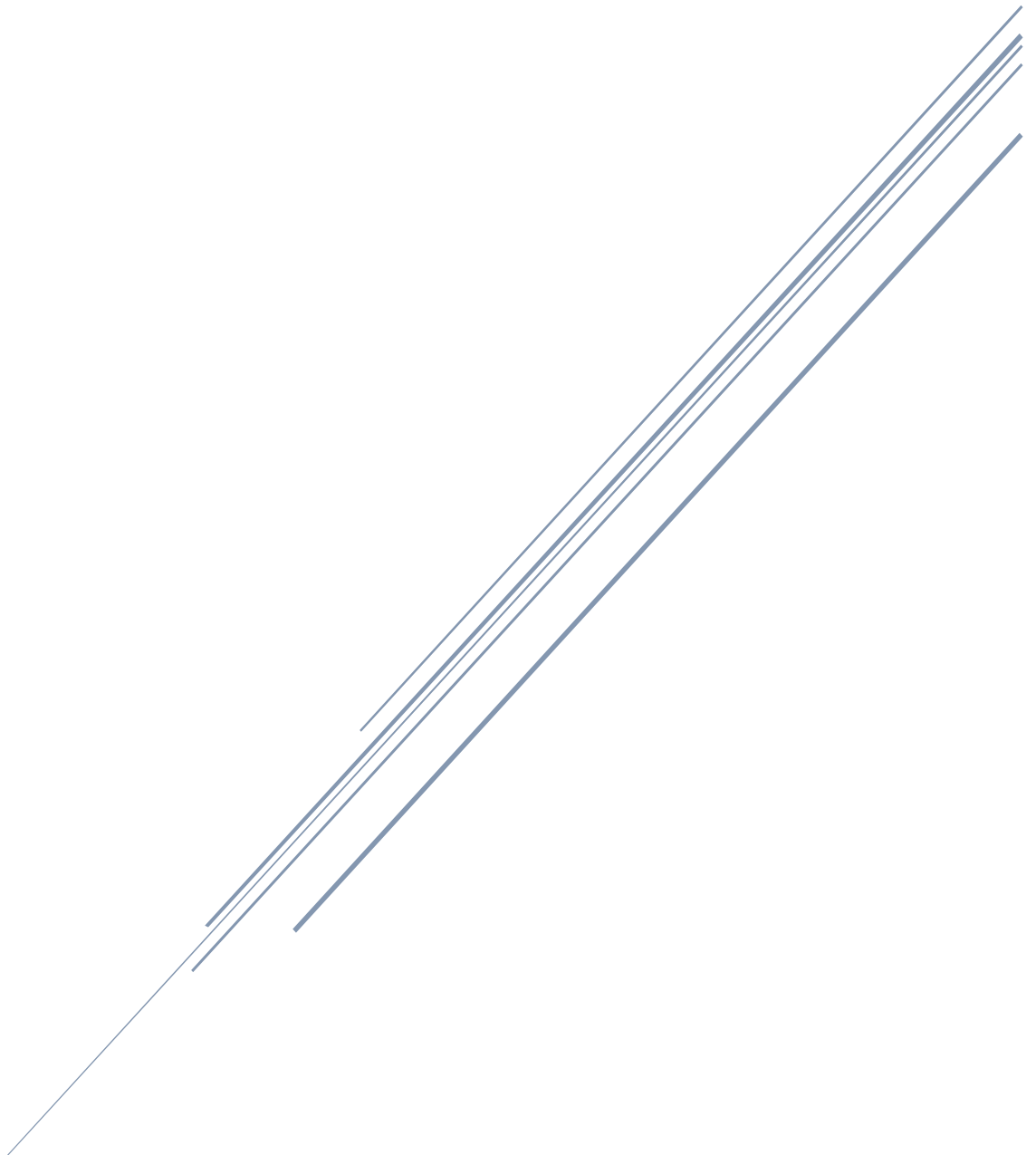


MASTER OF BUSINESS ADMINISTRATION (MARKETING  
MANAGEMENT / FINANCIAL MANAGEMENT/ HUMAN  
RESOURCE MANAGMENT) - ODL  
PROGRAMME PROJECT REPORT (PPR)



**School of Professional Studies**

PPR of Master of Business Administration-ODL approved by 39th Academic Council (vide memo no.:  
Reg/0322 dated 14.03.2023) for delivery of programme through Open Distance Learning mode.

**i. Programme's mission and objectives:**

The objectives of this programme are to equip the learners with necessary conceptual, entrepreneurial and analytical skills required for handling business operations so as to develop specialized competency in the field of business administration as well in the business particularly the oral and written communication, Information Technology and statistical skills as well as legal knowledge.

The three main goals of this program are:

- ✓ To educate and train individuals to be effective managers and decision-makers.
- ✓ To equip individuals with the necessary skills and competencies to enable them to seek jobs and progress in their career.
- ✓ To enhance the capabilities of the existing workforce in the country and abroad and thus contribute to economic development and business growth.
- ✓ To continually promote academic excellence and learning opportunities by imparting knowledge and skills to future business leaders for meeting the needs of ethics, sustainability and inclusive growth in all activities of business and society.
- ✓ To provide knowledge of core managerial skills and inculcate management perspective for an increasingly global business environment

**ii. Relevance of the program with HEI's Mission and Goals:**

The mission of the university is to spread higher education in different parts of the state and to provide access to different skill enhancing educational programmes at affordable cost to the disadvantaged and to provide the facility for lifelong learning to intending learners.

The program is entirely consistent with the University's strategic goals as well as its mission to provide modern education to underprivileged sections of society. The program is also in accordance with the NSOU's goals to provide business education. Thus, NSOU brings forth this proposal after extended and thoughtful deliberations.

**iii. Nature of prospective target group of learners:**

The main target group of learners are people from different age groups who wishes to pursue higher education in business administration and enhance their knowledge in the discipline to seek for a better career and lead a responsible life. The learners are from different socio-economic background and are located in different parts of the state of West Bengal and also from neighbouring other states. In compliance with the ultimate objective of distance education to reach the unreached, special care is taken to include learners from marginalised sections of the society, backward caste and tribes.

The target group of learners for the Post Graduate level are the Graduate students interested in studying business administration at a higher level.

**iv. Appropriateness of programme to be conducted in Open and Distance Learning and/or Online mode to acquire specific skills and competence:**

The MBA programme is designed to equip the students with recent development in the business environment. Specialization in HR, Marketing, Finance will give an edge over other students. The graduates and existing workforce can take the advantage of ODL system to increase their skills and competence in this particular field without disturbing their work schedule.

**v. Instructional Design:**

Course Structure: Full marks-2800/112 credit (Course- 27; 4credit/ 100marks each; Project- equivalent to 1 courses; 4credit/100marks)

Semester 1	Semester 2
CP-101: Principles and Processes of Management	CP-201: Strategic Management CP-202: Macro Economics

CP-102: Micro Economics CP-103: Business Environment CP-104: Statistics for Managers CP-105: Accounting for Managers CP-106: Computer Applications in Management & Management Information System CP-107: Organizational Behaviour	CP-203: Managerial Skill Development CP-204: Quantitative Methods CP-205: Research Methodology CP-206: Business Legislation CP-207: Operations Management
<b>Semester 3</b>	<b>Semester 4</b>
CP-301: Marketing Management CP-302: Human Resource Management CP-303: Financial Management CP-304: Project & Viva-Voce (70+30) Elective 1 Elective 2 Elective 3	1. Elective 4 2. Elective 5 3. Elective 6 4. Elective 7 5. Elective 8 6. Elective 9 7. Elective 10
Total 10 courses to be selected from any two elective groups (Finance/ Marketing/ HR) Specialization: at least five courses from one Group. After successful completion of one year (2 semesters), Post Graduate Diploma in Management (PGDM) may be awarded.	

**Specialization/ Dual Specialization (Choice of elective Courses):** The university offers specialization in three groups/areas viz. i) Financial Management (FM), ii) Marketing Management, iii) Human Resource Management (HRM). Each elective area will consist of six courses. A student has to select ten courses from these three groups to complete the MBA degree programme. It is mandatory for a student to have specialization in at least one particular elective area. Five courses from a particular area will denote the specialization in that particular elective area. One student may opt 5 courses from one particular elective area and other five courses from remaining two elective areas. If a student opts for 5 courses from each elective group, he/ she will have dual specialization.

### Elective Groups

#### Financial Management (FM)

1. Security analysis and portfolio Management (EPFM-01)
2. Working Capital Management (EPFM-02)
3. Management of Financial Services (EPFM-03)
4. Management Control system (EPFM-04)
5. International Financial Management (EPFM-05)
6. Taxation in Business (EPFM-06)

#### Marketing management (MM)

1. Sales, Distribution and Advertising Management (EPMM-01)
2. Consumer Behaviour and Customers Relationship Management (EPMM-02)
3. International Marketing (EPMM-03)
4. Product Management (EPMM-04)
5. Marketing Research (EPMM - 05)
6. Marketing of Services (EPMM-06)

#### Human Resource Management (HRM)

1. HRM- Policy and strategy (EPHRM-01)
2. Industrial Psychology and organizational Dynamics (EPHRM-02)
3. Human Resources – Planning and Utilizations (EPHRM-03)
4. Cross Cultural and Global HRM (EPHRM-04)
5. Management & Industrial Relations (EPHRM-05)

6. Human Resource Accounting and Compensation Management (EPRM 06)

Detailed Syllabus  
Master of Business Management (MBA)

**CP 101: Principles and Process of Management**

**Module-1** : Principles of Management

- i) Classical School of Management Theory
- ii) Behavioural Concepts in Management thought & Human Relations School
- iii) Modern Concepts of Management

**Module-2:** Practice of Management

- iv) Organisation process, Structures, Delegation, Decentralization of Management.
- v) Line, Staff & functional Authority, Span of Control.
- vi) Coordination and communication.
- vii) Planning, Controlling & Decision Making.

References :

- Koontiz, O'Donnel & Wehrich – Management
- Kontz & Wehrich-Essentials of Management
- Hicks & Gullet-Management
- Robbins-Management : Concept & Practice

## CP102 : Micro Economics

### Module 1

General Introduction to the Subject of Economics, Micro-Macro distinction, The Law of Demand, From individual demand to market demand, Factors that shift the demand curve. The Law of Supply, From individual supply to market supply, Factors that shift the supply curve. Elasticities of demand and supply.

Determination of price and quantity in Competitive Market Equilibrium. Effects of changes in demand side and supply side factors on price and quantity, Effects of government intervention ( price control, minimum wage , indirect taxes and subsidies) on price and quantity.

Consumer's Surplus, Producer's Surplus and the optimality of the Competitive Market (maximization of the sum of the two surpluses, price equaling marginal cost ).

### Module 2

Production and Cost, Production Function and Returns to Scale, Total , Average and Marginal Costs in short run and long run.

Equilibrium of the firm in perfect competition- short run and long run. Equilibrium under monopolistic competition ( with Monopoly as a special case), Oligopoly ( definition only), Non-optimality of imperfect competition

## CP-103: Business Environment

- i) Socio Political Cultural Environment
- ii) Nature of Industrial Sociology.
- iii) Social Organisation, Work Organisation.
- iv) Occupations in Indian Society.
- v) Human and Cultural variables in organizations.
- vi) Cultural differences and managerial implications.

### References

- K . Aswathappa : Essentials of Business Environment, Himalaya Publishing House.
- V.P. Michael : Business Policy and Environment, S. Chand & Co.
- Chertunilam Franis : Business Environment, Himalaya Publishing House.
- B. Banerjee : Economic Environment and Human Resource Management, Calcutta University.
- Misra S. K & V. K. Puni : Economic Environment of Business, Himalaya Publishing House.
- Jain Avun Kumar : Managing Global Competitions, Competence Publishing Co.

## CP 104 : Statistics for Managers

### **Module –1:**

Collection and presentation of data; Frequency Distribution; Measures of Central Tendency, Dispersion, Skewness & Kurtosis, Correlation & Regression, Time-series Analysis, Index Number Analysis.

**Module-2:**

Probability Theory and Probability Distributions-Binomial, Poisson, Normal and Exponential; Testing of Hypothesis.

References :

1. Chandha, N.K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi 1996.
2. Gupta, S.P. and Gupta M. P. Business Statistics, new Delhi, Sultan Chand, 1997
3. Kazmier, L. J. And Pohn, N. F. Basics Statics for Business and Economics. New York, McGraw Hill, 1988.
4. Levin Richard L. And Robin David S. Statistics for management. New Jersey, Prentice Hall Inc., 1995.
5. Narag, A., S. Linear programming and Decision Making. Ew Delhi, Sultan Chand, 1995
6. Sharma, J. K. Fundamentals of Operations Research. Mac Millan Publishers, 1990
7. Terry, Sineich, Business Statistics by Examples, London, Collier Mac Millan Publishers, 1990.

**CP 105 : Accounting for Managers**

**Module-1**

Financial Accounting-Concept, Importance and Scope, Generally Accepted Accounting Principles, preparation of Financial Statements with special reference to analysis of a Balance Sheet and Management of Business Income, Inventory Valuation and Depreciation, Financial Statement Analysis, Funds Flow The Statement of Cash Flows.

**Module-2**

Management Accounting-Concept, Need, Importance and Scope; Cost Accounting- Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts, Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Varian, Analysis Marginal costing and Absorption Costing.

**Suggested Readings**

1. Anthony R.N. and Reece J.S. Accounting Principles. 6<sup>th</sup> ed., Homewood, Illiners. Richard D. Irwin. 1995.
2. Bhattacharya, S.K. and Dearden, J. Accounting for Management, Management and Cases. New Delhi. Vikas. 1996.
3. Heitger, L.E. and Matulich Srge. Financial Accounting. New York. Mc-Graw Hill. 1990
4. Hingorani . N. L. and ramanathan, A.R. Management Accounting 5<sup>th</sup> ed., New Delhi. Sultan Chand. 1992.
5. Horngren. Charles etc. Principles of Financial and Management Accounting, Englewood Cliffs. New Jersey. Prentice Hall Inc., 1994.
6. Needles. Belverd. Etc. Financial and Managerial Accounting. Boston. Houghton Mifflin Company, 1994.
7. Vij. Madhu. Financial and Management Accounting. New Delhi, Anmol Publications. 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**CP-106: Computer Applications in Management and Management Information System**

### **Module I (Computer Applications in Management)**

Introduction : Concept Of Data and Information; Information System , Classification , Transaction Processing System(TPS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Expert System (ES), Executive Information System(EIS).

MIS: Definition, Concept, Characteristics, Designing MIS, Advantages of MIS, Role in organization, Limitation of MIS, The Organizational Structure : Managers, Activities, Level of people and their information needs.

Developing MIS Systems, SDLC (System Development Life Cycle) , Feasibility Analysis, System Analysis & Design (DFD & ER Diagrams). Implementing Business Systems, Testing And Documentation.

Report generation , General Principles, Types of Reporting.

DSS : Characteristics, Components, Programmed Design Rules.

Functional Areas : Accounting Information System, Financial Information System, Marketing Information System, Personnel Information System, Inventory Information System.

### **Module II (Management Information System)**

DBMS : Introduction, DBA, Architecture, DDL, DML, Relational Approach, - Relation, Tuples, Attributes, Concepts of Normalization.

ERP: Enterprise Resource Planning, Features, Selection Criteria, Issues and Challenges, Supply Chain Management (SCM), Customer Relationship Management (CRM).

Business Ethics, Cyber Crime & Privacy Issues

Communication & Networking :Basic concepts of networking : LAN, WAN,MAN, Topology, Protocol , Layers, Internetworking, Intranet, E-commerce and internet , wireless networks, Application in organizations, Email, www, search engines

### **References**

Greenlaw R & Hepps, Fundamentals of internet & www, 2<sup>nd</sup> Edition, TMGH, 2007

Bipin C Desai, Introduction to database system, Galgotia

K.C.Loudon & J.P.Loudon Management Information system, Org & Tech, Prentice Hall

W.S.Jawadkar, MIS,4<sup>th</sup> Edition, TMGH

Ward Hansen & Kirthi Kalyanan, Internet Marketing and e-Commerce

## **CP-107: Organizational Behaviour**

### **Module-1**

1. Meaning and Concept of Organizational Behaviour
2. Organization System, Organization Structure
3. Individual Behaviour in the Organization-Values, Attitude, Personality, Emotion & Perceptions.

### **Module-2**

4. Group Behaviour in the Organization-Group Behaviour, Group Decision Making
5. Organizational Development-Organizational Change
6. Leading and Motivation

## CP-201: Strategic Management

1. Objective of Business Policy Knowledge Skill Attitude
2. Strategic Management: An Overview.
3. Analysis of External and Internal Environment.
4. Identifying Strategic alternatives Strategy Alternatives.
5. Strategy Evaluation and Selection.

### **References :**

Robert S. Kaplan and David P. Norton. The Strategy Focussed Organisation Harvard Business School Press.

Kazmi (jt author), Business Policy. Tata Mc Graw Hill.

Nitin Balwani, Strategic Management and Business Policy, Excel Books.

AIMA, Strategies for Competitiveness, Excel Books.

Dr. P.K. Gupta, Corporate Strategic Management, Everest Publishing.

## CP-202 : Macro Economics

### **Module 1**

Introduction to Macroeconomics , Circular Flows of an economy.

National Income and Its Measurement: GDP, GNP( nominal and real), GDP Deflator, CPI, WPI. The Three Methods of Measurement . The identities  $Y = C+I$  ,  $Y = C+I + G$  ,  $Y = C +I + G + NX$ .

The Simple Keynesian Model: Consumption, Saving and Investment Functions. The Investment Multiplier, Government Expenditure and Tax Multipliers, Foreign Trade Multiplier.

Consumption, investment and the rate of interest.

The instruments of monetary policy

### **Module 2**

AD-AS analysis. Why AD is inversely relate to P, The AS curve in short run and long run, Fiscal and Monetary Policy , Demand Pull inflation and Cost Push inflation in terms of shifts in AD and AS.

The Balance of Payments. Current Account and Capital Account transactions as sources of demand and supply of a country's currency. Determination of the exchange rate in a flexible exchange system. Government intervention to fix the exchange rate.



Growth. The facts of growth of the world economy and of India.

### References

1. Hubbard, G and O'Brien, P: Microeconomics, Pearson
2. Sen, A : Microeconomics , Oxford University Press, New Delhi
3. Mankiw, G : Economics- Principles and Applications, Cengage Learning ( Indian edition)
4. Sikdar, S : Principles of Macroeconomics, Oxford University Press, New Delhi

## CP- 203: Managerial Skill Development

Importance and nature of business communication; Effective Communication skill; process of communication; Barriers and gateway in communication; Dos and Don'ts of Business writing; Commercial letters; writing Business reports; Oral Communication- presentations of reports, public speaking, and negotiations; Legal aspects of Business communication.

### References :

1. Bowman, Jeol P. And Branchaw, Bernadine P. Business Communication from Process to Product. 1987. Daryden Press, Chicago.
2. Hatch. Richar. Communicating in Business. 1997. Science Research Associates. Chicago.
3. Murphy. Herta A. And Peck. Charrles E. Effective Business Communication. 2<sup>nd</sup> ed., 1976 Tata McGraw Hill. New Delhi.
4. Pearce, C. Glenn etc. Business Communications : Principles and Applications. 2<sup>nd</sup> ed., 1988. John Wiley. New Work.
5. Treece, Maira. Successful Business Communications. 3<sup>rd</sup> ed., 1987. Allyn and Bacon Boston
6. Andrews, F. M. And S. B. Withey Social Indicators of Well Being. Plenum Press, N Y., 1976.

## CP-204: Quantitative Methods

### Module-1:

- 1) **Overview of Operations Research** : The history of Operations Research, Nature and significance of operations Research, Operations Research : Some definitions, Models, and Modelling in Operations Research, General Methods for solving Operations Research models, Advantages of Model, Application and scope of Operations Research, Basic Operations Research models.
- 2) **Linear Programming** : Introduction, Structure of Linear Programming Model, Advantages of Linear Programming, Graphical Solution Methods, Simplex Method, Duality in Linear Programming, Sensitivity Analysis.
3. **Transportation Problem** : Introduction, mathematical model of transpiration problem, the transpiration method of finding initial solution.

### Module-2:

4. **Assignment problem** : Introduction, mathematical statement of the problem, solution methods of assignment problem.
6. **Project Management : PERT AND CPM** : Introduction, Basic difference between PERT and CPM, Steps in PERT/CPM Techniques, PERT/CPM, Network components and Precedence Relationships.
7. **Inventory Control deterministic Models** : Introduction, the meaning of Inventory Control, Functional Role of Inventory, Inventory Model Buildings, Deterministic Inventory models

without shortages, Deterministic Inventory models with shortages, Multi-item Inventory Models with constraints, EOQ Models with Quantity Discounts, Dynamic Demand Inventory Models, Inventory Control Probabilistic Models.

### **CP-205: Research Methodology**

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information-Bayesian Decision Theory; Organisation Structure of Research; Research Process; Research Designs-Exploratory, Descriptive and Experimental Research Designs; Method of Data Collection-Observational and Survey Methods; Questionnaire Designs; Attitude Measurement Techniques: Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting Appropriate Statistical Technique; Field Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data, Estimation, Testing & Inference-Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis-ANOVA.

#### References :

1. Bennet, Roger: Management Research ILO, 1993.
2. Fowler, Floyd, J. Jr., Survey Methods, 2<sup>nd</sup> ed., Sage Publication, 1993.
3. Fox, J. A. And P.E. Tracy, Randomized Response: A Method of Sensitive Survey. Sage Publication, 1986.
4. Gupta, Sa. P. Statistical Methods. 3<sup>rd</sup> ed., Sultan Chand, New Delhi, 2001
5. Golden Biddle, Koren and D. Locke, Composing Qualitative Research, Sage Publication. 1997.
6. Salkind, Neil J., Exploring Research, 3<sup>rd</sup>., Prentice Hall, NJ, 1997.

### **CP-206: Business Legislation**

#### **Module-1:**

**The Indian Contract Act, 1872** : Essentials of Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. Contingent contracts, Contracts of Bailment, Indemnity & Guarantee, Agency. **The Sale of Goods Act, 1930** : Formation of Contract. Rights of an unpaid seller. **Negotiable Instrument Act, 1881**: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour of a Negotiable Instrument. Arbitration; Endorsement & its kind.

#### **Module -2:**

**Companies Act, 2013**: Nature and Types of Companies Formation, Memorandum and Articles of Association. Prospectus Allotment of Shares. Shares and Share Capital. Membership, Borrowing Power, Management and Meetings. Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Management. Winding Up; Consumer Protection Act and Cyber Laws.

#### **Suggested Readings.**

- Avtar Singh, Company, Law, 11<sup>th</sup> ed, Lucknow, Eastern, 1996.  
Khergamwala, J.S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.  
Ramaiya, A, Guide to the Companies Act. Nagpur, Wadhwa, 1992.  
Shah, S. M. Lectures on Company Law. Bombay, N.M.Trippathi, 1990.  
Tuteja, S.K. Business Law For Managers. New Delhi, Sultan Chand, 1998.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## CP-207: Operations Management

1. Nature and Scope of Production and Operations Management
2. Types of Manufacturing Systems and Layouts.
3. Workshop Layout Planning and analysis.
4. Production Planning and control.
  - a) Mass Production, b) Batch/Job order Production.
5. Process Planning, Scheduling, Work Study, Method Study, Work Management
6. Materials Management, Purchase Management, Stores Management.
7. Quality Control, Total Quality Management, ISO 9000, Benchmarking, JIT, Environment Standard

### References :

Robert S. Kaplan and David P. Norton. The Strategy Focussed Organisation Harvard Business School Press.

Kazmi (jt author), Business Policy. Tata Mc Graw Hill.

Nitin Balwani, Strategic Management and Business Policy, Excel Books.

AIMA, Strategies for Competitiveness, Excel Books.

## CP-301:Marketing Management

### Module-1

1. Nature and Scope of Marketing
2. Marketing Information System and Marketing Research.
3. Consumer and Industrial Marketing. Market Segmentation.
4. Targeting and Positioning.

### Module-2

5. Product Mix, b) PLC, c) NPD, d) Branding Packaging Decisions, e) Pricing Methods.
6. Promotion Decisions. Promotion Mix, b) Advertising, c) Sales Promotion, d) Publicity/Public Relations, Personal Selling.
7. Channel Management. a) Selection, b) Co-operation & Conflict Management.
8. New Issues in Marketing. a) Globalisation, b) Consumerism, c) Green Marketing, d) Legal Issues.

### References :

Enis, B.M. Marketing Classics : A selection of Influence Articles. New York. McGraw Hill, 1991

Kotler, Philip and Armstrong. G. Principles of marketing, New Delhi, Prentice Hall of India, 1997.

Kotler, Philip, Marketing Management : Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.

Ramaswamy, V.S. and Namakumari, S. Marketing Management : Planning, Control, New Delhi, MacMillan, 1990.

Stanton William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994

Neelamegham, S. Marketing in India : Cases and Readings, New Delhi, Viakas, 1988.

## CP-302: Human Resource Management

### Module-1

1. Human Resource Planning.
2. Job Analysis and Design.
3. Recruitment and Selection.
4. Induction and placement
5. Training & Development.

### Module-2

1. Performance Appraisal and Potential Evaluation.
2. Job Evaluation and Wage Determination.
3. Employee Welfare.
4. Industrial Relations and Trade Union and Employee Empowerment.

References :

1. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw Hill, New Delhi., 1007.
2. De Cenzo, D.A. & Robbins S.P. Business Management. 5<sup>th</sup> ed., New York. John Wiley, 1994.
3. Guy, V. & Mattock. J. The New International Manager, London, Kogan Page, 1993.
4. Holloway, J. Ed., Performance Measurement and Evaluation. New Delhi, Sage, 1995.
5. Monappa, A & Saiyadain M. Personnel Management, 2<sup>nd</sup>, ed., New Delhi, Tata Mc Graw Hill, 1996.
6. Stone, Lioyed and Leslie W. Rue., Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.

<b>CP-303: Financial Management</b>
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Aims and Objectives of Financial Management; Cost-Volume-Profit Analysis; Operating and Financial Leverage; Time Value of Money; Investment and Capital Structure Decisions; Instruments of Long Term Finance; Cost of Different Sources of Raising Capital; Weighted Average Cost of Capital; Optimum Capital Structure; Method of Capital Budgeting; Management of Working Capital-Cash, Receivables and Inventory Management, Dividend Policy-basic.

**References:**

Archer Stephen H. Etc. Financial Management. New York, John Wiley, 1990

Bhalla. V.K. Financial Management and Policy, 2<sup>nd</sup>., New Delhi. Anmol. 1998.

Brealey, Richard A. And Myers Stewart C. Principles of Corporate Finance. 5<sup>th</sup> ed., New Delhi. McGraw Hill, 1996.

Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall of India. 1997.

Winger, Bernard and Mohan, Nancy. Principles of Financial management, New York, Macumillan Publishing Company, 1991.

**CP-304: Project & Viva-Voce**

**ELECTIVE AREAS (SPECIALISATION)**

**Financial Management (FM)**

**EPFM – 01 : Security Analysis and  
Portfolio Management**

**Module 1 : Security Analysis**

Fundamental Analysis

Technical Analysis

Efficient Market Theory

**Module 2 : Portfolio Management**

Risk and Return

Markowitz : Portfolio Selection Model

Sharepe : Single Index Model

CAPM

APT

Portfolio Investment Process

Investment Timing and Portfolio Performance Evaluation & Revision

**References :**

I.M. Pandey-Financial Management

Prasanna Chandra-Financial Management,-Project Management

Bneary & Myres-Principles of Corporate Finance

H.T. Spiro-Finance for non-financial Manager

Alan Shapiro-Multinational Financial Management

Jack Clark Francis-Investment-Analysis & Management

Bhalla & Tuteja-Investment Management

Brigham-Fundamentals of Financial Management

Khan-Indian Financial System

Choi & Muller-International Accounting

**EPFM – 02 : Working Capital  
Management**

**Module -1**

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash-Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows, Types of Collection Systems, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances-Baumol Model, Beranek Model, Miller-Orr Model , Stone Model; Receivable Management-Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis.

### **Module-2**

Inventory Management-kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models; Short-term financing; Programming Working Capital Management; Integrating Working Capital and Capital Investment Processes; Monetary System; Money Market in India; Banking System in India; the Restructuring Process; Working Capital Control and Banking Policy in India; Instruments of the International Money Market; Managing Short-term International Transactions.

### **Suggested Readings**

Bhalla, V.K. Working Capital MANAGEMENT: Text and Cases, 4<sup>th</sup> ed., Delhi, Anmol, 2001  
Hampton J.J. and C.L. Wagner Working Capital Management, John Wiley & Sons, 1989  
Mannes, T.S. and J.T. Zietlow Short-term Financial Management, West Pub. Co., 1993.

## **EPFM-03 : Management of Financial Services**

Financial System and Markets; Concept, and Scope of financial Services; Regulatory Framework For Financial Services; Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services : Managing of issue shares and bonds-Mobilising of Fixed Deposits-Inter-Corporate Loans-International Finance; Other Financial services-Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring for Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

### **Suggested Readings**

Bhalla, V.K. Management of Financial Services anmol, New Delhi, 2001.  
Bhalla, V.K. And Dilbag, Singh, International Financial Centres. Mew Delhi, Anmol 1997.  
Ennew, C.Yrevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub., 1990.  
Gordon, E and K. Natrajan Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.  
Meidan, Arthur Breneet, M. Option Pricing: Theory & Applications Toronto, Lexington Books. 1983.  
Kim, Suk amd Kim, Seung. Global Corporate Finance: Text and Cases 2<sup>nd</sup> ed., Miami Florida, Kolb, 1993.  
The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **EPFM-04 : Management Control System**

### **Module-1**

Management Control – An Overview: Nature, Scope and Concept of management Control Systems. Organization Goals, Strategic Planning and Implementations, Organisation Structure, Contingency Theory, Organizational climate, Position of Controller in the Organisation Structure of an Organization. Management Control Process Programming Budgetary Planning and Procedures. Budgetary Control, Analysis of Variances, Flexible Budgeting Zero-base budgeting, Performance Budgeting, Accounting Analysis and Reporting, Variance Reporting.

### **Module-2**

Management Control Structure : Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including

Performance Evaluation Qualitative and Quantitative, Investment, Centre. Behavioural Aspects of Management control: Motivation and Morale, Goal Congruency, Participative and Responsive Management. Human as a part of Information Process, Learning Curves. Management Control in Specialised part of Information Process, Learning Curves. Management Control in Specialised Organisation : Selected Case Studies on Non-profit and Public Service Organizations.

### **Suggested Readings**

Anthony, R. N and Govindrajana V. Management Control Systems. 8<sup>th</sup> ed., Taraporevala Chicago, Irwin, 1995.

Emmanuel, C And Otley, D. Accounting for Management Control. London, Nostrand Reinhold, 1985.

Ghosh, P K and Gupta, G S. Cost Analysis and Control. New Delhi, Vision 1985.

Glynn, J J. Value for Money : Auditing in Public Sector. London, Prentice Hall Inc., 1985.

Hersey, P and Blanchard. HB. Management of Organization Behaviour: Utilising Human Resources. New Delhi. Prentice Hall of India, 1988.

Maciariello. J A and Kirby C J. Management Control system. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **EPFM -05 : International Financial Management**

### **Module – 1**

International Monetary System, Balance of Payment, Foreign Exchange Market, Parity condition and currency forecasting Management of accounting and economic risks,

### **Module – 2**

Currency forwards futures and options and swaps, Raising money from International markets, Euro markets, Country risk analysis, financial management of MNC-Cost of capital, budgets, Capital structure, Foreign Direct Investment.

## **EPFM-06 : Taxation in Business**

Basic Concepts of Income Tax; Residential status of a Company; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act; Computation of Tax Liability; Meaning and Scope of Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, *Inter Corporate* Dividends and Transfers; Tax Planning Relating to Amalgamation and Merger of Companies; Tax Considerations in respect of Specific Management Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of managerial Remuneration, Foreign collaborations and Joint Ventures; Implications of Avoidance of Double Taxation Agreements.

### **Suggested Readings**

Ahuja G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1999.

Iyengar, A C. Sampat Law of Income Tax. Allahabad, Bharat Law House, 1981.

Kanga, J B and Palkhivala, N A. Income Tax, Bombay, Vol. 1-3, N. M. Tripathi.

Ranina, H P. Corporate Taxation: A Handbook. 2<sup>nd</sup> ed., New Delhi, Oriental Law House. 1985.

**Marketing Management (MM)**

**EPMM-01 : Sales and  
Distribution Management**

**Module-I : Theories of Selling & Management**

Nature and scope of Sales Management, Principles of Selling, Theories of Selling, Steps in Personnel selling, Dyadic Interaction of Selling Sales Organisational Structure, Relationship of Sales Department with other departments, Size of Sales Force, Motivation of Sales Force, Compensation and Recruitment of Sales Force, Quotas and Territory Management, Sales Force Control System, Social Marketing, E-Marketing.

**Module-2 Distribution Management & Franchising**

Franchising - Concepts of Franchising-Types of Franchising-Modes of Operation-Steps in setting up a Franchisee Organisation, Physical Distribution-Objective of Physical Distribution-Importance of warehousing and transportation-Distribution Planning Principles-Designing a Distribution System, marketing Channels-Strategies of Distribution-Role of Channel Members-Types of Retailing-Channel Relationship-Potential Of Home Shopping.

**Case Studies with Indian References will be used for all modules**

**References :**

- Richard R. Still, Edward. W. Cundiff and A.P. Grovoni; Sales Management, Prentice Hall of India, N. Delhi (2000).  
E. L. Ansary (it author); Distribution Management, Prentice Hall of India, N, Delhi(2000).  
Anderson, R. Professional Sales Management Cliffs, New Jersey, Prentice Hall Inc, 1992.  
Buskik R. H. And Stanon, W J Management of Sales Force. Homewood Illionois, Richard D. Irwin, 1983.  
Dalymple, D. J. Sales Management, Concepts & Cases, New York, John Wiley, 1989.  
Stanon, William J etc. Management of a Sales Force Chicago, Irwin, 1995.

**EPMM-02 : Advertising &  
Sales Promotion Management**

**Module-1**

Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication-Wilbur Schramm's Model, Two step flow of communication, Theory of Cognitive Dissonance and Clues for Advertising strategies: Stimulation of Primary and selective Demand-Objective Setting and Market Positioning; Dagmor Approach-determination of Target Audience; Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting Valuation-Rationale of Testing Opinion Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organizations-Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising Campaign- Advertising V/s Consumer Behaviour; Sales Promotion-Role of Creative Strategies; Advertising-Retail National, Cooperative, Political International, Public service Advertising.

**Module-2**

Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion Consumer Behaviour and Sales Promotion; Deal Prone Consumer; Economic Theories of Promotion; Sales Promotion's Impact of Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Strategic Issues



in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

### **Suggested Readings**

Ailloni and Charas, Dan. Promotion: A Guide to Effective Promotional Planning, Strategies and Executions. New York, John Wiley, 1984.

Assae, Henry. Consumer Behaviour and Marketing Action. Boston, Kant, 1987.

Blattberg, Robert C and Scott, a Neslin. Sales Promotion: Concept Methods and Strategies. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.

Schaltz, Don E and William, A Robinson. Sales Promotion Management. Chicago, Crain Books, 1982.

Strang, Roger A. The Promotional Planning Process. New York Praeger, 1980.

Totten, John C and Block, Martin P. Analysing Sales Promotion: Text and Cases. Chicago, Commerce Communication, 1987.

Ulanoff, Stanley M. Handbook of Sales Promotion. New York, McGraw Hill, 1985.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

## **EPMM-03 : Consumer Behaviour and Customer Relationship Management**

### **Module 1**

#### **1.Preliminaries**

Changing Profile of the Society and its Relevance of Consumer Marketing, Consumer Marketing, Consumer Marketing & Non-Consumer Marketing Organisational / Industrial Marketing, Interdisciplinary Nature of Consumer Market Analysis, Characterising Consumer Market-The Buyer of the Consumer-The Seller-The Product-Institutional/Organisational Character-Market Network.

#### **2.Consumer Behaviour Analysis/Buyer in the Consumer Market**

Interdisciplinary Nature of Consumer Behaviour Analysis-Economic Paradigm of Consumer Behaviour Analysis-Economists Models-Limitation of Economists Models in Market Management Analysis, Psychographic Analysis of Consumer, Behaviour and Behaviour Audit-Motivation-Learning-Perception-Attitude-Personality.

#### **3.Socio-graphic Analysis of Consumer Behaviour**

Culture, Sub-culture, Social Class, Reference Group, Face of Face Group, Family, Individual / Person himself. Incorporating External and Internal Factors : Consumer Behaviour Models-Howard & Sheth-Nicosia-Blackwel and Engel-Others. Characterising Behaviour Models as-Input Output System-Inter-Active System-Feed Back Mechanism.

Consumer Decision Process-Pre-decision and Action-Post-decision and Action Analysis.

Specific-Analysis of Dynamics of Purchase and Consumption of Customer Durable-Analysis of Dynamics of Purchase, Consumption and Post-consumption, Behaviour of Consumer Perishables-Issued of Inventories of Consumables.

Port-Purchase Behaviour of Consumers., Impact of Short Term and Long Term Memory on Consumer Behaviour., Consumer Behaviour specifically to E-marketing., Industrial Buying Behaviour, Consumer Behaviour in Rural Marketing., Environmental Awareness and Impact on Consumer behaviour.

### **Module-2**

Identifying & Describing Publics, Scope & role of Public Relations, Persuasion & Theory of Communication, Corporate Image & Public Relations, Public Relations & Marketing, Public Relations & Media, Ethics and Laws in Public Relations, Problem Solving Strategies in Public Relations, Evaluating Public Relations.

**References :**

Leon G. Schiffman & Leslie Lazer Kankuk: Consumer Behaviour (Edition 6<sup>th</sup>) PHI-New Delhi  
Loudon & Betta, Consumer Behaviour, McGraw Hill International, 2000  
Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company, 1989.  
Peter D. Benett and Harole H. Kassarijan : Consumer Behaviour, PHI, New Delhi, 1996  
Assael, H. Consumer Behaviour Marketing Action. Ohio, South Western, 1995.  
Hawkins, D I. Etc. Consumer Behaviour Implications for Marketing Strategy. Texas Business, 1995.

<p style="text-align: center;"><b>EPMM-04 : International Marketing</b></p>
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**Module-1 :**

**International Marketing**

International Marketing-Definition Concept and Setting, International Marketing vis-a-vis Domestic Marketing, Selection of Foreign Markets, Market Entry Strategies, Market Coverage Strategies, International Product Decisions, International Pricing, International Distribution, Promotion in the International Market.

**Internation Firm & International Business.**

Introduction-(MNC/TNC-International Firm)-Definition & Features MNCs in Historical Perspectives-Genesis of MNC-MNCs in the late 20<sup>th</sup> Century-Emerging Features of MNCs in the 21<sup>st</sup> Century.  
Network of MNC Operations and the Organisational Structure of the MNCs Why the MNCs go abroad?-Theory of Capital Transfer-Products Cycle Theory in International Movement of Capital-Export of Capital-Dynamics of profit.  
The MNCs in the area of Globalisation of Capital-Structural Adjustment Programme in Post Bretton Woods Regime-Convertible Currency & Foreign Direct Investment in the era of liberalisation.

**Module-2**

**Transitional Corporation in International Market**

Internalization of National Market, Operators in an International Market-Transnational Corporations – an Operator, International Components in an International Market, Types of Operations of International Units in an International Market, Difference Forms of Trans National Corporation-Transnational Manufacturing Corporations-Translational Trading Corporations-Translational Service Corporations.

**Theories and Protections in International Trade**

Rational of International Trade, Autarky & Trade, Adam Smith's Theory of Absolute Advantage, David Ricardo's Theory of Comparative Advantage, Hecksher-Ohlin Formulations, Gains from Trade, Free Trade vs. Restricted Trade, Forms of Protection-Kinds of Tariff & Effects of Tariff-Arrangements for Tariff-Quotas, dumping & State Trading-Exchange Control, Globalization & WTO.

**References :**

Warran J. Keegan: Global Marketing Management, PHI  
Francis Cherunilam: International Business, Wheeler Pub.  
Bo Sodersten: International Economics  
Bhattacharya, B. Export marketing. Strategies for Success. New Delhi, Global Business Press, 1991.  
Terpstra. Vem and Sarathy, R. International Business. New York, JohnWiley, 1988.  
Onkvisit, Sak and Shaw, J J. International Marketing: Analysis Strategy. New Delhi, Prentice Hall of India, 1995.

## EPMM-5 : Marketing Research

### Module-1 : Sampling Techniques

**Sampling Techniques**-Simple Random Sampling; with Replacement & without Replacement-Stratified Random Sampling-Sample size determination-Estimation of different parameters and their standard error-Different cases on sample survey in the context marketing. Scales & Measurement in Marketing & Analysis-Approaches in a survey relevant for Market Assessment-Different types of scaling-Data collection Methods-Variability Method : Ordered Category Sorting, Rating Method. Ranking Method, Paired Comparison (Thrustone Scale V)-Quantitative judgement Method: Direct judgement Method, Fractionation, Constant Sum-Coefficient of Concordance. Tools used for Market Assessment-Cluster Analysis, Factor Analysis, Discriminant Analysis & Conjoint Analysis.

**Trends & Forecast**- Linear-Quadratic-Exponential-Modified Exponential. **Moving Average Models**-Exponential Smoothing Methods(Single, Double)-Adaptive Response Rate-Holts Trends-Smoothing(Single)-Seasonal Models (Horizontal Seasonal, Adaptive Trend-Seasonal, Multiplicative Trend Seasonal).

### Module-2 : Box-Jenkins Models & others forecasting technique

Box-Jenkins Models, Special Techniques in Forecasting-Lumphy Demand-Cumulative Sum Techniques-All Time Requirements-Fast-Dropping Forecasts

References :

1. Makridakis : Market Forecasting
2. Markridakis & Wheelwright : *Interactive* forecasting.
3. Pyndick Rubenfield : Econometric Forecasting & Model Building.

## EPMM-06 : Marketing of Services

### Module-1 : Theories of Services Marketing

The emergence of Service Economy, Nature of services and its characteristics, Goods vs Services Marketing, Marketing framework for service business, Classification of Service and services mix, Service product, Development, Service vision and service strategies, Quality Issues, Quality Models.

### Module-2 : Product and consumer Development

Internal, External and interactive marketing, Advertising, branding and packaging of services, Recovery and relationship marketing of financial insurance services-the Indian scene, Service marketing aspect of Business Provider Organisations and Outsourcing

## Human Resource Management(HRM)

### EPHRM-01 : HRM Policy & Strategy

Nature and Scope of HRM, Objectives and importance of HRM, Systems approach to HRM, The changing role of HRM, HRM in India, HRM Vs personal function, HRM policies & procedures, HRM

trends in a dynamic environment, Developing HR strategies. TQM and HRM interrelation, HRM and Corporate Strategy, HRM and technological change, Learning Organisation as an objective of HRM policy & strategy, Communication as drivers of HRM policy & strategy.

## **EPHRM-02 : Industrial Psychology and Organisation Dynamics**

### **Module-1**

- 1. Psychology, as behavioural Science** : Its Four-way Functions. History of Industrial Psychology. The Classic Hawthorne studies. Psychological Climates at Workplace.
- 2. Men and Machine** : Work and conditions of Work. Psychological Fatigue and Psychological Fatigue. Human Factors in accidents. Ergonomics. Stress at work. Human-factor engineering.
- 3. Special Employee Group** : Handicapped. Suddenly Unemployed. Obsolescent. Women employee. Career development opportunity for interested Quota-employee. Employee-counselling programme for alienated employee.
- 4. Searching of Prospective HR** : General practices of (personne) selection. Human abilities and measurement. Personality and Interest Factor. Personnel training for improving capability (resourceful employee).
- 5. Work Attitude issue** : Job-satisfaction and work-motivation. Maladjusted employee. Frustration-tolerance.

### **Module-2**

- 6. Organisational Setting**: Basic Components, Goal-based classifications, Diversities, and Systems.
- 7. Organisational Components** : People and Organization; Structure and Dimensions, Task and element functions; Role and Responsibilities(of the functionaries) Hygiene Factors of Motivation. Psychological Contract.
- 8. Organisational Action-Dynamics** : Cognitive processes used for generating organizational behaviour. Decision-making Stress, Conflict and Frustration, affecting Cognitive functions and Personality Configuration.
- 9. Formal and Informal groups** : Nature, formation and interdependence, Group dynamics for cohesion and Coercion; and Formation of small for Team building.
- 10. Over viewing theories of Motivation and Leadership** : Dynamics for developing Self-responsible human resources. The suggested role, responsibility We ward policy and empowerment.

## **EPHRM-03 : HRM-Planning & Utilization**

### **Module-1**

HRM planning, objective and methods, HRM process-Manpower Forecasting & Manpower inventory, Recruitment selection, testing, interviewing, Job analysis and job evaluation, job description, job specification, job rotation, job enlargement, job enrichment, Performance measurement, Potential appraisal, performance appraisal, Skills matrix, competency mapping.

### **Module-2**

Training needs identification, Training methods, techniques, aids, Training effectiveness, HRD-Management development programmes, Career planning, succession planning, Enhancing satisfaction, motivation, morale, Improvement Teams and teamwork, Employee involvement and empowerment, Suggestion schemes, Employee motivation surveys.

## **EPHRM-4 : Cross Cultural & Global HRM**

### **Module-1**

Human and cultural valuables in global organizations, Cross cultural differences and managerial implications, Culture shock and effect on job performance, Cross cultural research methodologies, Hofstede's and subsequent studies, Adaptation and cross cultural management, Evolution of global organizations, Type of global organizations-Multinational, international, transitional

### **Module-2**

Cross cultural leadership and decision making, Cross cultural communication and negotiations, HRM/HRD in global organisations, Selection criteria for international assignments, Compensation and appraisal in global perspective, Traditional manager vs. Global manager, Managing global managers and teams, The cross cultural organization of the future-the Multicultural Model.

## **EPHRM-05 : Management of Industrial Relations**

### **Module-1**

Industrial Relations perspectives, Industrial relations and the emerging Socio-Economic scenario, Industrial relations and the state, Legal framework on Industrial Relations, Emergence and objectives of labour laws and their socio-economic environment, Role and future of Trade Unions, Trade Union and the Employee, Trade Union and Management.

### **Module-2**

Discipline and Grievance Management, Counselling principles and methods, Negotiation, productive bargaining and collective settlements, Participative Management and co-ownership, Industrial relations and globalisation, Industrial relations and technological change, emerging trends in industrial relations due to restructuring and re-engineering, Labour flexibility, Changing role of state and industrial relations.

## **EPHRM-06 : Human Resource Accounting and Compensation Management**

### **Module-1**

Human Resource information system, Human Resource valuation and accounting, Human Resource audit, Conceptual and theoretical understanding of economic theory related to reward management, Reward and recognition in relations to satisfaction and motivation, Linking compensation and rewards to Productivity, Quality, Service, Speed, Learning, Obtaining commitment through reward and recognition schemes, Planning for improved competitiveness.

### **Module-2**

Determination of inter and intra-industry compensation differentials. Its evaluation and benchmarking, Tools used in designing improving and implementing compensation packages, Designing compensation packages for different levels and grades in an organization,

Compensation packages like fringe benefits, incentives and retirement plans, Statutory provisions governing different components of reward system, Working of different institutions related to reward system like wage boards and pay commissions, IT based compensation packages.

*Duration of the programme: 2 years (4 semester)*

d. Faculty & Support Staff requirement:

Sl. No.	Faculty	Name of the Faculty	Work at (HQ/RC)	Number
1	Professor	Dr. Ashok Kumar Sarkar	RC - 1	1
2	Assistant Professor	Dr. Ritupana Acharya	RC - 1	1
3	Assistant Professor	Sri Anupam Das	RC - 1	1

e. Support Staff:

Sl. No.	Office Staff (Designation)	Work at (HQ/RC)	Number
1	Junior Assistant	RC - 1	1
2	Junior Assistant Cum Typist	HQ - 1	1

f. Instructional Delivery Mechanisms:

Mode of Delivery/ Types	Delivery Mechanisms	Provided (Yes/No)	Detailed Information (Please Mention the Activity Hour)
Face to Face Mode	PCP	Yes	08 sessions @1.3hours each paper
	Tutorials/ Special Classes/ Remedial Classes	Yes	Tutorials are arranged at Regional Centres (RCs)
	Seminar/ Research Colloquium	Yes	Seminars are organized on contemporary issues at Headquarters for the students and teachers
	Workshop	No	--
	School Based activities and Internship	Yes	Project are carried out in different industries
Self- Learning	SLMs	Yes	Printed SLMs are provided to the students through study centres
	Reference Books	Yes	List of reference books are provided through the SLMs which are made available at the district public libraries in the State.
ICT/ Digital Wellness of students	Online (Web driven/Mobile App )	Yes	Academic content and AV lectures are made available through LMS
	Offline DVD/SD Card/USB Drive	Yes	Recorded lectures are made available to the learners on demand
	Telecommunications	Yes	Teachers respond to the academic queries of the learners

Blended	Smart Classrooms	Yes	Smart classrooms are available both at RC.
	Flipped Learning	yes	Through SWAYAM

#### **vi. Procedure for admissions, curriculum transaction and evaluation:**

**Eligibility:** Any graduate under 10+2+3 or Degree in Law/ Engineering/ Pharmacy/ Architecture

**Admission session:** July/ Jan every year

**Admission Process:** Through Management Entrance Test (NSOU-MET) followed by Personal Interview (PI) of 100marks. The NSOU-ET may be of 100 marks (English-30, Mathematics-30, Aptitude-20 and GK-20) based on MCQ. The students may be selected on the basis of the results of NSOU-MET & PI.

**Examination system:** Semester system examination. Weightage for Home Assignment and Term-end Examination will be 30% and 70% respectively (as per university rules). Duration of term-end examination- 3hours for 100 marks paper. Pass mark in each paper- 40%. Final gradation will be as per other PG courses of the University.

**Intake:** 100

**Total Course Fee:** Rs. 100,000/- (Rs.25,000/- per Semester, Excluding Examination and Studentship Renewal Fees)

**Financial Assistance:** Student Credit Card of State Govt.

#### **Information Circulation Policy:**

All information related to the programme like admission policy, eligibility, fee structure, course curriculum, medium of instruction, method of instruction, evaluation method, SLMs etc. are transacted through prospectus, brochure, official notification etc.

#### **Learner Support Services:**

Learner support services are provided by the University at three level of functioning of the Open University architecture i.e. Learner Support Centre (LSC), Regional Centre and Head Quarter.

Following the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020 LSCs are provide various learner support services in order to facilitate the acquisition of teaching-learning experience for its enrolled learners throughout at various phases of learners' study life cycle. LSC also main contact points for access by the learners, responsive and facilitating information centres, arranging contact sessions and other operations like processing of assignments etc.

University has constituted Learner's Facilitation Centre (LFC) at each Regional Centres to provide various support services. Beside that University has also provided learners support services through web based platform/ telephone/ email/ instant messaging services.

#### **Transaction of Curriculum and Academic Planner:**

The University employs a variety of strategies to maximize the exposure of students to course material and each instructional programme. Initially, printed SLMs/SIMs (Self Learning Materials/Self Instructional Materials) packages and contact programmes including face-to-face engagement with academic counsellors are offered. Ultimately, audio materials, audio-visual presentations, teleconferences, and sporadic discussion sessions through webcasting and online radio may be implemented. The following instructional Learning Methodologies and Student Support Services are utilised to improve the Open and Distance learning environment:

- SLM in Print

- eSLM on the University Website
- Live AV Lectures Using LMS platform integrating App based education
- AV Lectures in DVD Mode; subsequently integrated on NSOU android app (Over 40 hrs run time)
- Blended Learning through PCP at LSC and online instruction
- SLP

Curriculum transaction is through Online and or Offline modes as detailed above and all academic activities are conducted following the programme is following the below mentioned activity planner during the academic session:

Name of the Activity	Tentative months schedule (specify months) during Year			
	From (Month)	To (Month)	From (Month)	To (Month)
Admission	Jun	Jul	NA	NA
Distribution of SLM	Jul	Aug	NA	NA
Contact Programmes (counselling, Practical, etc.)	Aug	Oct	Jan	Mar
Assignment Submission	Oct	Nov	Mar	Apr
Evaluation of Assignment	Nov	Nov	Apr	Apr
Examination	Nov	Dec	May	Jun
Declaration of Result	Dec	Dec	Jun	Jun
Renewal/ Re-registration	NA	NA	Jun	Jul

#### **Evaluation:**

Evaluation is on a 2-tier basis, divided into Assignment submission (online mode) and Term End Examinations (Offline mode). The weightage is as follows:

Assignment – 20 marks

Term End Examination – 80 marks

Total marks for each course – 100

**Assignment / Internal Assessment/ Continuous Assessment / Formative Assessment:** Assignment submission is the first interaction between the learner and the teacher. It has a very important role to play in the teaching-learning process in distance education. So, submission of Assignment is mandatory for all learners. The assignment responses reflect what the learners have understood and learnt. The assignment answer scripts are returned to the learners so that the assignment answers serve the purpose of providing feedback to the learners and inform them their strengths and weaknesses. Learners will be required to submit assignment for each course and the marks obtained on evaluation of those assignment courses will be entered into his/her individual record of performance. This will constitute 30% (maximum) of the Full marks in the course as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) regulations, 2020. All the Marks secured by the learners will be progressively entered into the result card. Every learner is required to submit the assignment courses before each Term-End Examination. In practical course of Science stream, there is no assignment.

**Term-End Examinations:** Minimum 80% of the total credit points of the course (except practical course where it is 100%) would be reserved for Term-End Examination as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. Minimum qualifying marks in each course is 20% (Term End Examination Marks + Assignment Marks).

#### **vii. Requirement of the laboratory support and Library Resources:**

**Laboratory:** As the course does not have any practical paper or any component for which laboratory facility is required therefore laboratory facility is not provided.



Library facility is one of important services in any higher educational institution. In addition to the Self Learning Materials (SLMs) and other learning resources the University provides library facility to all of its registered learners. The Library Department, Netaji Subhas Open University is located at Kalyani Campus.

Further, to cater to the needs of huge number of registered students, the University needs unlimited libraries to provide educational support to everyone. To cope with the situation, the University has initiated the process of setting up a strategic partnership with the existing network of Public Libraries that are available in the State of West Bengal to offer educational support to our learners all over the State. This initiative taken by NSOU is the first of its kind in the country.

#### **viii. Cost estimate of the programme and the provisions:**

Total course fee is Rs. 1,00,000/- (Rs. 25,000/- per Semester, Excluding Examination and Studentship Renewal Fees). An approximate distribution of expenditure is given below to get prior view:

Assigned Head	Sub Head	% of Expenditure
Development	SLM Preparation and Development Cost	7
	SLM Printing	44
Maintenance & Programme Delivery	Maintenances Grant	5
	Counselling/ PCP/ Lab Counselling	25
	Delivery Charges	4
	Other Overhead Expenses	8
ICT Support	Admission Processing	1
	ICT Support Services	5
	Computer Training	1

#### **ix. Quality assurance mechanism and expected programme outcomes:**

The Centre for Internal Quality Assurance (CIQA, NSOU) established as per UGC (Open and Distance Learning and online Programme) Regulations, 2020 ensures a quality assurance mechanism for all programmes including the MA History Programme. Faculties, Department of History are actively involved in CIQA related work.

**Board of Studies (BOS):** Board of Studies ensure quality of the Curriculum of Post Graduate Programme in Business Administration as per University norms. BOS plays a vital role as the following

- ✓ Curriculum review and development of quality Self Learning Materials (SLMs) in print. The curriculum is reviewed regularly to ensure that it is up-to-date and relevant to the needs of learners.
- ✓ Learner's assessment and evaluation process through a variety of methods, including exams, assignments. This helps to ensure that Learners are meeting the learning outcomes of the Programme.

#### **Expected Programme outcomes:**

After successful completion the students may increase their knowledge in the domain of management which intern increase their employability in the trade and commerce.