effectiveness Measuring Equipment Effectiveness

Module III

Failure Data Analysis, MTBF,MTTF, Useful life-Survival curves, Repair time, Breakdown time distributions- Poisson's, Normal, Exponential, Failure Mode Effects and Criticality Analysis

Module IV

Availability, Reliability, Maintainability: Availability of repairable systems, Concept of Reliability, System reliability- Series, Parallel and mixed configuration, Reliability improvement, Concept of Maintainability, Maintainability prediction, Design for Maintainability, Maintainability Improvement, Availability- Maintainability-Reliability trade off.

Module V

Advanced Techniques: Reliability centered Maintenance, Total Productive Maintenance(TPM)- Philosophy & Implementation, Signature Analysis-MMIS-Expert systems, Concept of Tero-Technology, Reengineering Maintenance process,

References

1. Kelly and M.J. Harris, *Management of Industrial Maintenance*, Butterworth and Company Limited.
2. AKS Jardine, *Maintenance, Replacement and Reliability*, Pitman Publishing.
3. R.C.Mishra & K.Pathak, *Maintenance Engineering & Management*, PHI.
4. Sushil Kumar Srivatsava, *Industrial Maintenance Management*, S.Chand & Company.

POM 04 - LEAN MANUFACTURING

Module I

Lean manufacturing and six sigma – overview : Evolution of Lean; Traditional versus Lean Manufacturing; Business of Survival and Growth; Business Model Transformation; Ford Production System; Job Shop Concepts Concept of Lean; Toyota's foray in Lean.

Module II

Design - Value Stream Management: Definition; VSM Types; Product Family Selection; Value Stream Manager; Current State Map; Process Box; Value Stream Icons; 3 Ms - Muda, Mura, Muri - 7 Types of Muda; Future State Map; Value Stream Plan; Process Stability - Loss Reduction 7 Major Losses Reduction. Demand Stage :Market Dynamics; Customer Demand; PQ Analysis; PR Analysis; TAKT Time; Pitch; Finished Goods Stock; Cycle Stock; Buffer Stock; Safety Stock.

Module III

System implementation : Flow Stage : Continuous Flow; Cell Layout; Line Balancing; Macro and Micro Motion Analysis; Standardised Work; Concept of Kaizen; Steps involved in Kaizen Deployment; Industrial Engineering - Concepts and Fundamentals; KANBAN Concepts ; Types of Kanbans ; and Practical Application ; Concept of Pull; Changeover Time Reduction - External & Internal Single Minute Exchange of Die; Quick Die Change; Quality-Vendor,In Process and Customer Line ; Concept of PPM; Pokayoke; Prevention & Detection Types; Maintenance - Preventive, Time Based and Condition Based; Human Development for Lean, Leveling Stage of Lean Implementation : Production Leveling ; Leveling Box; Concept of Water Spider.

Module IV

Lean metrics and lean sustenance: Identify Lean Metrics; Steps involved in Goal Setting; Corporate Goals; Kaizen Cloud identification in VSM ; Lean

Assessment. Cultural Change; Reviews; Recognition; Improving Targets and Benchmarks.

Module V

Six sigma and DMAIC tools: Project charter, stakeholder analysis, SIPOC, Voice of the customer, Rolled throughput yield, KANO Models, CTQ Tree, Process Mapping Data collection, measurement system analysis, sampling plans, process capability, cost of poor quality (COPQ), FMEA Regression Analysis, cause & effect diagram, Hypothesis testing, Design of experiments, Response Surface methodology, Poka-yoke, Quality Control, Control charts.

References

1. Jeffrey Liker and David Meier, *“The Toyota Way Fieldbook”*, McGraw-Hill.
2. Pascal Dennis, *“Lean Production Simplified”*, Productivity Press.
3. James Womack and Daniel Jones, *“Lean Thinking”*, Free Press.
4. Don Tapping, Tom Luyster and Tom Shuker, *“Value Stream Management”* Productivity Press.
5. Tom Luyster and Don Tapping, *“Creating Your Lean Future State: How to Move from Seeing to Doing”*, Productivity Press.

POM 05 - INTEGRATED MATERIALS MANAGEMENT

Module – I

Introduction to Materials Management, Concept significance and strategic role of Integrated Materials Management, Materials codification and computerization, Universal product Code, RF Id System.

Module – II

Materials planning and forecasting, Inventory Planning and Control Models – EOQ Model, Quantity Discounts – Reorder point – Lead Time Analysis – Safety, Stocks – Q System – P System – S System. Materials Requirement Planning (MRP), Materials Problems in Indian Conditions, Inventory Audit and Information Systems.

Module – III

Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating and Vendor Development - Value Analysis. Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance - Purchasing Capital Goods, Seasonal

Goods, Imported Goods, Deferred Payment Schemes – Lending Institutions – Leasing Trends. Governmental buying – D.G.S.&D Procedures, International Buying

Module – IV

Stores Management Concepts, Location and layout of Warehouses – Different typical models, Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Stores Accounting.

Module – V

Practical problems in Management of dead stocks, surplus stocks and scraps – Systems & Procedures for disposal and Control, Materials Handling and Transportation Management Case Studies, Evaluation of Materials Management Performance.

Reference:

1. Gopalakrishnan P & Sundarasan M, *Materials Management: An Integrated Approach*, Prentice Hall of India
2. Datta A.K, *Materials Management Text and Cases*, Prentice Hall.
3. J.R.Tony Arnold & Stephen N. Chapman, *Introduction to Materials Management*, Pearson Education
4. Gopalakrishnan P, *Handbook of Materials Management*, Prentice Hall.
5. Panneerselvam.R, *Production and Operations Management*, Prentice hall.

POM 06 - PRODUCTIVITY MANAGEMENT

Module I

Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. Internal and external factors affecting enterprise productivity.

Module II

Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques.

Module III

Value Analysis and Value Engineering: Concept – Procedure – Application and role in Productivity, Case examples of successful applications, Pareto Analysis, Zero-based-budgeting, Waste reduction and energy conservation.

Module IV

Work Study: Importance, Method Study and Work Measurement –Pioneers of Performance Measurement. Method Study: Method, Need and Procedure, Work simplification, Principles of Motion Economy.

Module V

Work Measurement: Techniques -Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work Times, Activity Sampling. Computation of Standard Time, Types of Elements, Performance Rating, Allowances – Need and Types.TPM: Meaning and objectives of TPM; Methodology of TPM, gains of TPM

References:

1. Sumanth, D.J., “*Productivity engineering and management*”, Tata McGraw-Hill, New Delhi.
2. H. James Harrington, “*Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness*”, McGraw-Hill Press.
3. Rastogi, P.N., “*Re-engineering and re-inventing the enterprise*”, Wheeler publications, New Delhi.

POM 07 - OPERATIONS STRATEGY

Module 1

Strategic Management : organizations and managers, contents of strategy, levels of strategic decision, designing a strategy, approaches to design - top-down and bottom-up approaches, steps, defining the purpose of operations, business environment, components of environment, economic environment, industries, industry life cycle, markets

Module II

Operations Strategy concept: aims of an operations strategy, contents of an operations strategy, and approaches to designing an operations strategy, market view, resources view

Designing an operations strategy –focuses of operations strategies: product differentiation, materials management– environmental scans, analysis of the environment, PEST analysis, operational audit, SWOT analysis- implementing the strategy - meaning of implementation, stages of implementation, designing infrastructure, controlling the strategy, action plan for implementation

Module III

Products and innovation: product planning, entry and exit strategies, new product development, market demands, operations’ requirements, production possibility curve quality management – strategic importance of quality, quality management, quality revolution, Total Quality Management – zero defects, implementing TQM, ISO 9000, quality control

Module IV

Capacity Management: measures of capacity, capacity planning, approaches to planning, forecasting demand, timing and size of change, size of expansion, changing capacity over time, different levels of capacity plan

Module V

Structure of the supply chain: role of logistics and supply chain management, integration of activities along the supply chain, location of facilities, strategic sourcing and supply management, risk management, operational hedging, mass customization and technology movement of materials, flow of materials, importance of procurement, inventory management, models of independent demand

References:

1. Donald Waters, *Operations Strategy*, Thomson Learning India.
2. Premvrat, SardanaG.D., and Sahay, B.S.,“*Productivity Management – Systems approach*”,Narosa Publications, NewDelhi.

3. Joseph Prokopenko, “*Productivity Management : A Practical Handbook*”, International Labour Office.

POM 08 - TECHNOLOGY MANAGEMENT

Module 1

Evolution of Technology: Effects of New Technology- Technology Innovation-Invention-Innovation-Diffusion- Revolutionary and Evolutionary Innovation-Product and Process Innovation. Technology environment – Science and Technology in India.

Module II

Strategic Implications of Technology: Technology - Strategy Alliance-Convergent and Divergent Cycle- The Balanced Approach- Technology Assessment- Technology Choice- Technological Leadership and Followership-Technology Acquisition

Module III

Technology Absorption and Diffusion – absorption, adaptation and improvement, Diffusion of Technology: Rate of Diffusion- Innovation Time and Innovation Cost- Speed of Diffusion- Technology Indicators- Various Indicators.

Module IV

Technology policies, incentives and support mechanisms Organizational Implications of Technology: Relationship between Technical Structure and Organizational Infrastructure-Flexible Manufacturing Management System (FMMS).

Module V

Functional aspects: Financial Aspects in Technology Management-Improving Traditional Cost Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology Management-Technological Change and Industrial Relations- Technology Assessment and Environmental Impact Analysis- Human Aspects in Technology Management-Integration of People and Technology

References:

1. Gerard H Gaynor, *Hand Book of Technology Management*, McGraw Hill
2. David L. Bodde, *The International Entrepreneur*, Prentice Hall of India, New Delhi
3. Frederic Betz, *Strategic Technology Management*, McGraw Hill

POM 09 - SERVICE OPERATIONS MANAGEMENT

Module I

Introduction to services – Nature and Characteristics of Services and Service Encounters, Service Organization as a system, Service Strategy formulation , Basic and Integrative elements of Strategic service.

Module II

Building Service System – Technology: Its impact on services and their management- Design and development of Services and Service delivery system, Work Measurement in Services, Time studies, Predetermined Time Standards, Work sampling, Locating and Designing Service- Factor weighting method, Center of Gravity method, Service facility Layout, Service layout strategies for Product Layout, Process Layout, Office layout, Retail store Layout, Warehousing and Storage Layout.

Module III

Operating the Service System- Managing Demand, Nature and pattern of Service demand, Strategies for influencing Demand, Yield management, Queuing theory and Simulation, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply, Overbooking, Allocating capacity- Static, Nested and Dynamic Methods, Inventory Management in Services, Methods to reduce stock-outs, shrinkages and inventory inaccuracy

Module IV

Managing Service Operations- Service Quality, Dimensions of Service Quality, Achieving Quality, Reinforcing Service Quality through Service Recovery and Service Guarantee, Service Productivity, Measurement and Methods to increase Service Productivity,. Basic understanding of Data Envelopment Analysis and Scoring System.

Module V

Case studies in service operations management-

Travel and tourism sector	– Hotel, Airline
IT and communication sector	– Information technology, Telecom services, Computer networking service
Healthcare sector	– Hospital, Medical Transcription
Financial Services sector	– Insurance, Banking, Portfolio services
Educational services	– Education, Training.

References

1. Richard Metters, Kathryn King-Metters, Madeliene Pullman, Steve Walton, “*Service Operations Management*” Cengage Learning India Private Ltd.
2. Cengiz Haksever, Barry Render, Roberta S Russell, Roberta G. Murdick, “*Service Operations Management*”, Second Edition, Pearson Education Pvt Ltd.
3. Robert Johnson, Graham Clark, “*Service operations management : improving service delivery*”, Pearson Education, Third Edition.

POM 10 - OCCUPATIONAL HAZARDS AND INDUSTRIAL SAFETY

Module I

Understanding the importance of safety at work: Concept of Safety-Applicable areas- Recognition, evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis- Emergency Response-Hazards and their control in different manufacturing and processing industries.

Module II

Industrial Accidents: Causes and effects of Industrial accidents-Impact of accidents on employees, union, management and society- Organisation’s Role and Responsibility in the Prevention of Accidents- Different models.

Module III

Standard of Safety Norms: Indian scenario Safety Protection- Safety Policy – Personal safety – Responsibilities of management in health and safety-. Occupational Health and Safety considerations in Wastewater Treatment Plants. - Functions of National Safety Council

Module IV

Legal provisions regarding safety:

Factories Act-1948 1st Amendment 1987- Sections 11 -16, 18-20

Sections 17, 21 – 24, 28, 32,, 34-36, 38,45

The Mines Act Section 25 ESI Act – Section 39

Public Liabilities Insurance Act-

Section 13

Workmen Compensation Act and Fatal Accident Act

Module V

- Accidents in work place-Types, Investigation methods, Analysis ,Reporting and Recording
Injuries -First aids- Health problems in different types of industries – construction, textile, steel,food processing and pharmaceutical.
Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.

References

1. Dr.Naseer Elahi, *Industrial Safety Management*, Gyan Publication, New Delhi.
2. L.M. Deshmukh, *Industrial Safety Management*, Tata Mc Graw Hill.
3. R.K.Trivedi, *Pollution Management in Industies*, S Chand Publishing, New Delhi.
4. O.P.Khanna, *Industrial Engineering*, S Chand Publishing, New Delhi.

INTERNATIONAL BUSINESS ELECTIVES

IB 01 - INTERNATIONAL ECONOMICS

- Module I** Introduction: International Economics- meaning, Scope & Importance Inter-regional and international trade. Importance of International Trade. Theoretical Aspects of Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and Diversion effects.
- Module II** Theories of International Trade. Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage. Intra-Industry Trade. Gains from Trade, Measurement of gains, static and dynamic gains. Terms of trade – Importance & Types, Detrainment's of Terms of trade, Causes of unfavorable terms of trade to less developed countries.
- Module III** Trade policy & Exchange Rate, Free trade policy - case for and against, Protections – case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed & Flexible Exchange Rate- Merits & Demerits.
- Module IV** Balance of Payments, Balance of trade and Balance of payments;- Concepts and Components Equilibrium and Disequilibrium in Balance of Payments; Causes and Consequences, Measures to correct deficit in the Balance of Payments. International Monetary System, Devaluation; -

Merits, Demerits and Limitations, Foreign Trade Multiplier; - Concept and Limitations, IMF, World Bank – Objectives, Functions & Performance.

Module V Foreign Trade in India, Recent changes in the composition and direction of foreign trade; Causes and Effects of persistent deficit in the Balance of Payments; Measures adopted by the Government to correct the deficit after 1991; WTO & India Export Promotion measures, Partial and Full convertibility of Indian Rupees, Export Promotion – Contribution of SEZ Foreign Trade policy 2009, Role of Multinational Corporations in India.

References

1. Krugman, P.R. and M. Obstfeld , *International Economics : Theory and Policy*, Pearson.
2. D,Salvatore, *International Economics*, Wiley India.
3. Soderste, *International Economics*, Macmillan Press Ltd.
4. Cherunilam, Francis, *International Economics*, TATA McGraw-Hill Publishing Company Ltd, New Delhi.

IB 02 - INTERNATIONAL FINANCIAL SYSTEM

Module I Introduction to International Financial System: International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies –target zone arrangement; European monetary system; International liquidity.

Module II Exchange Rate Determination: Exchange rate determination in spot and forward market – Interest Rate Parity (IRP), Purchasing Power Parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and Growth theory; Forecasting Exchange Rate.

Module III Foreign Exchange Markets and its Activities: Exchange rate quotations and practices; Foreign exchange market activities; Forex Exposure and Risk Management. Arbitraging, hedging and speculation.

Module IV International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments -Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries.

Module V International Debt Problem: Problem of debt servicing and developing countries (with special reference to India).

References

1. Shapiro, C, Alan, *Multinational Financial Management*, Wiley India
2. Sharan, V., *International Financial Management*, Prentice Hall of India Private Ltd. New Delhi.
3. Levi, Maurice, *International Finance*, McGraw Hill Inc., New York.
4. Seth, A.K., *International Financial Management*, Rutledge,

IB 03 - INTERNATIONAL MARKETING

Module I Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Influence of physical, economic socio - cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; International marketing information system.

Module II International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product life cycle; New product development.

Module III Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

Module IV International Promotion Strategies : Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.

Module V

International Marketing Planning, Organising and Control: Emerging trends in International Marketing; International Marketing through Internet; Ecological concerns and International Marketing ethics.

References

1. Cateora, Phillip R. and Graham L John, *International Marketing*, Irwin McGraw Hill, Boston.
2. Paul, Justin, Kapoor , Ramneek, *International Marketing*, McGraw Hill.
3. U.C, Mathur, *International Marketing: Text and Cases*, Sage India.
4. R, Srinivasan, *International Marketing*, Prentice Hall India.

IB 04 - INTERNATIONAL TRADE POLICIES AND PROCEDURES

Module 1

India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account and correction policies.

Module II

Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Module 111

EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business. Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA and FEDAI

Module 1V

International Trade Terms: Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC .

Module V

Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties.

References

1. H, Elhanan, *International trade and trade policy*, MIT Press.
2. Hazari, R. Bharat, *International Trade: Theoretical Issues*, Croom Helm, London and Sydney.

3. Mannur, H.G., *International Economics*, Vikas Publishing House, New Delhi.
4. Salvatore, D., *International Economics*, John Wiley & Sons..
5. Ministry of Commerce, *Handbook of Procedures, Volumes I and II*, Government of India, New Delhi.
6. Ram, Paras, *Exports: What, Where and How?* Anupam Publications, New Delhi,

IB 05 -GLOBAL SOURCING AND BUSINESS DEVELOPMENT

- Module I** Global Sourcing – procuring from all over the world: Meaning, Opportunities and Challenges in Global Sourcing – Differences between Global Sourcing and other sourcing Strategies - Global Sourcing Process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.
- Module II** The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market: China, India, and Eastern Europe.
- Module III** Global Sourcing as a profit booster – products suitable for Global Sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Search for finding optimal supplier – supplier information for Global Sourcing – Procurement, Controlling.
- Module IV** Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - Significance of Global Sourcing of the UN convention on contracts for the international sale of goods –Agreements on default – payment terms – securities – Enforcement of claims in International Business – Assessment of country and debtor risk.
- Module V** Profitable growth and increasing the shareholder value through Global Sourcing - Global Sourcing as a growth booster – Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

References

1. Gerd Kerkhoff “*Global Sourcing –for the future*”, Wiley publishers.
2. Borstelmann, Kai,“*Global Sourcing*”, Wiley publishers.

3. Wolfgang Schneid, “*Global Sourcing – Strategic Reorientation of purchasing*”, GrinVerlag Pub.

IB 06 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- Module I** HR and Global Business Challenge –The differences between domestic and international Human Resources – The Various perspectives and approaches of International Human Resource Management.
- Module II** The role of cultural understanding – Culture and HR functions in a global subsidiary Planning Recruitment and Selection, Staffing Policies, Performance Management of international employees, Performance Appraisal in a global context. Recent innovative methods in HRM.
- Module III** Orienting and training employees for global assignments – approaches to training - Integrating business strategy with international training & development. Compensation-various approaches – Factors affecting compensation systems. Benefits – The adjustments and incentives.
- Module IV** ILO and International Labor Relations – Key issues, Various Agreements International Labour standards, Safety and fair Treatment, Repatriation: Process, Problems and Solutions.
- Module V** MNC’s and HR Policies. Human Resources Practices and Programs adopted in USA, EUROPEAN and Major Asian countries (Japan, China and India).

References

1. Dowling, PJ and Welch, DE. *International Human Resource Management*, Cengage Learning, Thompson..
2. Randal Schuler & Susan Jackson. *Managing Human Resources in Cross-Border Alliances*. Rutledge Taylor & Francis Publication.
3. Pawan, Budhwar. *Managing Resources in Asia-Pacific*. Rutledge Taylor & Francis Publication.
4. Paul Sparrow., *Chris Brewster and Hillary Harris. Globalizing Human Resource Management*. Rout ledge Taylor & Francis Publication.
5. P.L ,Rao, *International Human Resource management*, Excel books.

IB 07 - INTERNATIONAL ECONOMIC ORGANISATIONS

- Module I** International Economic Organizations and Development Diplomacy: Regimes and Regimes theory.
- Module II** International Organisations as international institutions; International Monetary Fund (IMF); World Bank Group-International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).
- Module III** General Agreement on Tariffs and Trade (GATT); World Trade Organisation (WTO); WTO Agreement, Tariff and Non- Tariff restrictions, Investment and transfer of technology, Quota restriction and anti- dumping, Permissible regulations, Dumping of discarded technology and goods in International Markets. Moduleed Nations Conference on Trade and Development (UNCTAD); International Labour Organisation (ILO).
- Module IV** Economic Integration and Cooperation-Meaning and Scope, rationale and Objectives, Forms of Integration, Integration Theory. Benefits and Disadvantages of RIAs. Economic Integration of Developed Countries and Developing countries..
- Module V** Selected Regional Blocks- NAFTA, EU, ASEAN, SAARC, SAPTA, Indo-Lanka Free trade, Indo -Singapore CECA Globalization vs. Regionalization.

References

1. Balassa, Bela, '*Theory of Economic Integration*', Routledge.
2. Krugman, P.R. and M. Obstfeld , *International Economics : Theory and Policy*, Pearson,
3. Daniels, D. John, Radebaugh, H. Lee, et.al, *International Business*, Dorling Kindersley Pvt Ltd.
4. Cherunilam, Francis, *International Economics*, TATA McGraw-Hill Publishing Company Ltd, New Delhi..

IB 08 - INTERNATIONAL LOGISTICS MANAGEMENT

- Module I** Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service.
- Module II** General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.
- Module III** Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements.
- Module IV** Air Transport: Air transportation –total cost concept, advantages, freight structure and operations; Carrier consignee liabilities.
- Module 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

1. D.M ,Lambert, S.R,James, *Strategic Logistic Management*, Tata McGraw Hill, New Delhi,.
2. Branch, Alan, *Global supply chain management and International logistics*, Routledge.
3. G, Raghuram, *Shipping Management: Cases and Concepts*, Macmillan Publishers India ltd.
4. Sherlock, Jim, *Physical Distribution*, Wiley Blackwell.

IB09 - INTERNATIONAL CONSUMER AND INDUSTRIAL BUYER BEHAVIOUR

- Module I** Consumer Behaviour Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.
- Module II** Internal Determinants of Buying Behaviour: Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude Change; Personality and psychographics (values and life style analysis).

- Module III** Models of Consumer Behaviour; Organisational Buying Behaviour: Process, Influence and model.
- Module IV** Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic Demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.
- Module V** Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

References

1. Assael, H., *Consumer Behaviour and Marketing Action*, Thomson, New Delhi.
2. Engel, James F., Roser D. Blackwell, and Paul W. Miniard, *Consumer Behaviour* TMH, New Delhi.
3. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, *Consumer Behaviour*, Mc Graw Hill, New Delhi.
4. Hoyer, Wayne D. and Deborah J. Macinnis, *Consumer Behaviour*, Hongton Mifflin Company, Boston, New York.
5. Schiffan, Leon G. and Kanuk, Lealie. Lazar, *Consumer Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.

IB 10 - INTERNATIONAL BUSINESS NEGOTIATIONS

- Module I** Nature of International Business Negotiations: Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.
- Module II** Cultural aspects of International Business negotiation. Role of culture, patterns of cross-culture behavior and communication. Importance of understanding the negotiating conventions and expectations between foreign counterparts. Comparative and inter-cultural studies of negotiating behavior.
- Module III** Inter-firm negotiation studies: buyers' negotiating strategies in international sourcing, negotiating sales, export transaction and agency agreements. Negotiating licensing agreements, negotiating international joint ventures, projects. Cooperative negotiation for mergers and acquisitions.
- Module IV** Frameworks and support for international business negotiations: multi-national, bilateral trade agreements, government supported trade

delegations, international trade fairs, international trading houses, industry associations.

Module V Ethics in negotiations. Differences from an ethical perspective of the importance of relationship development, negotiating strategies, decision making methods, contracting practices, illicit behaviours such as bribery. Best practices in negotiations, business etiquette. Personality and negotiation skills.

References

1. Claude Cellich, Subhash Jain, *Global Business Negotiations: A Practical Guide* , South-Western Educational Publishing.
2. Pervez N. Gauri and Jean Claude Usunier, *International Business Negotiations*, Elsevierltd.
3. Leigh L, *Negotiation Theory and Research*. Thompson.

Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

MASTER OF COMMERCE
(M.Com.)

Course Co-ordinator: Dr. E. Sulaiman

Academic support by
School of Management and Business Studies
Mahatma Gandhi University
Kottayam, Kerala

Master of Commerce (M. Com.)

PROGRAMME PROJECT REPORT (PPR)

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State have also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all the Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Mission & Objectives of M.Com Programme

1.1 Mission

The main objective of offering M.Com is to train manpower required for teaching, research and industry requirements. After completing M.Com Programme the candidate should be able to join in teaching profession as Assistant Professor, join in research in any of the Universities/Institutions for Ph.D Programme and join the corporate world such as Banking, Insurance, Securities Market, IT enabled services and Manufacturing at managerial level positions in the areas of Accounting, Finance, Taxation, Marketing and Human Resources or start their own enterprises. The Post Graduate Programme in Commerce (M.Com) has been designed to provide high quality, relevant business education to B.Com/ BBA/BBM graduates with diverse socio economic backgrounds intending to develop their skills and knowledge in business, as well as those who wish to broaden their undergraduate business degree, with a holistic concern for better life, environment and society.

1.2 Objectives

1. To enable every student to cope up with the latest developments in business and accounting in the contemporary, national and global level through effective transaction of the curricular and co-curricular aspects.
2. To produce commerce post graduates with the required skills, problem solving ability and professionalism essential for being successful.
3. To ensure all-round development of the students' personality through proper education and exposure to the vast treasure of knowledge.
4. To provide exposure to learners in the latest trends in the branch of Commerce, and competence and creativity to face global challenges.

5. To develop entrepreneurship and managerial skills in students so as to enable them to establish and manage their own business establishments.
6. To facilitate students with skills and abilities to become competent and competitive for a good career and job placement.

2. Relevance of M.Com Programme with HEI's Mission and Goals

The Two Year Master of Commerce Programme is offered with an intention to impart specialized knowledge in different domains of business for inculcating an appropriate blend of intellectual skills and moral values in the students. More specifically, the Programme aims at developing human potential to serve

- (i) the Teaching Profession at various levels,
- (ii) the needs for Research in the Social Sciences, and
- (iii) the needs of Industry at the micro- and macro-levels.

The M Com Programme being offered through Distance mode is closely aligned with the vision and mission of the same Programme offered through regular mode in the University. Further, M Com in the distance mode follows the same syllabus and curriculum of the Programme in the regular mode of the University offered through its affiliated colleges.

3. Nature of Prospective Target Group of Learners

M.Com Programme has been designed to meet the expanding needs in Commerce education at all levels and provide necessary manpower to business, industry, service and government and private sectors in the areas like accounting, finance, taxation etc. The Programme offered through the Distance mode of the University will be an advantage for those who could not join regular colleges owing to constraints such as eligibility for enrolment, age of entry, time and place etc. Further, the target group of learners includes those from socially and economically disadvantaged groups (such as scheduled castes, scheduled tribes, fishermen, other backward communities, women, people below poverty line etc). Understanding the needs of the learners, we have structured our learning material and induction Programmes to lead the learners through the threshold of higher education and lead them through the course of the Programme and the final evaluation.

4. Appropriateness of Programme to be conducted in Open and Distance Learning Mode to acquire specific skills and competence

Distance learning Programmes are getting popularity in India and a large number of students desire to continue their studies along with their employment. The Programme could be considered appropriate in ODL mode to acquire specific skills and competence for the following reasons:

1. All the courses in the Programme are theory and/or problem based. So, no laboratory or experiment is needed to impart the skills and competence required for the Programme.
2. The specific skill and competencies required for an M.Com student can be imparted to a great extent through SLMs prepared with the approach of self-explanatory, self-contained, self-directed, self- motivating and self-evaluating.
3. Availability of large volumes of study material on the various courses of the M Com Programme in the Internet or websites of the UGC or Universities in the form of notes in

word/PDF format, PPTs, videos etc, and the counselling hours earmarked per course are considered sufficient to impart the required skill and competencies for the Programme.

4. The Programme is designed to impart necessary teaching skills among students by educating them with the diverse theories, models, approaches and intellectual traditions in commerce
5. The Programme practices the students in academic writing and equally helps them to improve their presentation skills through mandatory assignments and seminars.

5. Instructional Design

5.1 Curriculum Design

The M.Com Programme proposed to offer under distance mode is also offered by the University through its affiliated colleges under regular mode. The University is revising the curriculum and syllabi of its M.Com Programme once in every three years to ensure that the content is updated to reflect current academic knowledge and practice and also to ensure that the University used to provide the best learning experiences possible for students. As part of curriculum design, the curriculum and syllabus revision workshop considered the flexibility of adoption of the Course offered through Distance Learning Mode, and thus made an attempt to make required changes in the scheme and evaluation of the Programme .

5.2 Programme Details

Sem	Course Code	Title of Course	Course Type	Credits	Contact Session (Hrs)	IA (Marks)	ESE (Marks)	Total
I	DMC1CMT01	Advanced Financial Accounting	Complementary	4	12	20	80	100
	DMC1CMT02	Business Management	Complementary	3	9	20	80	100
	DMC1CMT03	Financial Management Concepts	Complementary	3	9	20	80	100
	DMC1CMT04	Quantitative Techniques	Complementary	3	9	20	80	100
	DMC1CMT05	Research Methodology	Complementary	3	9	20	80	100
		TOTAL			16	48	100	400
II	DMC2CMT06	Financial Management Strategies	Complementary	3	9	20	80	100
	DMC2CMT07	Human Resource Management	Complementary	3	9	20	80	100
	DMC2CMT08	Management Accounting	Complementary	3	9	20	80	100
	DMC2CMT09	Operations Research	Complementary	4	12	20	80	100
	DMC2CMT10	Project Management	Complementary	3	9	20	80	100
		TOTAL			16	48	100	400

III	DMC3CMT11	Advanced Cost Accounting	Complementary	4	12	20	80	100
	DMC3CMT12	International Business	Complementary	3	9	20	80	100
	DMC3CMT13	Direct Taxes, Law and practice	Complementary	3	9	20	80	100
	DMC3CMT14	Management Information System	Complementary	3	9	20	80	100
	DMC3CMT15	Security Analysis and Portfolio Management	Complementary	3	9	20	80	100
		TOTAL			16	48	100	400
Optional (Finance Stream)								
IV	DMC4OPT01	Business Environment	Open	2	6	20	80	100
	DMC4OPT02	Financial Services	Open	3	9	20	80	100
	DMC4OPT03	Investment Management	Open	3	9	20	80	100
	DMC4OPT04	Direct Tax: Assessment and Procedures	Open	3	9	20	80	100
	DMC4OPT05	Higher Accounting	Open	3	9	20	80	100
	DMC4VV01	Viva Voce	-	2	-	-	100	100
		Total			16	42	100	500
Optional (Marketing Stream)								
IV	DMC4OPT06	Marketing Management	Open	2	6	20	80	100
	DMC4OPT07	Market Research	Open	3	9	20	80	100
	DMC4OPT08	Marketing of Services	Open	3	9	20	80	100
	DMC4OPT09	Direct Taxes- Assessment and Procedures	Open	3	9	20	80	100
	DMC4OPT10	Higher Accounting	Open	3	9	20	80	100
	DMC4VV02	Viva Voce	--	2	-	-	100	100
	Total			16	42	100	500	600
	Grand Total			64	180	400	1700	2100

Notes: ESA: End Semester Examination

5.3 Duration of the Programme

Four semesters spread over two years.

5.4 Faculty and Support Staff Requirement

Course Co-ordinator

Dr. E. Sulaiman,
Director, School of Management and Business Studies, Mahatma Gandhi University

Qualification: M.Com (Finance), MBA (Marketing), UGC-JRF, Ph.D

Teaching Faculty

M Com Programme is co-ordinated by a full time regular faculty member of the University. Apart from this, the SDE has a panel of experts and qualified external teachers approved by the University. Their services are used in the preparation of Self Learning Material for engaging contact classes and for evaluation of answer scripts. There is sufficient number of staff in the administrative and academic division of SDE for the administrative work involved in the smooth conduct of the Programme.

Instructional Delivery Mechanism

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, students are offered 48 contact hours for each semester at the head quarters of the School of Distance Education and at the Learner's Support Centers during the weekend. The personal contact Programmes are being taken using audio visual aids, and students are encouraged to use web resources such as books, notes, videos etc.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

In addition to this, the university has centralized resources to enable the student support activities in respect of Information Centre, Library with good collection of books and journals, Wi-Fi connectivity, Counselling, Students Grievance Redressal Cell, Post Office, Snack bar and Refreshment Centre, Reprographic centre etc.

6. Procedure for Admissions, Curriculum Transaction and Evaluation

6.1 Admission

The admission notifications for M Com Programme, among others are being issued in leading national and regional dailies during June-July. The detailed information regarding admission is being given on the SDE website and on the admission website. Students seeking admission shall apply online.

6.2 Minimum Eligibility for Admission

Those who have not less than 45 per cent marks in part III optional or 4.5 CCPA out of 10 or 1.8 CCPA out of 4 in B Com Finance, B Com Computer Application/ B.Com Co-operation/B. Com. Travel and Tourism (Vocational and Restructured) B. Com. Tax Procedure and Practices (Vocational and Restructured) B Com Actuarial Science Vocational/ B. Com. Office Management and Secretarial Practice/

B. Com. Hotel Management and Catering (Restructured)/ BBA/ BBS/BBM are eligible for admission to M Com Programme.

6.3 Personal Contact Programme

The students are offered Personal Contact Programmes at the head quarters of the School of Distance Education and at various Learning Support centers. There shall be at least fifteen instructional days in a semester and a minimum of ninety instructional hours.

6.4 Evaluation

Evaluation of each course shall be done on the basis of End Semester Assessment (ESA). There will be no internal assessment component for the course. Marks for each paper will be awarded out of 100. The minimum marks prescribed for Pass and Class as in the Regulations for the Regular courses shall be followed without any change. General rules existing in the case of Regular courses will be followed in the conduct of Viva-voce examinations.

6.5 Fee

Rs.10,000/- for the Full Programme

7. Requirement of the Library Resources

Mahatma Gandhi University Library and Information System consists of University Library, Libraries of the Schools and 4 Study Centre Libraries. The University Library was established in 1989. The University Library which is situated in the main campus occupies purpose-built accommodation, and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area consisting of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The library is providing service from 8 am to 8 pm in three shift timings for its staff. The library functions on an average of 345 days in a year. The libraries of teaching departments are open during working hours of the Schools. Reading space is provided in all the three floors housing the various sections of the library. The library provides reading facility to the visually impaired users too. For this, an electronic lab custom made for visually and physically challenged users has been set up during 2016.

The University Library has a Library Advisory Committee. It is an 18 member committee with Vice-Chancellor as Chairman and University Librarian as Convener.

The library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC, Journal Article Index, By monthly Bibliography compilation and Literature Search Service are also available

The library is a member of the INFLIBNET Centre, Ahmedabad as well as DELNET (Developing Library Network). As a member of these networks, the library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET

consortium, it has access to major online databases, such as EBSCO, ProQuest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its university online theses digital library. The various department libraries have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11
Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B.	Name of School/Centre	Total No. of books
	School of Management and Business Studies	7549

8.1 Cost Estimate of the Programme and the Provisions

Sl.No	Expenditure	Cost estimate for M.Com Programme (100 students)
01	Pay and Allowance	1,65,000
02	Contact classes and evaluation	65000
03	Course materials	45000
04	Advertisement charges	50000
05	Postage and telephone	25000
06	Books and Periodicals	40000
07	Miscellaneous	12000
	Total	4,02,000
	Provisions (10%)	40,200
	Total	4,42,200
		Cost per student/year= Rs.4,422/-

9. Quality Assurance Mechanism and Expected Programme Outcomes

The SDE has devised the following mechanism for monitoring the effectiveness of the M.Com. Programme to enhance its standards of curriculum, instructional design etc.

- (a) Established a Monitoring Committee at the University level to develop and put in place a comprehensive and dynamic internal quality assurance system to enhance the quality of the Programmes offered through Distance mode as per the norms and guidelines of the University Grants Commission (Open and Distance Learning) Regulations, 2017.
- (b) The SDE has an approved panel of experts for preparing SLM. The SLM prepared is being edited by the board of subject expert. The SLMs are developed with the approach of self explanatory, self-contained, self-directed, self-motivating and self-evaluating.
- (c) The SDE of the University has full time faculty members exclusively for co-ordinating the Programme and also has a panel of qualified guest teachers for counselling students and engaging in personal contact Programmes..

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

- Develop an ability to teach Commerce for UG and PG Programmes in Colleges and Universities or undertake Research leading to M.Phil or Ph.D in Commerce.
- Write competitive examinations for securing lucrative jobs as teachers, finance managers, officers in government or other public/ private sectors etc.
- Appreciate importance of working independently and in a team
- Have exposure of complex commerce problems and find their solution
- Prepare business plans and projects effectively using quantitative and statistical techniques.
- Understand required analytical and statistical tools for financial and accounting analysis
- Develop an understanding of various commerce functions such as finance, accounting, auditing, taxation, investment analysis, financial analysis, project preparation and evaluation, and cost accounting
- Develop self confidence and awareness of general issues prevailing in the society.

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School of Distance Education
MAHATMA GANDHI UNIVERSITY, KOTTAYAM

SYLLABUS FOR M.COM

Semester	Name of the Paper	Maximum Marks
First Semester		
Paper I	Advanced Financial Accounting	100
II	Business Management	100
III	Financial Management Concepts	100
IV	Quantitative Techniques	100
V	Research Methodology	100
Second Semester		
Paper VI	Financial Management Strategies	100
VII	Human resource Management	100
VIII	Management Accounting	100
IX	Operation Research	100
X	Project Management	100
Third Semester		
Paper XI	Advanced Cost Accounting	100
XII	International Business	100
XIII	Direct Taxes- Law and Practice	100
XIV	Management Information System	100
XV	Security Analysis and Portfolio Management	100
<u>Optional</u>		
Fourth Semester (Finance Stream)		
Paper XVI	Business Environment	100
XVII	Financial Services	100
XVIII	Investment Management	100
XIX	Direct Taxes – Assessment and Procedures	100

XX	Higher Accounting	100
Fourth Semester (Marketing Stream)		
Paper XVI	Marketing Management	100
XVII	Market Research	100
XVIII	Marketing Services	100
XIX	Direct Taxes – Assessment and Procedures	100
XX	Higher Accounting	100
	Viva Voce	100

PAPER I

ADVANCED FINANCIAL ACCOUNTING

1. Financial Accounting concepts, conventions and International Accounting Standards in India.
2. Valuation of Goodwill and Shares-
 - a) Goodwill – Meaning and definition, Factors affecting Goodwill – Methods of Valuing Goodwill- Average Profit Method, Super Profit Method, Annuity Method and Capitalisation Method.
 - b) Valuation of Shares- Circumstances warranting Valuation- need for valuation- Methods of valuation- Net asset Method or Intrinsic Value Method, yield method, Earning capacity valuation method, Fair value.
3. Amalgamation, Absorption and external reconstruction – Net payment Method – Net Asset Method- Share Exchange Method- Entries in the books of the purchasing company – Entries in the books of the Vendor company – Intercompany owings and holdings- amalgamation in the nature of merger and amalgamation in the nature of purchase- advanced problems.
4. Alteration of Share Capital and Internal reconstruction- Procedure for reducing share capital – re-organisation- scheme of reconstruction- Accounting entries on Internal reconstruction.
5. Liquidation of Companies- modes of winding up, order of payment – preferential creditors- powers and duties of a liquidator- Statement of affairs- Deficiency account- Liquidators final statement of account.
6. Valuation of Assets- Need for valuation- types or methods of valuation of stock.

Books Recommended

1. Advanced accounting - S. P Jain & K.L Narang
2. Advanced accounting - R.L Gupta & M. Radha Swamy Vol I &II
3. Advanced accounting - Dr. M.A Arulanandam & K S Raman
4. Advanced accounting - R.S.N Pillai & Bhagavathy
5. Advanced accounting - Das & Ghosh
6. Advanced accounting - R.S Raman Vol I, II & III
7. Advanced accounting - Dr. S.N Maheswari Vol I&II
8. Advanced accounting - M.C.Shukela & T.S Grewal
9. Advanced accounting - H. Chakraborty
10. Advanced accounting - Dr. Paul & Kaur
11. Advanced accounting - Agarwal B D

PAPER II

Business Management

1. Management – Nature and Functions of Management- Social responsibility- Universality of Management- Management and Administration- levels of Management- Management by Objectives and Management by exception
2. Planning – Objective- Methods and Procedures- Planning and forecasting- Forecasting Techniques- Formulation of Policies and strategies
3. Organisation- Meaning, Organisation Chart- Manual – departmentation- organisation structure- Authority and responsibility- Span of Management- Delegation of authority- Forms of Organisation structure.
4. Decision Make- decision making process- Decision & making under conditions of certainty, risk and uncertainty.
5. Co-ordinating and controlling – Meaning, importance, Principles, techniques etc.
6. Directing – function- leadership- Delegation as a means of direction – directing process and techniques
7. Conventional Vs Modern Management. TQM- Quality circles standardization- BIS- ISO

Books Recommended

- | | |
|---|----------------------|
| 1. Management process | - Davara R.S |
| 2. Principles and practices of Management | - Peter F Druckes |
| 3. Business Administration and Management | - L.M Prasad |
| 4. Principles of organizations & Management | - L M Prasad |
| 5. Management principles and practice | - Wilkinson & Foster |
| 6. Principles of Management | - Koontz & O. Donnel |
| 7. Business Environment And Policy | - Francis Cherunilam |
| 8. Principles of Management | - Chaabra |
| 9. Business Organisation and Management | - Y K Bhooshan |

PAPER III

FINANCIAL MANAGEMENT CONCEPTS

1. Business Finance- Meaning- Scope of Finance functions- Objectives of Financial Management- Profit maximization – Wealth maximization Co-orporate planning and financial decisions- Objectives of Co-orporate planning.
2. Financial forecasting- Techniques of financial forecasting- Proforma financial statements- projected income statements and projected balance sheet- Cash budgeting- Meaning of Cash positions – Advantages of financial forecasting.
3. Capital needs of new enterprises – Calculation of total capital requirements- Capitalisation- Meaning and theories of capitalization- Over capitalization- Under capitalization- Causer- consequences and remedies of over capitalization and under capitalization
4. Capital Structure- meaning of the Capital Structure- Capital Structure and financial structure- Patterns of Capital Structure- Planning the Capital Structure- Concept of balanced Capital Structure- Co-orporate securities Ownership securities- Creditor ship securities- Planning proportionate mix of different securities in total capitalization- Principles of Capital Structure- Decisions- Cost principle - risk principle – Flexibility principle – timing principle – Factors influencing pattern of Capital Structures – Optimum Capital Structure- Capital Structure theories- Net income approach- net operating income approach- Modigliani- Miller approach- Traditional approach- Merits and limitations of each approach.
5. Leverage: Meaning- Types of Leverage- Operating Leverage- Types- Effects Significance- Financial leverage- favourable and unfavourable financial leverage, Significance- EBIT- EPs analysis, measures of financial leverage.

Books Recommended

1. Advanced Financial Management
By S. Kr. Paul
New Central Book Agency(P) Ltd.
8/1 Chinthamani Das Lane
Calcutta-700009
2. Management of systems
By R N Nauhria
Rajneesh Prakash.
Wheeler Publishing Co. New Delhi
3. International Financial Management
By P G Apthe
Tata Mc Graw
New Delhi

4. Financial Management : Theory and practice
By Prasanna Chandra
Tata Mc Graw
New Delhi
5. Financial Management
By I M Pande
Vikas Publishing House
6. Financial Management
By R M Sreevasthava
Sterlina Publishers
Bangalore
7. Financial Management
By S N Maheswari Suthan Chand
8. Financial Management
By S C Kuchhal
Chaithanya Publishers
Allahabad

PAPER IV

QUANTITATIVE TECHNIQUES

1. Meaning of Quantitative Techniques – Statistical Techniques – role of Quantitative Techniques In Business and Industry- Quantitative Techniques and Business Management- Limitations of Quantitative Techniques
2. Probability- Basic concepts – Theorems – Conditional probability- Bayes theorem- Mathematical expectation Binomial, poisson and normal distribution.
3. Sampling- Methods – Sampling theory- Standard error- Sampling distribution- Procedure of hypothesis testing- ‘t’ and ‘z’ test – tests of significance for attributes , large samples and small samples.
4. F- test and analysis of variance – the F test or the variance ratio test application- analysis of variance- assumptions – techniques- variance analysis in one way and two way classification.
5. Chi- Square test- area of application – steps involved in finding value of chi-square. Yate’s correlation- Chi-square as a test of population variance limitation.

Books Recommended

- | | |
|------------------------------|---|
| 1. S. P Gupta | - Statistical Methods (Sulthan Chand) |
| 2. P. N Ethance | - Fundamentals of Statistics (Kitab Mhala) |
| 3. S C Gupta | - Fundamentals of Statistics (Himalaya) |
| 4. C R Kothari | - Quantitative Techniques (Vikas) |
| 5. P K Gupta & Manmohan | - OR and statistical analysis(Sulthan Chand) |
| 6. D R Agarwal | - Quantitative Methods (Vrinda Publications) |
| 7. Sancheti Kapoor | - Statistics- Theory, Methods & application |
| 8. Crexten & Cowden Klein | - Applied General Statistics |
| 9. Statistics for Management | |
| 10. Krishnaswami O R | - Research Methodology |
| 11. Lin N | - Foundations of Social Research(Mc Graw Hill) |
| 12. Micheal V P | - Research Methodology in Management |
| 13. Mohankumar P S | - A Handbook on Research Methodology |
| 14. Raj Hans | - Theory and practice in social research |
| 15. Rajan K M | - A treatise on Form and style of thesis and dissertation |
| 16. Robinson | - PRA Techniques |
| 17. Sadhu & singh | - Research Methodology in Social Sciences |
| 18. Sharma R N & Sharma R K | - Research Methods in Social Sciences(Media Mumbai) |
| 19. Singh | - Tests, Measurements and Research Methods |
| 20. Thanulingam L | - Research Methodology in Social Sciences |
| 21. Thripathi P C | - A textbook of Research Methodology in Social Sciences |
| 22. Young P V | - Scientific Social Service and Research |

PAPER V

RESEARCH METHODOLOGY

1. Research: Meaning- definition – features –scientific method- role of social research – Fundamental research- Applied research – Objectives of Managerial research – research method vs Research Methodology
2. Types of Research: Experimental Research- Field investigation- Ex-post facto Research- Survey – case Study- Action Research- Evaluation Research
3. Research process: Steps – observation formulating research problem identifying and labeling variables – operational definitions – formulating hypothesis – constructing research design- sample design tools for collection of data.
4. Collection of Data: Questionnaire and interview schedule – preparing questionnaire items and interview items – format – pilot testing- sampling random sampling- selection- simple sample- systematic – stratified random- cluster- multistage- multiphase sample- PRA techniques.
5. Research report: Steps in report writing – format of the report – introduction review of literature- methodology –analysis and interpretation of data summary and conclusion – footnote- bibliography.

Books Recommended

1. Bajpal S. R - Methods of social Survey and Research
2. Gaulfung J - Theory and Methods of Social Research
3. Goode W.J & Hatt - Methods in Social Research
4. Joseph Antony Alex - Methodology for Research (Theological Publication)
5. Khanna J. K & Veshist - Evaluation structure and Research Methodology(ESS New Delhi)
6. Kothari C. R - Research Methodology : Methods and Techniques

PAPER VI

FINANCIAL MANAGEMENT STRATEGIES

1. Management of Working Capital:-

An aggregate view:- Concept of working capital – circular flow concept- signification of working capital management- Classification of working capital – Estimating working capital needs – Techniques of forecasting

2. Management of cash position:-

Controlling the level of cash- controlling cash inflow and outflow- Allocation of funds between cash and near cash assets.

3. Management of inventory:-

Inventory and financial manager, Inventory risk- Inventory control – Systems and methods of inventory control – Risk of stock – out managing investment inventory- Inventory valuation- Evaluation of inventory management.

4. Management of accounts receivables:-

Problem of receivables Management- Level of receivables- Election and evaluation of receivables- analyzing credit worthiness- collection of credit information – average age of receivables- Discriminant analysis- Evaluating credit risks- Designing credit terms – credit decisions- Collection of receivables- Cost- Benefit analysis- Factory, captive financing companies- default – risk analysis.

5. Management of marketable securities-

6. Internal Financing- Surplus and Reserve policies- Dividend theories, Welter's model – Gordon's Model, MM approach, Dividend policy- forms of dividend- Capitalisation of profit- earning payment and retention policy- Corporate dividend practices in India

7. Cost of capital- meaning- theories of cost of capital- cost of capital and Management decisions(including problems)

Books Recommended

1. Advanced Financial Management
By S. Kr. Paul
New Central Book Agency(P) Ltd.
8/1 Chinthamani Das Lane
Calcutta-700009
2. Management of systems
By R N Nauhria
Rajneesh Prakash.
Wheeler Publishing Co. New Delhi
3. International Financial Management
By P G Apthe
Tata Mc Graw
New Delhi
4. Financial Management : Theory and practice
By Prasanna Chandra
Tata Mc Graw
New Delhi
5. Financial Management
By I M Pande
Vikas Publishing House
6. Financial Management
By R M Sreevasthava
Sterlina Publishers
Bangalore
7. Financial Management
By S N Maheswari Sulthan Chand
8. Financial Management
By S C Kuchhal
Chaithanya Publishers
Allahabad

PAPER VII

HUMAN RESOURCE MANAGEMENT

1. HRM nature – scope and importance : manpower planning, career development planning, human resources function, pressure on the human resource function ; human resource activities, why to measure HR activities, human resource audit- conducting an HR audit- creating a quality frame work, total quality management.
2. Job analysis, job descriptions and job specifications. Recruitment and employee selection- placement , performance – appraisal- work motivation- employee morale- job satisfaction.
3. Training and development- identifying training needs , training methods, training administration- training evaluation- Human Resource development- training institutions in Kerala(IMG and KILA)
4. Group and inter group behavior intra- group behavior- characteristics of group- group effectiveness- inter group behavior- cooperation- competition, conflict, measurement of group behavior.
5. Quality of work in life , industrial democracy and workers participation in management, effectiveness of workers participation, organization development (OD) workers welfare quality circles, effectiveness of quality circles.
6. Performance appraisal- meaning , purpose and different method.
7. Stress management- concept of stress – consequences of stress – methods of managing stress.
8. Recent trends in HRM, employees for lease, human resource records- Exit policy- Challenge in HRM.

Books Recommended

1. Human Resource Management
By Mirza S Saiyadain
Tata Mc Graw Hill Publishing Co.
New Delhi
2. Human Resource effectiveness
By Jim Matthewman
Jaico Publishing House
Bombay, New Delhi
3. Total Quality Management
By S. M Sudara Raju

Tata Mc Graw
New Delhi

4. Personnel Management and Industrial relations
By R S Daver
5. Management of Human Resources
By Lallan Prasad & Banarjee
6. Modern Business Organisation and Management
By Sherlekar
7. Financial Management
By S N Maheswari Sulthan Chand
8. Indian Institute of Personnel Management
 - a) Personnel Toda(Journal)
 - b) Personnel Management in India

PAPER VIII

MANAGEMENT ACCOUNTING

1. Nature and scope of Management Accounting – Financial Accounting- Meaning, functions and limitations- cost accounting – meaning objects, functions, advantage and limitations. Management accounting- meaning and definitions, nature of Management accounting, scope, objective and function of Management accounting, Management Accounting vs Financial Accounting, Management Accounting vs Cost Accounting, Tools and techniques of Management Accounting , need and importance, limitations , installation- Management Accountant, Function, duties and Controller.
2. Analysis and interpretation of Financial Statements – Types of Financial analysis – Methods of Financial analysis- Comparative statements – Trend analysis- Common size statements – limitations of financial analysis.
3. Ratio analysis- Significance of Ratio analysis- Limitations of ratio analysis- classification of ratios- balance sheet ratios- income statement ratios- inter statement ratios- computation of ratios- preparation of trading and profit and loss account and balance sheet on the basis of ratios- statement showing proprietary fund.
4. Funds flow analysis and Cash Flow analysis- Schedule of changes in working capital – Funds flow statement – Cash flow statement – Estimation of working capital.
5. Management reporting- Methods of Reporting- Types of report—Requirement of a good report – General principles of a good reporting system- Report writing.

Books Recommended

- | | |
|---------------------------|-----------------------------|
| 1. Management Accounting | - R K Sharma & Sasi K Gupta |
| 2. Management Accounting | - S.N Maheswari |
| 3. Management Accounting | - Katyal & Dhiman |
| 4. Management Accounting | - Manmohan & Goyal |
| 5. Management Accounting | - Hingorani & Ramanathan |
| 6. Management Accounting | - S. C Gupta |
| 7. Management Accounting | - Jani & Narang |
| 8. Management Accounting | - RSN Pillai & Bhagavathi |
| 9. Management Accounting | - Das & Ghosh |
| 10. Management Accounting | - S. Nagaratnam |

PAPER IX

OPERATIONS RESEARCH

1. Operations Research- Meaning- Origin development – Nature – Operation research in India- OR as a tool in decision making- OR and management- features and methodology of OR- Phases of OR Study- Models in OR Methods of deriving the solution- Limitations of OR.
2. Linear programming – Meaning – concepts – notations , uses and applications- formulation , graphical solutions- simplex method- introduction of slack, surplus and artificial variables, duality (exclude sensitivity analysis).
3. Transportation and assignment problems. Transportation- Different initial allocation methods- move towards optimally- Modi method of solving transportation problem- assignment problems – solutions- variations in assignment problem.
4. Replacement decisions – introduction- replacement of items that deteriorate with time – replacement policy without change in money value- with change in money value- replacement of item that fail completely- group replacement policy – limitations.
5. Games theory- Introduction – terms – Two person Zero Sum game- Saddle Point- Games with saddle point- without saddle point- solution procedure for 2*2 games- Mixed strategies- use of dominance- Limitations of games in competition.
(Exclude graphical and LP Method)
6. Network analysis – CPM and PERT – Introduction- Network – concepts – construction of network diagram – numbering the events (Fulkerson’s rule). Requirements- network calculations- critical path method – concept of float programme evaluation and review technique- probability considerations in PERT- calculation of Float/Slack under PERT- PERT calculations. Points of similarities and dissimilarities inn PERT and CPM – Limitations of PERT and CPM
(Avoid crashing and resource allocation)
7. Decision theory- Quantitative approach to Management decision making- Decisions under conditions of uncertainty- Maximin and Minmax Hurwicz Laplace- Minimax regret criterion- decision making under risk- EMV – EOL- EVPI- EPPI criteria- Decision tree analysis- rolling back technique limitations.

Books Recommended

- | | |
|--|---------------------------------------|
| 1. OR And Statistical Analysis | - P K Gupta & Manmohan |
| 2. Quantitative Techniques (Vikas) | - C. R Kothari |
| 3. Operations Research(Sultan Chand) | - V. K Kepoor |
| 4. Operation Research | - Kanthi Swarup, P K Gupta & Manmohan |
| 5. Operation Research
(Ramnath & Co. Kedarnath) | - S. D Sharma |

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| 6. Operatoin Research
(Dhampat Raissons) | - M.G Nair |
| 7. Quantitative Methods
(Vrinda Publications) | - D. R Agarwal |

PAPER X

PROJECT MANAGEMENT

1. Concepts of Project and identification of project ideas
2. Entrepreneurship and intrapreneurship – Generations of project management- Portfolio models of planning- Screening of project ideas- Market and demand analysis- Markets survey and demand forecasting.
3. Project feasibility studies- technical feasibility- Financial feasibility- Economic analysis – estimate of the cost f project- requirement of long term funds- estimation of working capital requirements- Project cash flow statements and balance sheet.
4. Government regulations- licensing- import and export licensing- foreign exchange formalities.
5. Project appraisal techniques: NPV, IRR, PI, Pay back period, Urgency, ARR- Risk analysis in Capital Budgeting Sensitivity analysis, Scenario analysis, Simulation , Decision tree analysis- Social Cost benefit analysis- Capital rationing.
6. Evaluation of projects- Preparation of project reports- Types of Reports- Structure of Reports- Techniques of presentation.

Books Recommended

- | | |
|---|------------------------------------|
| 1. Project Management | - S Choudhary |
| 2. Implementing Projects | - Tevor L Young |
| 3. The implementation of Project Management | - L C Strekenbruck |
| 4. Projects- Preparation & Appraisal, Implementation | - Prasanna Chandra |
| 5. Control and Management of Capital Projects | -J W Hackney |
| 6. Practical Project Management | - W K Tailor & P F Watling |
| 7. System analysis & Project Management | - David I Cleland & William R King |
| 8. Construction Projects-
Their financial policy and control | - Vurgess R A |
| 9. Advance Project Management | - Harrison F I |
| 10. Planning Projects | - Tevor L Young |
| 11. Entrepreneurial Development | - Dr. C B Gupta & N P Sreenivasan |
| 12. Handbook of project Management | - Dennis Lode |

PAPER XI

ADVANCED COST ACCOUNTING

1. Cost- Cost analysis- Cost concepts & classification.
2. Marginal Costing- Break even analysis- Cost Volume Profit analysis- Applications of marginal costing and differential costing (Detailed study)- advantages and limitations
3. Budgetary Control – Budget and Budgetary Control- Objectives- preliminaries for the adoption of a system of budgetary Control- Types of Budgets- Functional Budgets and Cash Budgeting- Fixed and flexible budgets- Zero bases budgeting – performance budgets- responsibilities – accounting advantages and limitations.
4. Standard Costing- Standard Cost- Standard costing vs Budgetary control preliminaries to the establishment to the standard cost – variance analysis material, labour, overhead and sales variances- advantages and limitations.
5. Value analysis- Cost control and cost reduction- value added concept and productivity.
6. Integrated accounting.

Books Recommended

- | | |
|---|------------------------------|
| 1. Cost Accounting | - S P Jain & K L Narang |
| 2. Advanced Cost Accounting | - Saxena & Vasisht |
| 3. Advanced Cost Accounting | - S P Iyengar |
| 4. Advanced Cost Accounting | - Nigam & Sharma |
| 5. Advanced Cost Accounting | -Maheswari & Mittal |
| 6. Advanced Cost Accounting | - Maheswari S |
| 7. Advanced Cost Accounting | - Pattanshetty & D R Palekar |
| 8. Advanced Cost Accounting | - N C Prasad |
| 9. Advanced Cost Accounting | - Das Gupta |
| 10. Advanced Cost Accounting | - M L Agarwal |
| 11. Management Accounting | - R K Sharma & Shasi K Gupta |
| 12. Management Accounting | - S N Maheswari |
| 13. Practical Problems and solutions in Cost Accounting | - Jain & Narang |
| 14. Practical Problems and solutions in Cost Accounting | - Saxena & Vasisht |
| 15. Practical Problems and solutions in Cost Accounting | - M L Agarwal |
| 16. Practical Problems and solutions in Cost Accounting | - Khanna & Ahuja |

PAPER XII

INTERNATIONAL BUSINESS

1. International Business- Introduction- International Marketing – Difference between Domestic and International Marketing- Nature and scope of International Marketing – Multilateral marketing.
2. International Trading environment- Commodity arguments- trade blocks- regional trade agreements- GATT. Uruguay round of negotiations- trade liberalizations, TRIPS, TRIMS, EXIM Policy, UNCTAD, BOP, Convertibility and Exchange rate fluctuations.
3. Trade in services- Meaning , importance and characteristics.
4. Marketing strategies for the global market. Global environment- entering the global market- strategy for product , price, promotion distributions, threats , opportunities.
5. Globalisation Indian Business- Problems and opportunities for India. Multinational and transactional.
6. International Finance Management :
Reasons for investing abroad- Basic problems in financial management- Foreign currency management- Management exchange- risk management- forward market- foreign currency swap- arbitrate – financial multinational organization- mode of settlement in international trade.

Books Recommended

- | | |
|--|---|
| 1. International Business | - Francis Cherunilam |
| 2. International Business | - Bewnnet and son Wesley lugman |
| 3. Indian Foreign Trade | - Bagh V |
| 4. Beyond the Uruguay Round | - The Indians perspective of GATT-
response books, New Delhi |
| 5. Money Banking & International Trade | -Seth M C |
| 6. Export Strategy of India | - Kapadia |
| 7. Export Management | - Balagopal T A S |
| 8. Indian Export trade and
prospects of self sustained growth | - Manmohan Singh |
| 9. GATT Agreement, Final text of Uruguay round | - World Trade Centre, Mumbai |
| 10. Global Marketing Management | - Keegan |
| 11. Journals of the Indian Institute of Foreign Trade | |

PAPER XIII

DIRECT TAXES, LAW AND PRACTICE

1. Income Tax Law in India- A brief history- basic concepts: Assessment year- previous year- person- Assessee - Income – Gross Total Income- Total Income- Agricultural Income- deemed assessee- average rate – maximum marginal rate – Capital Receipts vs Revenue Receipts- Capital expenditure vs Revenue Expenditure.
2. Residential status and tax incidence- General norms – residential status of Individual, HUF , Firm and association of persons , company – residential status and incidence of tax.
3. Incomes exempt from tax- Income exempt u/s 10- incomes exempt u/s 13 A.
4. Heads of income – Salaries – Income from House property- Profits and gains of business or professions- Capital gain- Income from other sources.
5. Clubbing of Income and deemed incomes- Set off of loses and carry forward.
6. Deduction to be made in computing total income- Rebate of Income tax- Tax planning and Tax management .
7. Assessment of Individuals and HUF.

Books Recommended

- | | |
|--|---|
| 1. Income Tax and Practice | - Dr. H C Mehrotra & Dr. S P Goyal |
| 2. Income Tax Law and Practice | - R R Gupta & B S Gupta |
| 3. Income Tax Law and Practice | - B P Gaur & D B Narang |
| 4. Law and Practice of Income Tax in India | - Dr. Bhagavathi Prasad |
| 5. Indian Income Tax Law and Practice | -B B Lal |
| 6. Direct Tax Law and Practice | - Dr. Vinod K Singhaniania
– Kapil Singhaniania
- Monica Singhaniania |

PAPER XIV

MANAGEMENT INFORMATION SYSTEM

1. Introduction to MIS: Definition- Role of MIS- Characteristics – MIS and other academic disciplines- limitation of MIS- Structure of MIS- Operating elements- MIS structure based on management activity- MIS structure based on organizational functions.
2. Information System Concepts: Concepts of information, Nature of information- Definition and types of management information- Data vs information- Information for various levels of management- Value and cost of information – information as a corporate resource- definition of system- types of system- subsistence – super system- system stress and change- types of information system – operations support system- transactions processing system- process control system- enterprise collaboration system – management support system- MIS, DSS, Executive Information system- formal and informal information system, expert system.
3. Management of Information system: Planning information system- developing information system- System development process- system analysis and design- Implementing information system- Acquisition Evaluation, Testing, Documentation and maintenance of information system- Managing and controlling information system resources- information resource management- dimensions of IRM – Security and control issues in information system- information system controls, facility controls and procedural controls.
4. Data Base Management: Data Base concepts, model, design and types of data base- Data independence and schemes- data security and privacy.
5. The internet and E- commerce: Business use of Internet- E- commerce applications- Intranets and Extranets in Business- Enterprise collaboration systems- Electronic communication tools, electronic conferencing tools- online information services- website management.

Books Recommended

1. Management Information system:
Conceptual Foundations, Structure Development - Gordon B Davis & Margrethe H Olson
(Mc Graw Hill Book Co.)
2. Management Information system: Managing
Information Technology in the Internet worked
Enterprise - James A O' Brien (TMH)
3. Managing with Information - Jerome Kanter(PHI)
4. Management Information systems - W S Jawadekar(TMh)
5. Management Information systems:
A management end user perspective - James A O' Brien (Galgotia
Publications Pvt. Ltd. New Delhi)
6. Management Information systems - C S V Murthy(HPH)

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|---|---|
| 7. Management Information systems | - Gerral V Post & David L Anderson |
| 8. Information systems for Modern Management | - Robert G Murdick, Jeo E Ross |
| 9. Management Information systems | - Terry Lucey |
| 10. Management Information systems | - D P Goyal(Macmillan) |
| 11. Information systems concepts for management | - Henry C Lucas Jr (Mc Graw Hill) |
| 12. E- business | - Daniel Armor (Hewlet Packward) |
| 13. Easy Computers | - Editors: Mary Joseph
G. S Surabhi, SISO Publishers |
| 14. Information systems ; Analysis,
Design and implementations | - Hussain & Hussain(TMh) |
| 15. Readings in Management Information Systems | - Davis & Everest (Mc Graw Hill) |

PAPER XV

SECURITY ANALYSIS AND PORT FOLIO MANAGEMENT

1. Introduction- Meaning- Features- Objectives- Investment Vs Speculation and Gambling- Steps in Investment process- Investment avenues- derivative instruments.
2. Approches to security analysis- Fundamental Analysis- EIC Framework- Macro Economic factors- Economic forecasting- Industry analysis- Industrial factors to be analysed- Industry life cycle. Company analysis- Micro Company factors- Methods of forecasting earnings.
3. Technical analysis- Fundamental Vs Technical analysis. Traditionla Vs Modern tools of Technical analysis. Dow theory. Eillot wave theory- Charts and Chart patterns- Limitations of technical analysis.
4. Efficient Market Hypothesis – Meaning forms of Market efficiency- investment implications- Empirical Tests- EMH Vs Fundamental and Technical Analysis.
5. Portfolio Management- Portfolio analysis- meaning- measurement of risk and return of portfolios- Marko witz model, sharp single index model- risk reduction effects of diversification.
6. Portfolio Selection- Efficient portfolios- selection of optional portfolio utility theory – Sharpe’s portfolio optimization – CAPM.

Books Recommended

- | | |
|--|--------------------------------|
| 1. Investment Management | - Bhalla V K |
| 2. Portfolio Management | - Barua & others |
| 3. Modern portfolio theory and investment analysis | - Elton of Gruber |
| 4. Security analysis and portfolio management | - Fischer & Jordan |
| 5. Investments- Analysis & Management | - Francis Jack Clark |
| 6. Portfolio Management | - Kevin S |
| 7. Managing Investment | - Prasanna Chandran |
| 8. Investment | - Sharpe, alexander & Boracily |

Fourth Semester

Optional – Finance Stream

Paper XVI

BUSINESS ENVIRONMENT

1. Nature and scope of business environment- Business – scope – characteristics- business goals- Nature of environment- benefits and limitations of its study- internal and external environment- micro and macro environment.
2. Global environment- meaning and nature of globalization- manifestation of globalization- benefits from multi national companies- problems brought by multi national companies- strategies in globalization. Functions of world trading organization- Difference between GATT and WTO- WTO- Structure implication for India.
3. Political environment, Nature and extend of State regulation, reasons for State interventions- Types of interventions- Extend of State intervention- Problems of control.
4. Economic environment- Nature of economic environment- Industrial Policy 1991- Privatisation – Nature- Objectives- Disinvestments in India- Arguments for and against privatization- Ranga Rajan Committee Report on Privatisation- Disinvestment commission.
5. Social cultural environment- Meaning- Social responsibility of business- Nature – Models- Strategies- arguments for and against- Barriers- Approaches to Social Responsibility- Limits of social responsibility- Corporate Accountability. Business and Society- Social Audit- Nature- Features- Benefit- Orgainsation for social Audit- Social Audit in India.
6. Natural Environment- Nature of Physical Environment- Impact on Business.

Books Recommended

- | | |
|--|----------------------|
| 1. Essentials of Business environment | - K Aswathappa |
| 2. Business Environment | - Francis Cherunilam |
| 3. Business Environment and policy | - Francis Cherunilam |
| 4. Business Environment and policy | - V P Michael |
| 5. Business Policy Strategic Planning and Management | - P K Ghosh |

Optional – Finance Stream

Paper XVII

FINANCIAL SERVICES

1. Financial services- Meaning and scope – kinds of financial services.
2. Merchant Banking- Origin and evolution – Investment banking and Merchant Banking- Activities of investment banks and services of merchant banks- Investment banking in India- Merchant Banking in India- Regulation of merchant banking activity.
3. Other services- Project appraisal- preparation of project report - Designing the capital structure- corporate advisory services on corporate finance mergers and acquisitions (Including SEBI guidelines).
4. Credit rating – Meaning and definition- origin and nature- credit rating agencies in India- Determinant of credit ratings- recognition and monitoring of rating- Credit rating methods(domestic only).
5. Lease financing- Factoring. Venture capital- Credit cards.
6. Securitization of debts- Meaning, definitions, operational mechanism advantages- Securitization in India.

Books Recommended

1. Manual of Merchant Banking - Dr. J C Varma
2. Merchant Banking - H R Machiraju
3. Rise of Merchant Banking - Stampy Chapman
4. A practical guide to Merchant Banking - T Sundra Ranja
5. Manual of SEBI guidelines on Capital Issues & Merchant Banking - (NAMBHI Publication PB No. 37, New Delhi)
6. Financial markets and services - E. Glordon and K Natarajan

Optional – Finance Stream

Paper XVIII

INVESTMENT MANAGEMENT

1. Nature and scope of Investment Management - financial and economic – meaning of Investment - Investment and gambling – Importance of Investments- Factors favourable for investments- Investments – investment media- Features of an investment programme- The investment process.
2. Alternative forms of Investment - Government securities- types – Life Insurance, Kinds of policies- procedure for taking policies- Investment in units- Objective of Investment in units- Different unit schemes- Tax benefits- Provident Funds- National Saving schemes- Post Office Saving schemes- Investment in land- gold- silver- diamonds- stamps- antiques- banks.

3. Investment and taxation- capital gain taxation- corporate dividend taxation- tax saving ideas- Personal Investment strategies- Individual constraints of personal Investing.
4. Investment companies- development – types of investment companies- mutual fund- advantages.
5. Designing an Investment portfolio- Rational considerations- determining financial ability- components of Investment portfolio- Investment portfolio at different phases.

Books Recommended

- | | |
|---|----------------------|
| 1. Investment analysis management | - John Bowyer |
| 2. Principles of Investment text and cases | - Leonard Waight |
| 3. Security analysis and portfolio management | - Fischer and Jordan |
| 4. Investment Management | - V K Bhalla |
| 5. Personal Investing, making intelligent decisions | - Jawaharlal |
| 6. Investment Management | - Preeti singh |
| 7. Income Tax Law and Practice | - Dr. H C Mehrotra |

Optional – Finance Stream

Paper XIX

DIRECT TAXES: ASSESSMENT & PROCEDURES

1. Assessment of Income Tax : Firms- AOP- BOI- Companies.
2. Computation of Tax: Methods of taxation- Rounding off of tax- Rebate of Income Tax.
3. Income Tax authorities and powers: Assessing officers- Director General – Tax recovery officer- Appointment of Income Tax authorities- Jurisdiction of Income Tax authorities- powers of Income Tax authorities.
4. Procedure for assessment : Return of Income- Voluntary return – Return of laws- belated return- return on behalf of charitable trust and political party- revised return of income – compulsory return- prescribed forms of return of income-PAN – Types of assessment – rectification of mistakes.
5. Deduction and collection of Tax at source and advance payment of Tax: Procedures.
6. Collection and recovery of Tax: Payment of interest- assessee in default modes of recovery- Tax clearance certificate- Steps for future recovery.
7. Refunds: Procedure for refund- Issue of refunds- Double taxation relief avoidance of tax- evasion of Tax.
8. Tax planning.
9. Wealth Tax- Compilation of net wealth – Valuation of assets- Compilation of Tax.

Books Recommended

- | | |
|--|--|
| 1. Income Tax Law & Practice | - Dr. H. C Mehrotra & S P Goyal |
| 2. Income Tax Law & Practice | - R R Gupta & V S Gupta |
| 3. Income Tax Law & Practice | - B B Lal |
| 4. Indian Income Tax Law & Practice | - S Bhattacharya |
| 5. Indian Income Tax Law & Practice | - V P Gour & D B Narang |
| 6. Law & Practice of Income Tax in India | - Dr. Bhagavathi Prasad |
| 7. Direct Taxes Law and Practice | - Dr. Vinod K Singhania, Kapil Singhania, Monica Singhania |

Optional – Finance Stream

Paper XX

HIGHER ACCOUNTING

1. Accounts of Holding companies- Preparations of consolidated balance sheet- Minority Interest- Cost of control- Pre – acquisition profit and post acquisition profit- elimination of common transactions- Contingent liabilities- Unrealised profit- Bonus Issue- revaluation of assets and liabilities- treatment of dividend- Debentures of subsidiary company and preference shares of subsidiary company- Three company holding.
2. Accounts of public utility undertakings Double account system- Accounts of electricity concerns- computation of reasonable return and clear profit replacement of asset.
3. Accounting for specialized types of business- Farm accounts – Solicitors underwriters and hospitals- voyage accounts.
4. Inflation Accounting - Accounting for price level changes- Methods of price level Accounting Current purchasing power technique- replacement cost Accounting technique – advantages and limitations of price level Accounting .
5. Accounts of Co-operative societies.
6. Human Resource Accounting

Books Recommended

- | | |
|------------------------|-----------------------------------|
| 1. Advanced Accounting | -S P Jain & K I Narang |
| 2. Advanced Accounting | - R L Gupta & Radhaswary |
| 3. Advanced Accounting | - Dr. M A Arulanadham & K S Raman |
| 4. Advanced Accounting | - R S N Pillai & Bhagavathy |
| 5. Advanced Accounting | - Das & Ghosh |
| 6. Advanced Accounting | - B S Raman |
| 7. Advanced Accounting | - Dr. S N Maheswary |
| 8. Advanced Accounting | - M C Shukla & T S Grewal |
| 9. Advanced Accounting | - Komar & Paul |

- | | |
|---------------------------|-----------------|
| 10. Advanced Accounting | - Agarwal B D |
| 11. Management Accounting | - S N Maheswary |
| 12. Management Accounting | - Sarma & Gupta |

Fourth Semester

Optional – Marketing Stream

Paper XVI

MARKETING MANAGEMENT

1. Nature and scope of Marketing – Historical development of Marketing- Present a Marketing importance of Marketing Business- Functions, benefits and consequences of Marketing concepts- Marketing environment – Internal and external variables of Marketing system.
2. Consumer demand and Market segmentation- Consumer demand demographic variables- Market segmentation – Strategic Options- Criteria of segmentation success.
3. Product management- Product- types of goods- product decisions and strategies- product management problem- reasons for product change –add and drop policy- qualitative criteria for evaluating new products- profit criterion for evaluating new products – determining need for product change – comparison methods of product acquisition- acquisition through internal development- acquisition through merger.
4. Pricing- What is price? – Importance and significance of pricing- pricing objectives- pricing policies- factors affecting pricing decisions- procedure for price determination- kinds of pricing – price differentials- welfare aspects of price differentials- resale price maintenance.
5. Promotional programme forms of promotion . The promotional appropriation – importance of promotion- Sales promotion- Advertising – publicity – Selection of advertising media- qualitative and quantitative criteria for selecting media – personal selling.

Books Recommended

- | | |
|--|---|
| 1. Principles of Marketing | - Phill Kotler |
| 2. Marketing Management- analysis Planning & Control | - Phil Kotler |
| 3. Fundamental of Marketing | - William J Stanton |
| 4. Marketing management | - John A Howard |
| 5. Marketing Management | - S A Sherlekar |
| 6. Marketing Management | - Dr. Rajagopalan Nair |
| 7. Marketing | - R S N Pillai & Mrs. Bhagavathy |
| 8. Modern Marketing Management in the Indian context | - Ruston S Davar |
| 9. International; Marketing Management-
an Indian prospective | - R K Vashni and B Bhattacharya |
| 10. Marketing Strategy and Plans | - David J Luck Ferrel O.C |
| 11. Marketing Management | - V S Ramaswamy & S N Namakumari
(Mc Millan) |

Optional – Marketing Stream

Paper XVII

MARKET RESEARCH

1. Marketing Research – definition and scope – importance and functions of Marketing information systems- Benefits and uses of Marketing Information System- Cost and time considerations in Research- MR as an aid in decision making.
2. The MR process- Research objectives- Problem identification- Problem definition- information needs to solve the problems.
3. Marketing Research technique and questionnaire design- process of measurement and scaling- types and features.
4. Research applications- product research- advertising/ promotion research motivation research- distribution research- industrial marketing research.
5. Marketing research methods- Historical methods- Observation method- survey method.
6. Research report preparation- research proposal – written proposals- factors in organizing research reports- graphic and verbal reports- market forecast- market potential analysis- perception studies.
7. Ethics in marketing research- treatment of respondents- treatment of buyers- treatment of researchers, international code of marketing research practice.

Books Recommended

- | | |
|--|---------------------------------|
| 1. Marketing research | - Boyd, Westfall and Stach |
| 2. Marketing research | - David J Luck & Donald S Rubin |
| 3. Marketing research decisions | - Peter M Chisnall |
| 4. Marketing research- Principles, applications & Cases | - Dr. D D Sharma |
| 5. Marketing research | -David Aaker |
| 6. Marketing research- text, applications & Case studies | - Ramanuj Majumdar |
| 7. Research for Marketing | - Donald S Tul & Del I Hawkins |

Optional – Marketing Stream

Paper XVIII

MARKETING OF SERVICES

1. Marketing of Services- concepts and issues- Differentiation between goods and service Marketing- typical differences between manufacturing industry and service industry- Definition of services- Nature and Characteristics of services.
2. Managing services Marketing- the seven Ps of services Marketing – future of service Marketing- Marketing strategies of service firms.
3. The future of service Marketing- ethics in service Marketing- Challenges in service Marketing- Growth of Service Market- Consumer services- Industrial services- Marketing mix for Service Marketing.
4. Marketing of financial services- Bank Marketing – Branding and advertising of financial services- Consumer banking – recent trends in financial services- the Indian scene.
5. Marketing of hospitality services- concepts and issues – Marketing of hospitality and tourism services- management and Marketing of tourism in India.
6. Marketing of educational and professional services- Marketing of professional education services- implementation of advertising agencies- Marketing of professional support services.
7. Marketing of insurance, transport and restaurant services.

Books Recommended

- | | |
|--|---|
| 1. Services Marketing | - Jha |
| 2. Services Marketing | - Shankar |
| 3. Marketing of services | - Bindhi Chand |
| 4. Marketing Management : Analysis, planning, Implementation and control | - Philip Kotler (8 th edition) |
| 5. Financial Services- Direct Marketing research | -Tony Martin |

Optional – Marketing Stream

Paper XIX

DIRECT TAXES: ASSESSMENT & PROCEDURES

1. Assessment of Income Tax : Firms- AOP- BOI- Companies.
2. Computation of Tax: Methods of taxation- Rounding off of tax- Rebate of Income Tax.
3. Income Tax authorities and powers: Assessing officers- Director General – Tax recovery officer- Appointment of Income Tax authorities- Jurisdiction of Income Tax authorities- powers of Income Tax authorities.
4. Procedure for assessment : Return of Income- Voluntary return – Return of laws- belated return- return on behalf of charitable trust and political party- revised return of income – compulsory return- prescribed forms of return of income-PAN – Types of assessment – rectification of mistakes.
5. Deduction and collection of Tax at source and advance payment of Tax: Procedures.
6. Collection and recovery of Tax: Payment of interest- assessee in default modes of recovery- Tax clearance certificate- Steps for future recovery.
7. Refunds: Procedure for refund- Issue of refunds- Double taxation relief avoidance of tax- evasion of Tax.
8. Tax planning.
9. Wealth Tax- Compilation of net wealth – Valuation of assets- Compilation of Tax.

Books Recommended

- | | |
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| 3. Income Tax Law & Practice | - B B Lal |
| 4. Indian Income Tax Law & Practice | - S Bhattacharya |
| 5. Indian Income Tax Law & Practice | - V P Gour & D B Narang |
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| 7. Direct Taxes Law and Practice | - Dr. Vinod K Singhanian, Kapil Singhanian, Monica Singhanian |

Optional – Marketing Stream

Paper XX

HIGHER ACCOUNTING

1. Accounts of Holding companies- Preparations of consolidated balance sheet- Minority Interest- Cost of control- Pre – acquisition profit and post acquisition profit- elimination of common transactions- Contingent liabilities- Unrealised profit- Bonus Issue- revaluation of assets and liabilities- treatment of dividend- Debentures of subsidiary company and preference shares of subsidiary company- Three company holding.
2. Accounts of public utility undertakings Double account system- Accounts of electricity concerns- computation of reasonable return and clear profit replacement of asset.
3. Accounting for specialized types of business- Farm accounts – Solicitors underwriters and hospitals- voyage accounts.
4. Inflation Accounting - Accounting for price level changes- Methods of price level Accounting
 - a. Current purchasing power technique- replacement cost Accounting technique – advantages and limitations of price level Accounting .
5. Accounts of Co-operative societies.
6. Human Resource Accounting

Books Recommended

- | | |
|---------------------------|-----------------------------------|
| 1. Advanced Accounting | -S P Jain & K I Narang |
| 2. Advanced Accounting | - R L Gupta & Radhaswary |
| 3. Advanced Accounting | - Dr. M A Arulanadham & K S Raman |
| 4. Advanced Accounting | - R S N Pillai & Bhagavathy |
| 5. Advanced Accounting | - Das & Ghosh |
| 6. Advanced Accounting | - B S Raman |
| 7. Advanced Accounting | - Dr. S N Maheswary |
| 8. Advanced Accounting | - M C Shukla & T S Grewal |
| 9. Advanced Accounting | - Komar & Paul |
| 10. Advanced Accounting | - Agarwal B D |
| 11. Management Accounting | - S N Maheswary |
| 12. Management Accounting | - Sarma & Gupta |

Programme Project Report (PPR)
for
Distance Learning Programme under School of Distance Education

Master of Laws (LL.M.)

Course Co-ordinator: Shri. K N Somanathan

Academic support by

**School of Indian Legal Thought
Mahatma Gandhi University
Kottayam, Kerala**

MASTER OF LAWS (LL.M.)

PROGRAMME PROJECT REPORT

Mahatma Gandhi University started the School of Distance Education in 1989 with the vision of providing the opportunity for quality education to all realms of society. Since the beginning, thousands of students have availed themselves of this opportunity for higher education to a great extent throughout Kerala. Many students outside the State had also benefited from this. But after the new directions of the UGC in 2014, the University had stopped all the Off Campus Centres of the School of Distance Education both inside and outside the State.

Now it is the new endeavour of the School to revamp its functioning by offering different types of Conventional Graduate and Post Graduate Programmes in addition to Diploma and Certificate Programmes which are very relevant to contemporary society. This is being done with the academic and infrastructural support of the eminent Schools and Interdisciplinary Interuniversity Centres of the University.

1. Programme's Mission & Objectives

The broad objective of the Programme is to enhance the competency of lawyers, law persons and researchers in law. Specific objectives of the Programme include:

1. To get a thorough understanding of the specific branch of law (specialisation) opted by the candidate and information pertaining to the current developments in the area.
2. To help students acquire practical skills in all the major areas of the specialisation.
3. To provide expertise and specialisation in areas of Law and Jurisprudence, which are of emerging significance and social relevance.
4. To produce law persons with a fair degree of understanding and appreciation of the contributions of eminent jurists and legal philosophers.

And above all, 5. To produce good citizens and efficient, learned men which the society and the legal system require.

2. Relevance of the Programme with HEI's Mission and Goals

Law today is one of the fastest growing professional studies across the world. It has made rapid advances in recent years. It has emerged as a developmental activity at all levels – global, national, regional and local. International Trade Law is one of the most important and fastest growing areas of global trade and commercial activities. It is the main stay of economy for many nations today.

A Post Graduate Programme in Law offers an opportunity for many students and aspiring lawyers to enhance, expertise and enrich their career. This would definitely raise good manpower, erudite lawyers and researchers which are essential for the sustainable development of the society and the nation as a whole. The Master of Laws (LL.M.) Programme of Mahatma Gandhi University has been designed to produce Lawyers and other professionals (as in Banking, Insurance, Public service, Government Service/ Public servants etc.) who will be competent to critically analyse and evaluate the Laws, legal systems and practices with a juristic perspective.

3. Nature of Prospective Target Group of Learners:

The LL.M.Course is a Two year (spread over 4 semesters) Programme in the Distance Education Mode. The Programme offers a blend of lecture classes supported by study materials prepared by eminent Law teachers and researchers in Law. This course aims at inculcating essential skills as demanded by field of legal practice and research as well as legal knowledge required for the various sectors like banking, insurance, public/government service. The curriculum has been designed to cater to the ever changing demands of the society. As only a small percentage of the aspirants for higher studies in Law in our state are being accommodated in the regular mode through colleges/university departments, it is hoped that the Programme offered through the distance mode of the university will be a boon for those who could not join regular colleges owing to social, economic and other constraints such as age of entry, time and place etc.

4. Appropriateness of Programme to be conducted in Open and Distance Learning Mode to acquire specific skills and competence

The Self Learning Material (SLM) for the Programme has been developed keeping in mind the said categories of learners. It has been prepared with the approach of being self-explanatory, self-contained, self-directed, self motivating and self-evaluating. The norms and guidelines suggested in the University Grants Commission (Open and Distance Learning) Regulations, 2017 such as backgrounds of learner and learning needs, learning experiences, and support and preparation in adapting to flexible learning were strictly adhered to during the planning period of developing SLM. The ingredients considered while developing SLMs include: (a) learning objectives (b) assessment of prior knowledge (c) learning activities (d) feedback of learning activities (e) examples and illustrations (f) self-assessment tests (g) summaries and key points (h) study tips etc.

The Programme could be considered appropriate to be conducted in ODL mode to acquire specific skills and competence for the following reasons:

1. The specific skill and competencies required for a Post Graduate in Law can be imparted to a great extent through SLMs prepared with the approach of being self-explanatory, self-contained, self-directed, self motivating and self-evaluating.
2. Availability of large volumes of study material on the various specialisations under the LL.M. Programme in the Internet or websites of the UGC or Universities and the counselling hours earmarked per course are considered sufficient to impart the required skill and competencies for the Programme.
3. The Programme stresses the application of theory and practical application of law and legal principles through project work, case studies, presentations and practical assignments.

5. Instructional Design

5.1 Curriculum Design

As part of curriculum design, the curriculum and syllabus revision workshop considered curriculum analysis of social needs, translating the needs into course, splitting the objectives into specific objectives, grouping the specific objectives into subjects, deriving the subjects from the classification, specifying enabling objectives, unitizing each subject matter, specification of required time and syllabus formulation.

5.2 Programme Details

Ist SEMESTER

Course Code	Name of the paper	Course type	Credits	Contact Session (Hrs)	External Marks	Internal Marks	Total Marks
DLM1CRT01	Legal Education and Research Methodology	Core	6	18	100	50	150
DLM1CRT02	Judicial Process	Core	4	12	75	25	100
DLM1CRT03	Law and Social Transformation	Core	4	12	75	25	100
DLM1CRP04	Practical examination Project (Wholly External)	Core	6	18	150	-	150
Total			20	60	400	100	500

IInd SEMESTER (OPTIONAL PAPERS) Branch I- Commercial Law

Course Code	Name of the paper	Course type	Credits	Contact Session (Hrs)	External Marks	Internal Marks	Total Marks
DLM2OCIT01	Foundations of Contractual Liability	Core	4	12	75	25	100
DLM2OCIT02	Law of Corporate Governance	Core	4	12	75	25	100
DLM2OCIT03	Law of Corporate Finance	Core	4	12	75	25	100
DLM2OCIT04	International Trade Law	Compl	4	12	75	25	100
Total			16	48	300	100	400

Branch II- Criminal Law

Course Code	Name of the paper	Course type	Credits	Contact Session (Hrs)	External Marks	Internal Marks	Total Marks
DLM2OCIIT01	General Principles of Criminal Law	Core	4	12	75	25	100
DLM2OCIIT02	Criminal Justice Administration	Core	4	12	75	25	100
DLM2OCIIT03	Human Rights and Criminal Justice System	Core	4	12	75	25	100
DLM2OCIIT04	Juvenile Delinquency	Compl	4	12	75	25	100
Total			16	48	300	100	400

IIIrd SEMESTER
Branch I- Commercial Law

Course Code	Name of the paper	Course type	Credits	Contact Session (Hrs)	External Marks	Internal Marks	Total Marks
DLM3OCIT01	Banking Law	Core	4	12	75	25	100
DLM3OCIT02	Insurance Law	Core	4	12	75	25	100
DLM3OCIT03	Intellectual Property Laws	Compl	4	12	75	25	100
Total			12	36	225	75	300

Branch II- Criminal Law

Course Code	Name of the paper	Course type	Credits	Contact Session (Hrs)	External Marks	Internal Marks	Total Marks
DLM3OCIIT01	Criminology	Core	4	12	75	25	100
DLM3OCIIT02	Penology	Core	4	12	75	25	100
DLM3OCIIT03	Socio-Economic Offences	Compl	4	12	75	25	100
Total			12	36	225	75	300

IVth SEMESTER

Branch I- Commercial Law

Course Code	Name of the paper	Course type	Credits	Contact Session (Hrs)	External Marks	Internal Marks	Total Marks
DLM4OCIT01	Information Technology Law	Core	4	12	75	25	100
DLM4OCIDS02	Dissertation	Core	8	24	200	-	200
DLM4OCIVV03	Viva-Voce	Core	4	-	100	-	100
Total			16	36	375	25	400

Branch II- Criminal Law

Course Code	Name of the paper	Course type	Credits	Contact Session (Hrs)	External Marks	Internal Marks	Total Marks
DLM4OCIIT01	Medical Jurisprudence and Forensic Science	Core	4	12	75	25	100
DLM4OCIIDS02	Dissertation	Core	8	24	200	-	200
DLM4OCIVV03	Viva-Voce	Core	4	-	100	-	100
Total			16	36	375	25	400

5.3 Duration of the Programme

The normal duration of the Programme shall be two years consisting of four semesters

5.4 Faculty and Support Staff Requirement

Course Co-ordinator

Shri. K N Somanathan

Faculty Member, School of Indian Legal Thought, Mahatma Gandhi University

Qualification: MA, LL.M., M Phil.

Teaching faculty

The teaching faculty shall be drawn from experienced law teachers and Practicing Lawyers with master's degree in law and higher qualifications.

5. Instructional Design

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, students are being offered 36 to 60 contact hours for each semester, conducted over 10 days during the weekends. The personal contact Programmes are being taken using audio visual aids, and students are encouraged to use web resources such as books, notes, videos etc.

Student Support Service Systems at SDE

The SDE establishes Learner Support Centres for the students at different locations within the jurisdiction of the University to facilitate contact classes and practical sessions.

In addition to this, the university has centralized resources to enable the student support activities in respect of Information Centre, Library with good collection of books and journals, Wi-Fi connectivity, Counselling, Students Grievance Redressal Cell, Post Office, Snack bar and Refreshment Centre, Reprographic centre, Drinking water etc.

6. Procedure for Admissions, Curriculum Transaction and Evaluation

Admission

The admission notifications for LL.M. Programme, among others are being issued in leading national and regional dailies during July- August. The detailed information regarding admission is being given on the SDE website and on the admission website.. Students seeking admission shall apply online.

Minimum Eligibility for Admission

Eligibility for admission to the Programme is a pass in LL.B. Degree Examination of the Mahatma Gandhi University or an equivalent examination recognised by the University.

Fee Structure

Master of Laws (LL.M.) Rs.20,000 for Full Programme.

Programme Delivery

The Programme is being delivered with the help of SLM and Personal Contact programmes. The SLM is being dispatched to the students during each semester by hand or by post. And, at the end of each semester assignments are given and the marks are included in the End Semester Evaluation.

Evaluation

The external theory examination of all semesters shall be conducted by the University at the end of each year.

Assignments:-Assignments are to be done from 1st to 4th Semesters. At least one assignment should be done in each semester for all courses.

7. Requirements of the Library Resources

Mahatma Gandhi University Library and Information System consists of University Library, libraries of the Schools and 4 Study Centre Libraries. The University Library was established in 1989. The University Library which is situated in the main campus occupies purpose-built accommodation, and provides a variety of facilities and has a user-friendly environment. These include individual work spaces, room for group study and teaching, audio-visual access and online information retrieval system. The building of the University Library is 2000 sq.m in area consisting of the cellar, the ground floor and the first floor.

Academic as well as public users are given the facility to use the library. Special category membership is provided to journalists. The library is providing service from 8 am to 8 pm in three shift timings for its staff. The library functions on an average of 345 days in a year. The libraries of teaching departments are open during working hours of the Schools. Reading space is provided in all the three floors housing the various sections of the library. The library provides reading facility to the visually impaired users too. For this, an electronic lab custom made for visually and physically challenged users has been set up during 2016.

The University Library has a Library Advisory Committee. It is an 18 member committee with Vice-Chancellor as Chairman and University Librarian as Convener.

The library has a collection of 59,000 books, 232 journals, 2,135 Ph.D. theses and has access to 15000+ e-journals under E-Shodh Sindhu. The activities of the Library are comprehensively automated using open source library management software KOHA. OPAC, Journal Article Index, By monthly Bibliography compilation and Literature Search Service are also available

The library is a member of the INFLIBNET Centre, Ahmedabad as well as DELNET (Developing Library Network). As a member of these networks, the library provides access to the resources of other major libraries in the country. In addition to the access to UGC INFONET consortium, it has access to major online databases, such as EBSCO, Pro Quest dissertations and theses, Oxford Scholarship Online, IEEE All Society Periodicals Package etc. Mahatma Gandhi University had won the State IT Award during the year 2009 in the e-learning category for its university online theses digital library. The various department libraries have a good collection of subject specific books and journals.

A. MAHATMA GANDHI UNIVERSITY LIBRARY	
Category	No.
Books	59000
Journals	232
Bound Journals	7500
Ph.D Theses	2135
E-Journals (in UGC-Infonet, renamed as E-ShodhSindhu)	15000
Online databases (in UGC Infonet)	11

Online Archives subscribed	185 Titles
Online databases subscribed	4
E-books	7338
DVDs: Educational Videos	293

B	Name of School/Centre	Total No. of books
	School of Indian Legal Thought	10518

8. Cost Estimate of the Programme and the Provisions

Sl.No	Expenditure	Cost estimate for LL.M. Programme (100 students)
01	Pay and Allowance	5,00,000
02	Contact classes and evaluation	1,45,000
03	Course materials	1,20,000
04	Advertisement charges	30,000
05	Postage and telephone	10,000
06	Books and Periodicals	55,000
07	Miscellaneous	15,000
	Total	8,75,000
	Provisions (10%)	87,500
	Total	Rs. 9,62,500/- Cost per student per year=Rs.9,625/-

9. Quality Assurance Mechanism and Expected Programme Outcomes

The progress and the quality of the Programme will be monitored by the Internal Quality Assurance Cell of the University from the outcome and feedback of the learners as well as the proper documentation maintained in the Centre.

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

- Develop an ability, skill and expertise to effectively analyse and arrive at solutions for legal problems they have to address.
- Appreciate importance of working independently and in a team and offer appropriate remedies for practical problems in Law faced by the individuals and society in general.
- Have exposure of complex legal problems and their solutions which have been arrived at by the judiciary and eminent jurists in India as well as in other countries.
- Develop an understanding of various legal functions in the areas of finance, banking, insurance, public service etc.
- Develop self-confidence and awareness of general issues prevailing in the society.

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MAHATMA GANDHI UNIVERSITY

(Abstract)

School of Distance Education LLM Course 2012- Introduction of the Syllabus of Regular LLM Course –Modifications-approved – order issued.

ACADEMIC A IV SECTION

U.O.No. 5849/3/2012/Acad

P.D. Hills, Dated: 15/10/2012

Read : U.O.No. 1802/SDE 11/4/2012 dated 04/04/2012

ORDER

As per item read above the University has decided to introduce the syllabus of 2 year regular LLM course for the Off Campus LLM Programme also.

In the light of above the Director School of Distance Education proposed the following modification for approval.

1. As the 3 year LLM course of Off Campus has been restructured in tune with the regular 2 year course, the fees levied from the students shall be regulated and fixed as Rs. 10,000/- per year.
2. Teaching practice included in the first year syllabus of LLM Course may be deleted from the first semester syllabus, instead the project work included may be externally evaluated with total marks of 100. The project work may be done with the supervision of an LLM degree holder with 5 years teaching experience and a certificate in this regard may be obtained while submitting the same for evaluation.
3. Evaluation process of the regular stream subjects comprising of 75 external and 25 internal marks may be modified to suit the Distance Education Stream of study. Since internal evaluation is not feasible in this stream the evaluation may be done out of 100 marks to all papers except the external project.
4. The BCI of India vide the letter No. BCID 1661/2012 (LE.Affi) dated 21/06/2012 informed that the LL.M. Course offered through Distance / Correspondence Course should not be considered a qualification for appointment to teach law to the students. This observation shall stand incorporated in the regulation of LLM Course of Off Campus stream.

The Vice Chancellor has approved the above modification in the Syllabus of LLM Course introduced in the Off Campus Stream from 2012-13 academic year onwards, exercising powers under chapter 3 section 10(17) of Mahatma Gandhi University Act, 1985.

Orders are issued accordingly.

**Sd/-
GEORGE K.C
ASSISTANT REGISTRAR III (ACAD)
For REGISTRAR**

To:

1. PS to VC/PVC
2. PA to Registrar /CE
3. EB.V
4. The Director, SDE
5. SDE – II/EI. 29
6. Stock File / File Copy

FORWARDED / BY ORDER

**Sd/-
SECTION OFFICER**

MAHATMA GANDHI UNIVERSITY

(Abstract)

LL.M. (Semester System) – Regulations, Scheme of exam and syllabus – Revised with effect from 2006-07 onwards - Approved – orders issued.

ACADEMIC A IV SECTION

No. Ac. A IV/3/788 (iv)/L.L.M./2006

Dated: P.D. Hills, 11/08/06

Read : 1. Minutes of the meeting of the Board of Studies in Law. (PG) held on 15.12.05.

2. U.O.No. Ac. A IV/3/788 (iii)/2006 dated, 09.06.06 approving the minutes of the meeting of the Board of studies in Law (PG) held on 05.05.06.

ORDER

As per the recommendations of the Board of studies held on 15.12.05, the LL.M. Degree Course has been semesterised with effect from 2006-07. The Vice-Chancellor, subject to ratification by the Academic Council, has approved the revised regulations, scheme of exam and syllabus of the LL.M. Degree Course (Semester System).

The revised regulations, scheme of exam and syllabus will be effective from 2006-07 academic year onwards.

Sd/-

**C. SOBHANA
ASSISTANT REGISTRAR (ACAD.I)
For REGISTRAR**

To:

1. Members of the BOS
2. Principal, Govt. Law College, Ernakulam
3. Director, SDE
4. PS to VC/PVC
5. PA to Registrar /CE
6. JR/DR/AR (Exam) – (LLM)
7. JR/DR/AR (Exam) – (Acad.)
8. Tabulation Section – (LLM)
9. EB Section concerned
10. Exam – Legal
11. Enquiry (U.O. Only)
12. Stock / File

APPROVED FOR ISSUE

Sd/-

SECTION OFFICER

REVISED REGULATION FOR THE LL.M DEGREE COURSE
2006-2007
(SEMESTER SYSTEM)

Objectives

The LL.M Degree Course offered in this institution intends (i) to train law students to critically analyze and evaluate the laws of different legal systems (ii) to produce experts specialised in legal spheres and (iii) to produce efficient academic lawyers.

1. Duration

The LL.M Degree course shall be of two years duration, consisting of four semesters. A semester shall consist of not less than 90 working days.

2. Specialisation

Specialisation (optionals) offered for LL.M course shall be as follows:

- i. Branch I -Commercial law
- ii. Branch II -Criminal law
- iii. Any other branch that may be added by the University in future.

3. Number of Seats

Number of students to be admitted to the course shall be limited to fifteen.

4. Eligibility

A candidate who has passed the LL.B Examination of the Mahatma Gandhi University, or any other University recognized as equivalent thereto, shall be eligible to be considered for admission.

5. Admission Procedure-and Fee Structure

Admission procedure and fee structure will be prescribed in the prospectus issued by the Government periodically.

6. Curriculum of LL.M Course

1. The first semester will consist of 3 compulsory papers, Teaching practice one Project Work.
2. The second semester will consist of 4 papers of the concerned optional.
3. The third semester will consist of 3 papers of the concerned optional.
4. The fourth semester will consist of one paper of the concerned optional, Dissertation and Viva-voce.

7. Practical examination I (Teaching Practice)

1. The student has to deliver a lecture on a topic assigned, before the Board of examiners constituted by the Principal.

2. Practical Examination II (Project)

Every student has to prepare a project on a topic duly assigned.

The Guidelines of practical examinations will be prescribed by the Principal.

8. Dissertation

Students promoted to the final semester shall register their topic of dissertation as per the procedure prescribed by the Principal at the beginning of the semester itself. Every candidate shall submit before the Principal three copies of the dissertation at least 10 days before the date of theory paper examination.

9. Viva-Voce

The Viva-Voce, will cover all subjects of the course of study as well as the dissertation work. Viva-voce Board constituted by the University shall consist of an external expert and 2 members of the faculty.

10. Internal Assessment

Marks for the internal assessment shall be awarded by the respective course teacher as per the following breakup.

a. Attendance—for every 5% of the attendance above the minimum prescribed 75 percent, one marks will be given.	5 Marks
b. Home assignment and class participation.	10 Marks
c. Test paper	10 Marks
Total	25 Marks

11. Eligibility to Register for Examination and Conditions for Promotions

Only students who secure the minimum attendance of 75% and above in a semester will be allowed to appear for the examination of that semester. A student who has satisfactorily completed the course of one semester and has registered for the examination of that semester shall be promoted to the next semester.

12. Pass minimum and classification of successful candidates

Those candidates who secure not less-than 50 percent of the aggregate marks of the papers of each semester and not less than 40 percent marks in each individual paper and also a separate minimum of 50 percent in each practical paper, dissertation and viva-voce shall be declared to have passed the LL.M examination.

Those candidates who secure not less than 60 percent of the marks for the written examinations of all semesters, Practical papers, Dissertation and Viva-Voce in the aggregate shall be placed in the first division. The other successful candidate- shall be placed in the second division.

13. Scheme of LLM Examination

Ist SEMESTER

Paper No	Name of the paper	Duration of external examination	Marks		Total
			External exam	Internal exam	
1.	Legal Education and Research Methodology	3 hrs	75	25	100
2.	Judicial Process	3 hrs	75	25	100
3.	Law and Social Transformation	3 hrs	75	25	100
4.	Practical examination. I teaching practice (wholly internal)			50	50
5.	Practical examination II project (wholly internal)			50	50
	Total				400

IInd SEMESTER (OPTIONAL PAPERS)

Branch I – Commercial Law

Paper No	Name of the paper	Duration of external examination	Marks		Total
			External exam	Internal exam	
1.	Foundations of Contractual Liability	3 hrs	75	25	100
2.	Law of Corporate Governance	3 hrs	75	25	100
3.	Law of Corporate Finance	3 hrs	75	25	100
4.	International Trade Law	3 hrs	75	50	50
	Total				400

Branch II – Criminal Law

IST Semester					
Paper No	Name of the paper	Duration of external examination	Marks		Total
			External exam	Internal exam	
1.	General Principles of Criminal Law	3 hrs	75	25	100
2.	Criminal Justice Administration	3 hrs	75	25	100
3.	Human Rights and Criminal Justice System	3 hrs	75	25	100
4.	Juvenile Delinquency	3 hrs	75	25	100
Total					400

IIInd SEMESTER

Branch I – Commercial Law

Paper No	Name of the paper	Duration of external examination	Marks		Total
			External exam	Internal exam	
1.	Banking Law	3 hrs	75	25	100
2.	Insurance Law	3 hrs	75	25	100
3.	Intellectual Property Laws	3 hrs	75	25	100
Total					300

Branch II – Criminal Law

Paper No	Name of the paper	Duration of external examination	Marks		Total
			External exam	Internal exam	
1.	Criminology	3 hrs	75	25	100
2.	Penology	3 hrs	75	25	100
3.	Socio-Economic Offences	3 hrs	75	25	100
Total					300

IVth SEMESTER

Branch I – Commercial Law

Paper No	Name of the paper	Duration of external examination	Marks		Total
			External exam	Internal exam	
1.	Information Technology Law	3 hrs	75	25	100
2.	Dissertation	-			200
3.	Viva-Voce	-			100
	Total				400

Branch II – Criminal Law

Paper No	Name of the paper	Duration of external examination	Marks		Total
			External exam	Internal exam	
1.	Medical Jurisprudence and Forensic Science	3 hrs	75	25	100
2.	Dissertation				200
3.	Viva – Voce				100
	Total				400

SYLLABUS FOR THE LL.M DEGREE COURSE
FIRST SEMESTER PAPER - I

Legal Education and Research Methodology

1. **Objectives of legal education-** Legal education in India-evolution-role of agencies regulating legal education - attempts for reform - recommendations of different Commissions and Committees. Comparative perspectives, U.K., U.S.A- and Japan.
2. **Teaching methods-** lecture-case-problem discussion -tutorial and clinical.
3. **Legal research** - objectives- legal research and law reform – tools of research techniques - doctrinal-non doctrinal and socio legal approaches-relevance of social science research methods in law.
4. Selection and formulation of research problem- Hypothesis- Sampling and its role-research design.
5. **Sources of data collection** - observation, questionnaire and schedule, interview and. case study-surveys-analysis- interpretation and legal writing.

Suggested Readings

1. M.P. Jain - Outlines of Indian Legal History,Ch.31
2. Law Commission of India - XIV Report 1958, Vol.1, Ch.25
3. U.G.C - Report of the Curriculum Development Centre in Law 1989
4. S.K. Agarwala (Ed.) - Legal Education in India.
5. Glanville Williams - Learning the Law(Excluding Chapters VII, XVI and XXIII)
6. International Legal Centre - Legal Education in a Changing Society
7. Packer and Ehrlich - New Directions in Legal Education
8. Journal of Legal Education - Vols. 4,5,10,26,27,30,32,34 and 35
9. Journal of Bar council of India - Vols. 4,7,and 9
10. Indian Bar Review - Vol.13
11. Columbia Law Review - Vol. 76(1976)

- | | |
|--------------------|-------------------------------------|
| 12. Goode and Hatt | - Methods in Social Research |
| 13. Christie | - Legal Writing and Research Manual |
| 14. Peter Clinch | - Using a Law Library |
| 15. ILI | - Legal Research Methodology |

Paper II

JUDICIAL PROCESS

1. Doctrine of Precedent-Ratio decidendi and Obiter Dictum-methods of determining ratio-Stare decisis and its exceptions-precedent in common law and Civil law Countries.
2. Logic and growth in law (both under Code system and. Common law)-Categories of illusory reference-legal reasoning (judicial as well as juristic). New rhetorics- role of judicial concepts and judicial discretion in judicial reasoning.
3. Nature of judicial process--search for the legislative- intention-methods. of judicial interpretation-role of Philosophy, logic, history tradition and sociology - judge as legislature-judicial creativity and its limitations.
4. Judicial process in Indian legal system- operation of precedent in India-Judicial process in a statue free zone and judicial: process on statutory materials-Judicial activism vis-a-vis judicial self restraint.
5. Prospective overruling- basic structure theory and limitations to constitutional amendments.

Suggested Readings

1. Roscoe Pound - Juris prudence, Parts 3,5,6
2. C.K. Allen - Law in the Making Chs. 3,4
3. Julius Stone - Legal System and Lawyer's reasonings, Chs.6, 7 & 8
4. Julius Stone - Social Dimensions of Law/ and Justice, Ch.14 (Part I & II)
5. Von Mehren - The Civil Law system, Ch. 16
6. Jerome Hall (Ed.) - Readings in jurisprudence, Chs-.9,12,13 & 24.

7. Cardozo - The nature of Judicial process
8. Rajeev Dhavan - The Supreme Court of India: A Socio-legal Critique of its Juristic Techniques (1977), Ch.1
9. Laxminath - Precedent in the Indian legal system
10. Rupert Cross & J. W.Harris - Precedent in English law
11. Jerzy Wroblewski - The Judicial application of law (Edited by Z. Bankowski and N. Mac Cormick) (1992). Chs. XII & XIII
12. Julius Stone - Precedent and the law, Butterworths (1985)
13. Maxwell - Interpretation of statutes
14. N.K. Jayakumar - Judicial process in India limitations and Leeways

PAPER – III
LAW AND SOCIAL TRANSFORMATION

1. Concept of law and legal system - Relationship between law; and society-law as an instrument of social change.
2. Historical and evolutionary theories. Sociological jurisprudence- realistic jurisprudence - law and social change-utilitarianism, Liberalism, in law - Marxian and post Marxian approaches to law.
3. Gender based social conflict and law - social and economic status of women - role of law gender based violence - law and its enforcement-empowerment of women - feminist critique of Indian jurisprudence.
4. Law and poverty-access to justice - legal aid to the poor and indigent-objectives and programmes - legal literacy and law reform - Agrarian reform - latest constitutional perspectives-untouchability.
5. Judicial activism and public interest litigation – Recent trends in judicial dispute settlement.

Suggested Readings

1. Roscoe Pound - Introduction to Philosophy of Law, Chs. 1,2 & 3
2. Roscoe Pound - Jurisprudence, Vol.I Parts I & II
3. Bodenheimer - Jurisprudence, Part I
4. W. Friedmann - Legal Theory
5. W.Friedmann - Law in a Changing Society
6. Julius Stone - Social Dimensions of Law/ and Justice Ch.1
7. B.Sivaramayya - Inequalities and the Law
8. Upendra Baxi - The Crisis of Indian Legal System, Chs.1,2,3,8,& 10
9. Upendra Baxi - Law and Poverty, Chs. 1,2,3,5,19,20 & 21
10. P.K.Gandhi (Ed.) - Social Action through Law. Department of Law-Special issue (1984) Cochin University Law Review, pp 43 3-5 46
11. Finnis J.M. - Natural Law & Natural Rights, Oxford

- 12. Lon. L. Fuller. - The Morality of Law
- 13. H.L.A Hart - The Concept of Law
- 14. M.D.A Freeman - Lloyd's Introduction to Jurisprudence
- 15. John Rawls - A Theory of justice
- 16. Robert F. Meagher - Law and Social Change- Indo-American Reflections.

SECOND SEMESTER (Optional Papers)
Branch I -Commercial Law
Paper I

Foundation of Contractual Liability

- 1. Basis of contractual obligation - historical evolution - Theories of contractual liabilities- modern developments - contract by public authorities.
- 2. Contractual terms.
- 3. Exemption and exclusion
- 4. Specific relief
- 5. Damages

Suggested Readings

- 1. Cheshire Fifoot - The Law of Contract.
- 2. Bollock and Mulla - The Indian Contract and. Specific Relief Act
- 3. Anson's - Law of Contract
- 4. P.S.Atiyah - An introduction to the Law of Contracts
- 5. P.S.Atiyah - The Rise and fall of Freedom of Contract
- 6. G.H. Tritel - Law of Contracts
- 7. Avtar Singh - The Law of contracts
- 8. Desai - Law of Contract
- 9. M.Krishnan Nair - The Law of Contracts
- 10. Chitty on Contract -
- 11. Jill Poole - Text book on Contract Law.

Paper II

LAW OF CORPORATE GOVERNANCE

1. Corporate organs and distribution of Corporate Power-General meetings, Board of Directors, Company Officers.
2. Duties and responsibilities of Corporate Management -Members, Creditors, employees, and social responsibility.
3. Remedies against Corporate abuses - investor protection locus stand; breach of fiduciary and statutory duties enforcements National Company Law- Tribunal and Appellate Tribunal.
4. Competition Law/- Meaning, purpose and development of. Competition Law; - Competition Policy - its necessity in the changing 'scenario.
5. Control over Market dominance - controls over mergers amalgamation and takeovers. Anti-competitive agreements, Enforcement agencies under Competition. Law Establishment powers and functions.

Suggested Readings

1. Brian R.Chettings - Company Law Theory Structure and Operation.
2. C.M.Schmithoff - Palmer's. Company Law;
3. Pennington's - Principles of Company Law
4. L.C.B Grower's - Principles of Modern Company Law
5. A.Ramaiya - A guide to the Companies Act
6. Brenda Hannigan - Company Law
7. John Lowry, Alan Dignan - Company Law;
8. Indian Companies Act., 1956 -
9. Mark Furse - Competition Law of the U.K. and E.C
10. Philip Clarke and Stephen Coronos - Competition Law; and Policy

Paper III

1. Law of Corporate Finance -Meaning, Importance and scope of Corporate Finance. Capital needs - Capitalization working capital securities borrowings - deposit debentures- Constitutional perspectives - the entries. 37, 43, 44, 45, 46, 47, 52, 82, 85 of List I Union List entry 24 of List II, State List.
2. Equity Finance - Share Capital, Prospectus, Information disclosure.
3. Debit Finance - Debentures - Creation of-Charges, Mortgages.
4. Protection of investors- Individual Share Holders right-Corporate Membership right- derivative actions, Qualified Membership right, conversion, consolidation and re-organization of shares, Transfer and Transmission of Securities Dematerialization of Securities - Protection during amalgamation. Merger and take-over, Budgetary Controls-control by SEBI.
5. Corporate Fund Raising - IDR, ADR, GDR, Euro-issues-Public financing Institutions - IDBI, ICICI, IFC and SFC, Mutual Fund and other collective investment schemes, Institutional investment-LIC, UTI, and Banks. FDI and NRI investment - Foreign Institutional investment(IMF and World Bank)

Suggested Readings

1. Alistair Hondson - The Law of Financial derivatives
2. Farrar's - Company Law
3. Gilbert Harold - Corporation Finance
4. Grower's - Principles of Modern Company Law
5. Austenn P.P - The Law of Public Company Finance
6. R.M. Gcode - Legal Problems of Credit and Security
7. Will's Ferrain - Company Law and Corporate Finance
8. Altman and Subbramanyan - Recent Advances in Corporate finance
9. G.C.Kuchhal - Corporation Finance, Principles and Problems
10. S.D.Kulshreshtha - Government Regulation of Finance Management of Private Corporate Sector in India.

Paper IV

INTERNATIONAL TRADE LAW

1. Meaning of international trade- Public international law relating to trade-WTO-IMF and World Bank-GATT- Private law relating to international trade-agencies for promoting unification to trade laws-UNCITRAL-UNIDROIT-UNCTAD, ICC & IMO
2. Agency in international Trade-factors and mercantile agent-convention on commercial-agents- insurance, brokers- forwarding agents and loading brokers.
3. Contract for carriage of goods - Carriage of goods by Air, Sea, Land and Rail - Contract for international sale- CIF and FOB contracts.
4. Financing International Trade - Government incentives, FT (D&R) Act 1996 and FEMA 2000.
5. Dispute Settlement-Mediation in Conciliation and Arbitration-WTO-Dispute Settlement Mechanism.

Suggested Readings

1. Clive M Schmitthoff - International Trade, Law
2. Charles D. - Sale of Goods carried by Sea
3. Ademuni Odeke - Law of International Trade
4. Bichawat R.S - Law of Arbitration and Conciliation
5. Charley, Janetle - International Trade Law
6. Ivamy, E.R. Hardy - Carriage of goods by sea
7. David.M.Sarron - CIF- and FOB contracts

BRANCH II- CRIMINAL LAW

PAPER 1

GENERAL PRINCIPLES OF CRIMINAL LAW

1. Substantive Criminal Law - Elements of Crime- Actus reus- Mens.rea.
2. Welfare offences-Exclusion of mens rea - white collar crimes-strict Responsibility- Joint Responsibility.
3. Inchoate crimes - conspiracy, abetment, Attempt-incitement- Indian and English law.

4. General Defences – Excusable - Justifiable.
5. Punishment-Different kinds of Punishment-sentencing policy.

Suggested Readings

1. Glanville Williams - Text Book of Criminal Law
2. Jerome Hall - General Principles of Criminal Law
3. R. Cnigam - Law of Crimes in India Vol.I
4. Kenny - Outlines of criminal law
5. Edwards - Mens Rea in Statutory offences
6. P.R.Glazebrook (Ed.) - Reshaping the criminal law
7. Collin, Howard - Strict Responsibility
8. Law Commissiom - 42 Report and the 14th Report Vol.II
9. Smith & Hogen - Criminal Law
- 10.Rusell Heaton - Criminal Law

Paper II

CRIMINAL JUSTICE ADMINISTRATION

1. Hierarchy of Courts and other Agencies, Mode of Appointments, Training, Hierarchical setup.
2. Police System and prosecution system, Recruitment and training, Hierarchical setup,
3. Pre-trial procedures-arrest and questioning of, the accused, the rights of the accused, the evidentiary value of statements/ articles seized/collected by the Police, right to counsel, role of the prosecutor and the judicial officer in Investigation.
4. Trial Procedures- the Accusatory system of trial and the inquisitorial system of trial-role of the Judge the prosecutor and defence attorney in the trial-admissibility and in admissibility of evidence-expert evidence appeal of the Court in awarding appropriate punishment.
5. Correction and after care services-Institutional correction of the offenders-Rehabilitation of Prisoner-prison reforms.

Suggested Readings

- | | |
|---|---------------------------------------|
| 1. Celia Hampton | - Criminal Procedure |
| 2. Wilkins and Cross | - Outlines of the law of Evidence |
| 3. Archhold | - Pleading, Evidence and Practice |
| 4. Sarkar | - Law of Evidence |
| 5. K.N. Chandrasekharan Pillai
(Ed.) | - R.V. Kelkar's of Criminal Procedure |
| 6. Sandors & Young | - Criminal Justice |
| 7. Eastern and Piper | - Sentencing and punishment |
| 8. Lucia Zodner | - Criminal Justice |
| 9. Andrew Ashworth Mike
Redmayne | - The Criminal Process |

Paper III

HUMAN RIGHTS AND CRIMINAL JUSTICE SYSTEM

1. The concept of Human Rights-origin and development International movements for the protection of human rights-U.N charter and its agencies.
2. Protection of human rights under the Indian Constitution-Public Interest Litigation and Criminal Justice.
3. Implementation of Human rights in India - Role of Judiciary.
4. Human Rights & Weaker Sections - Women and Children - Analysis of statute Law.
5. Human Rights of arrested persons, under trials and prisoners.

Suggested Readings

1. Forest Martin et.al. (ed.) International Human Rights Law and Practice- Part I. and II of. cases, treaties and materials.
2. Vijay Chitinis, et.al (ed.)- Human Rights and the Law -National and Global Perspective.
3. Basu D.D. Human Rights in Constitutional Law.
4. Singh Sehgal B.P-Human Rights in India - Problems and Perspectives.
5. Protection of Human Rights in Criminal Justice administration-- A study by Prof. Upendra Baxi and Manjula Batra.
6. L.H. Leigh-Protection of Human Rights in Criminal Procedure. The British Experience.

Paper IV

JUVENILE DELINQUENCY

1. Concept of juvenile delinquency-Factors responsible for Juvenile Delinquency- Nature and Extent of Juvenile Delinquency in India.
2. Concept of Juvenile Justice-origin and development- nature and Extent of Juvenile Justice in India-other countries.
3. Legislative Approaches - Juvenile Justice Act 1986-Juvenile Justice Care and Protection of Children Act-2000

4. Children's Court-Probation-Children's home and schools.
5. After care - Rehabilitation.

Suggested Readings

1. Barry Krishery James F.Austin - Reinventing Juvenile Justice
2. N.K.Chhakrabarti - Juvenile Justice
3. R.N.Choudhry - Law Relating to Juvenile Justice in India.
4. Sheldon, Glusk - Unraveling Juvenile Delinquency
5. Sethna - Society and the Criminal
6. The Juvenile Justice (Care and Protection of children Act, 2000)
7. Juvenile Justice Act, 1986.

III Semester

BRANCH I - COMMERCIAL LAW

PAPER I BANKING LAW

1. Introduction- Different kinds of banks and their functions, Multifunctional banks-Growth and Legal issues.
2. Law relating to. Banking Companies in India-Controls by Govt. and its agencies-the RBI as the Central Bank-suspension and winding up-contract between banker and customer -their rights and duties.
3. Relationship of Banker and customer - Legal character-Contract between banker and customer - Banking duty to customers-consumer protection and banking as service.
4. Negotiable Instruments - Meaning and Kinds - Transfer and Negotiations - Holder and Holder in due course - presentment and payment-Liabilities of Parties.
5. Recent Trends of Banking system in India- /automatic teller machine and use of internet- Travellers cheque- smart cards-credit cards.

Suggested Readings

1. Bani A - Review of current Banking theory and practice
2. Pagets - Law of Banking
3. M.L.Tannan - Tannan's Banking Law and Practice in India 1997)
Two volumes
4. L.C.Goyle - The-Law of Banking and Bankers.
5. K.C.Shekar - Banking Theory and Practice in India.
6. Amallesh Banerjee & S.K.Singh (eds.) - Banking and Financial Sector Reforms in India, 7 volumes.
7. Raj Kapila & Uma Kapila (eds.) - Banking and Financial Sector Reforms in India, 7 volumes.
8. Good Hart - The Central Bank and the Financial System
9. K.Subramanyan - Banking Reforms in India.
10. Janaki Raman - Committee Report on securities operation of Banks and Financial institutions (1993)
11. Narasimham - Committee report on the Financial System 1991), Second Report (1999).

Paper II

INSURANCE LAW

1. Introduction- Nature; of insurance contract-various kinds of insurance, proposal, policy, parties, consideration, need for Utmost good faith, insurable interest, indemnity.
2. General Principles of Law of insurance-The Risk-Commencement, Attachment and duration, settlement of claim and subrogation-Effect of war upon policies.
3. Indian Insurance Law - General insurance Act 1938 and insurance Regulatory Authority Act, 2000

4. Marine insurance- Term of insurance contract- express and implied conditions in the marine insurance policy-Risk covered by the policy and expected perils-proximate cause of loss-avoidance of policy.
5. Concept of average, in Insurance contract- Settlement of-insurance claims.

Suggested Readings;

1. John Hanson and Christopals, Henby - All risks property Insurance
2. Peter Mac Donald - Eggers and Patric Poss, Good Faith and Insurance Contracts.
3. Banerjee - Law of Insurance
4. Mitra B.C. - Law Relating to Marine insurance.
5. Birds - Modern Insurance Law;
6. Edwen. W.Patterson - Cases and Materials on Law; of Insurance
7. Arnold - The Law of Marine Insurance and Average, Vol. I & II
8. The (Indian) Marine Insurance Act 1963.

Paper III

INTELLECTUAL PROPERTY LAWS

1. Concept of "intellectual Property- Kinds of Intellectual Property Importance of" intellectual property, rights and the need for their, legal protection.
2. Copyright-Subject matter of copy rights-rights conferred by copyright-Fair use. Infringement and remedies,
3. Patents- Patentable subject matters- patentability criteria Patent' granting procedure-Rights-conferred-infringement and remedies.
4. Definition of Designs concept, of novelty or- originality-items not protected under Design-Functional Designs.
5. Trademarks and passing off-Registration of -Trade Marks -Rights conferred Infringement - and remedies.

6. International Protection of Intellectual property-Overview; of International Conventions- Berne convention WIPO Treaties. 1996. Paris Conventions-TRIPS Agreement Madrid Agreement on Marks-1989 Protocol-Hague
7. Agreement on Design-India's position vis-à-vis International conventions and Agreements.

Suggested Readings

1. Cornish W.R. - Intellectual Property; Patents, Copyright, Trade Marks and allied Rights.
2. P.M.Bakshi - Intellectual property, Indian Trends
3. P.Narayanan - Intellectual Property Law
4. P.Narayanan - Law of Trade Marks and Passing off

Statutes and Agreements

1. The Patent Act,1970
2. The Design Act, 2000
3. The Trade Marks Act, 1999
4. The Copy Right Act 1957
5. TRIPS Agreement
6. GATT

Branch II Criminal Law

Paper I CRIMINOLOGY

1. Criminology - Nature, scope and relevance in criminal justice Administration.
2. Schools of Criminology- classical- neoclassical- positive- cartographic or-ecological psychiatric and psychological – socialist, and sociological.
3. Causation of crime-different theories of causation-biological and psychological factors- mental deficiencies- environmental factors-economic and social factors.
4. Alcoholism-drug trafficking Individual and collective violence

5. Social institutions and crime-family, school-religion-mass media of communications like, newspaper-film and Television- Political and cultural organizations.
6. Victim and criminal justice.

Suggested Readings

- | | | |
|--------------------------|---|-----------------------------|
| 1. Vernon Fox | - | Introduction to Criminology |
| 2. Sutherland and Cressy | - | Criminology |
| 3. W.C.Reeklers | - | Crime problem |
| 4. Caldwell | - | Crminology |
| 5. Barners & Teeters | - | New Horizons in Criminology |
| 6. Sethna | - | Society and the Criminal |
| 7. Chris Hale, et.al | - | Criminology |
| 8. Ahmad Siddique | - | Criminology |

Paper II

PENOLOGY

1. The concept – of punishment-Methods of punishment-corporal and Non-corporal punishments – compensation – imprisonment – solitary – confinement - capitalpunishment alternatives to punishment individualization of punishment.
2. Sentencing Process Role of Judiciary- Determinate and Indeterminate¹ sentencing
3. Prison System- history and development -prison reform -judiciary and prison administration,
4. Correctional and rehabilitative techniques-prison system probation institutions of correction-drug addiction and correction-Evaluation of the provisions in NDPS to contain drug menace
5. Administration of criminal justice-Crime problem and crime prevention-drug addiction and terrorism-enforcement machinery special powers for dealing with drug menace and terrorism-Judicial Supervision of criminal justice system.

Suggested Readings

1. Water Moherly - Ethics of punishment
2. Shah - Probation Services in India
3. Galliber and M Cartney - Criminology-
4. Bhattacharya - Prisons
5. Cross - The English Sentencing System
6. B.S.Chopra - Quantum of Punishment
7. Stewart - A modern View of Criminal Law
8. Fitz Gerald - Criminal Law and Punishment

Paper III

SOCIO – ECONOMIC OFFENCES

1. The concept of White Collar crimes and Socio-economic Offences-Origin and development in the Indian context.
2. Prevention of Socio-economic Offences-The – Preventive machinery designed in statutes like FEMA, FERA, Indian income Tax Act, NDPS Act.
3. Trial and punishment of Socio-economic Offences-special provisions-Deviation from the general rules of procedure.
4. Corruption in Government and Public Services- Machinery designed to prevent such corruption.
5. Corruption of politicians - Machinery to deal with it.

Suggested Readings

1. Sutherland - White Collar Crimes
2. 47th Report of Law Commission - Socio-economic Offences
3. Gilber Meier - White Collar Crimes-Offences in Business, politics and profession.

IVth Semester

Branch I - Commercial Law Information Technology Law

1. The origin and development of Information Technology Law, Object, Extent and Scope of the information Technology Act,2000
2. Electronic Evidence-Global Information Technology Agreement-Electronic Governance-Elements records.
3. Digital signature-The relevance of Digital Signature in business transactions-Domain names and the law-Registration of Domain names-Adjudication of Domain name disputes.
4. Authorities under the information Technology. Act,2000 Offences and Penalties under the Act.
5. Internet and the law-cyber crimes- legal measure to prevent cyber piracy-internet and Protection/of copy rights. Application of patents to computer Technology and digital environment-Business Method Patents and software patents.

Suggested Readings

1. Kamath, Nandan (ed) - Law relating to computers, internet, and E-commerce, A guide to Cyber Laws and the Information technology Act, 2000
2. Varma S.K. and Raman Mittal (eds) - Legal Dimensions of Cyber Space
3. Ian Lloyd - Information Technology Law.

IVth semester Branch II Criminal Law

MEDICAL JURISPRUDENCE AND FORENSIC SCIENCE

1. Medical Jurisprudence-Definition-History and development
2. Medical Negligence-Ethical code for Medical Professionals
3. Forensic Science- Origin and development. Importance of Forensic Science in Criminal Investigation.
4. Scientific examination of documents-experts and Scientific evidence. Forensic Ballistics-Finger Printing/DNA Printing Polygraph-Voice identification.
5. Judiciary and scientific evidence-Evidentiary, value of conclusions of medical professional.

Suggested Readings:

1. T.D.Dogra & Abhijit Rudra - Lyonis Medical Jurisprudence and Toxicology
2. B.S.Nabar - Forensic Science in Crime Investigation
3. Dr. R .A. Sharma - Forensic Science in Criminal Investigation and Trails
4. Kaushalendra Kumar - Forensic Ballistics in Criminal Justice.