



Centre for Distance and Online Education (CDOE)
Jamia Millia Islamia, New Delhi

Programme Guide

w.e.f **2024-25**

Master of Business Administration (ODL)



MESSAGE FROM CDOE

Dear Students,

It is a pleasure welcoming you to Jamia Millia Islamia for the **Master of Business Administration (MBA)** ODL Programme being offered at the Centre for Distance and Online Education.

Education, needless to reiterate, is a *sine qua non* for the growth of a nation and personality development of its citizens. Distance education is one of the many multi-pronged instrument adopted to promote literacy across India. It aims not just at fostering social mobility and lifelong education but also at upholding the core values of the Indian Constitution and society, that is, democracy, secularism, social justice and equality of opportunity.

Jamia Millia Islamia in its endeavor to endorse and promote these values and advance literacy, has pledged to take education to the doorsteps of the learners.

We wish you success in your educational endeavors.

Prof. Jasim Ahmad
Hony. Director

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PROGRAMME COORDINATOR/IN-CHARGE

Dr Asif Pervez

Assistant Professor (Management)

Centre For Distance and Online Education

Jamia Millia Islamia, New Delhi

1. ABOUT THE PROGRAMME

1.1 Introduction of the Program

The CDOE has developed an innovative program **Master of Business Administration (MBA)** with emphasis on Finance, Marketing and Human Resources. The basic objectives of the program are to prepare the students with necessary conceptual, entrepreneurial and analytical skills required for handling modern and technical business operations at both national and international levels.

1.2 Duration of the Programme

Minimum duration of the Programme: 4 (Four) Semesters / 02 (Two) Years

Maximum duration of the Programme: 8 (Eight) Semesters / 04 (Four) Years

1.3 Medium of Instruction:

English / Hindi / Urdu *

(The SLM will be provided in English and Assignments and Question Papers will be provided only in English.)

1.4 Programme Fee

Rs. 25,000/- (Twenty Five Thousand) per annum (Two Semesters) to be paid in advance in the beginning of each academic year.

1.5 Brief Course Structure**SEMESTER – I**

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
DMBA-CP-101	Management Concepts and Organizational Behaviour	4	75	25	100
DMBA-CP-102	Quantitative Methods	4	75	25	100
DMBA-CP-103	Managerial Economics	4	75	25	100
DMBA-CP-104	Human Resource Management	4	75	25	100
DMBA-CP-105	Business Communication	4	75	25	100
DMBA-CP-106	Financial Accounting	4	75	25	100
DMBA-CP-107	Marketing Management	4	75	25	100
DMBA-CP-108	IT Applications in Management	4	75	25	100
Total		32	600	200	800

SEMESTER – II

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
DMBA-CP-201	Organization Structure, Dynamics and Change	4	75	25	100
DMBA-CP-202	Management Science	4	75	25	100
DMBA-CP-203	Economic Environment of Business	4	75	25	100
DMBA-CP-204	Financial Management	4	75	25	100
DMBA-CP-205	Methodology of Business Research	4	75	25	100
DMBA-CP-206	Operations Management	4	75	25	100
DMBA-CP-207	Information Systems for Management	4	75	25	100
DMBA-CP-208	Accounting for Managerial Decision Making	4	75	25	100
Total		32	600	200	800

SEMESTER – III

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
	Compulsory				
DMBA-CP-301	Business Policy and Strategic Management	4	75	25	100
DMBA-CP-302	Comprehensive Corporate Analysis	4	75	25	100
DMBA-CP-303	Legal Environment of Business	4	75	25	100
DMBA-CP-304	Summer Training Project	4	75	25	100
	Major				
	Optional I	4	75	25	100
	Optional II	4	75	25	100
	Optional III	4	75	25	100
	Minor				
	Optional I	4	75	25	100
	Optional II	4	75	25	100
Total		36	675	225	900

SEMESTER – IV

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
	Compulsory				
DMBA-CP-401	Business Ethics and Corporate Governance	4	75	25	100
DMBA-CP-402	E-Business	4	75	25	100
DMBA-CP-403	Project Study / Dissertation	4	75	25	100
	Major				
	Optional I	4	75	25	100
	Optional II	4	75	25	100
	Optional III	4	75	25	100
	Minor				
	Optional I	4	75	25	100
Total		28	525	175	700

List of Optional Courses

Course Code	Course Name
(1) FINANCIAL MANAGEMENT	
Third Semester	
DMBA-FM-3101	Security Analysis and Portfolio Management
DMBA-FM-3102	Project Planning, Analysis and Management
DMBA-FM-3103	Behavioral Finance
Fourth Semester	
DMBA-FM-3104	Financial Modelling
DMBA-FM-3105	Financial Engineering
DMBA-FM-3106	Insurance and Risk Management
(2) MARKETING MANAGEMENT	
Third Semester	
DMBA-MM-3201	Advanced Consumer Behaviour
DMBA-MM-3202	Advertising Management
DMBA-MM-3203	Customer Relationship Management
Fourth Semester	
DMBA-MM-3204	Sales and Distribution Management
DMBA-MM-3205	Marketing of Services
DMBA-MM-3206	Product and Brand Management
(3) HUMAN RESOURCE MANAGEMENT	
Third Semester	
DMBA-HR-3301	International Human Resource Management
DMBA-HR-3302	Strategic Human Resource Management
DMBA-HR-3303	Human Resource Management System
Fourth Semester	
DMBA-HR-3304	Compensation Management
DMBA-HR-3305	Training and Development
DMBA-HR-3306	HR Analytics

1.6 Detailed Course Structure

MBA (Previous Year)

Semester – I

DMBA-CP-101

Management Concepts and Organization Behavior

Block 1: Fundamental of Organization Behavior

Unit 1 : Introduction to Organizational Behavior : Meaning, Characteristics, and Evolution OB

Unit 2 : Managerial Roles and Managerial Functions.

Unit 3 : The Changing Context of Organization, Globalization and Concerns of OB. Positive Perspective. Categories of Positive Approach, Positive Thinking and Intervention with Positive Approach.

Unit 4 : The Attributes Process –Internality and Optimism: Internality and Externality, Consequence of Internality, Optimism, Rumination and Flow.

Block 2: Individual Behavior and basics of Planning, Organizing and Supervision

Unit 5 : Foundation of Individual Behavior Meaning, Characteristics and Different factors for Individual Behavior,

Unit 6 : Planning: Meaning, Characteristics importance, functions and types of planning.

Unit 7 : Organizing: Meaning, Characteristics, Importance, functions, and types of Organization, Informal Group Dynamics.

Unit 8 : Supervision: Meaning, Characteristics, Importance and Implementation.

Block 3: Fundamentals Control, Conflict, Leadership and Motivation

Unit 9 : Control: Concept, Definitions, needs, types and advantages

Unit 10 : Conflict Management: Sources of Conflict, Types of Conflict, Conflict Management and Conflict Resolution.

Unit 11 : Leadership Theories and Styles: Goleman's Leadership Theory, Black & Mouton Leadership Theory and Reddin's 3 D Leadership Theory, Some Recent Theories of Leadership, Developing Leadership for Tomorrow: Paradigm Shift in the Areas of Leadership, Mechanism for Leadership Development, Emerging Patters of Leadership.

Unit 12 : The Motivational Process: Theories of Motivation, Motivating through Work, and Managing work Motivation.

Block 4: Fundamentals of Personality, Learning and Effectiveness

Unit 13 : Personality and Personal Effectiveness: Theories of Personality.

Unit 14 : Transactional Analysis: Transactional managerial Styles, The perceptual Process, Attitudes, and Values.

Unit 15 : The Learning Process: Learning Theories –Adult Learning Theories, Social Learning Theories, Experiential Learning Theory.

Unit 16 : Roles and Role: Effectiveness Decisional Process and Consensus Building.

DMBA-CP-102

Quantitative Methods

Block 1: Fundamentals of Quantitative Methods

Unit 1 : Introduction of Quantitative Methods and their application in Management Decision making

Unit 2 : Statistical Terms and concepts and Scale of Measures

Unit 3 : Data sources, Collection and Presentation of data.

Unit 4 : Methods of sampling

Block 2: Descriptive Statistics

Unit 5 : Descriptive statistics

Unit 6 : Measures of Dispersion

Unit 7 : Skewness, moments and kurtosis

Block 3: Fundamentals of Time series and Index Number

Unit 8 : Time series analysis

Unit 9 : Index Number

Block 4: Correlation and Regression

Unit 10 : Correlation

Unit 11 : Regression analysis

Block 5: Introduction of Probability

Unit 12 : Probability concepts

Unit 13 : Probability Distribution

Unit 14 : Probability Estimation

Unit 15 : Testing of hypothesis

Unit 16 : Intro to LPP

DMBA-CP-103
Managerial Economics

Block 1: Basics to Managerial Economics

Unit 1: Managerial Economics: Nature and Scope,

Nature of Business Decision Making

Unit 2: Theories of Firm: Managerial and Behavioural
Theory, Sales Maximization, Growth

Maximization and Satisficing Theory of Firm

Unit 3: Nature and function of profits, Profit
Maximum, Organisation Slack, Ownership
and Control, Managerial Analysis,
Optimization

Block 2: Introduction and Theories of Demand

Unit 4: Demand Analysis: Theories of Demand

Unit 5: Indifference and Revealed Preference
Approach

Unit 6: Income and Substitution Effects

Unit 7: Demand function, Demand Forecasting and
Managerial Application

Block 3: Production and Cost Function

Unit 8: Production: Production Function and Returns
To Scale

Unit 9: Productivity Measurements and Constrained
Optimization Approach

Unit 10: Derivation of Cost Curves, Firm Size, Firm Size, Plant
Size, Managerial Application and Learning
Curves

Unit 11: Economies of Scope and Break-even Analysis

Block 4: Markets and Price Determination

Unit 12: Market: Meaning, Definition, Characteristics

Unit 13: Types of Market Perfect Competition,
Monopolistic Competition and Oligopoly

Unit 14: Profit Maximization under Different Market
Structures

Block 5: Business Cycle and Inflation

Unit 15: Non-Price Competition

Unit 16: Pricing Strategies of Firms: Cost Plus Pricing
And pricing of Inputs Application

Unit 17: Decision making Under Risk and Uncertainty

Unit 18: Inflation

DMBA-CP-104
Human Resource Management

Block 1: Fundamentals of Human Resources Management.

- Unit 1 : Foundation of Human Resources Management (HRM) – Meaning Definitions, Nature and Scope,
- Unit 2 : Theoretical framework and models of Human Resource Management
- Unit 3 : Different between Personnel Management and HRM, Opportunities and Challenges in HRM, HRM functions
- Unit 4 : Business Strategy and HRM, Qualities and role of HR managers.

Block 2: Planning and Process of Human Resource Acquisition

- Unit 1 : Foundation of Human Resource Management (HRM) –Meaning Definition, nature, scope, Characteristic and Objectives.
- Unit 2 : Theoretical framework and models of Human Resources Management
- Unit 3 : Difference between Personnel Management and HRM, Opportunities and Challenges in HRM, and HRM functions.
- Unit 4 : Business strategy and HRM, Qualities and role of HR managers,

Block 2: Planning and Process of Human Resources Acquisition

- Unit 5 : Human Resources Planning (HRP): need, objectives, pre-requisites, determinants, HRP models, HRP Process, types of HRP, benefits
- Unit 6 : Job Analysis (IA): Sources, methods, process, uses, importance, job description, job specification.
- Unit 7 : Recruitment and Selection: Sources , process, barriers, objectives, impact, e-recruitment, objectives of selection, selection tests, Interview, induction, placements and employee Socialization, employee retention.
- Unit 8 : Appraising and Rewarding Human Resources – Performance Appraisal (PA) and Feedback: approaches, methods /techniques of PA, process of PA, Interview, elements, designing and conducting PA, potential problems in PA, suggestions for improved PA.

Block 3: Evaluation, Compensation and HRD

- Unit 9 : Job Evaluation (JE): Principles, process, methods of JE, importance, limitations,
- Unit 10 : Employee compensation: definition, compensation strategy, factors, determinants, structure, theories, wage differentials, models, Incentives and fringe benefits-meaning types, job-based pay, skill-based pay, performance-based pay, executive compensation.
- Unit 11 : Development of Human Resources –Human Resource Development (HRD): theoretical framework of HRD functions, benefits, importance, barriers to HRD.
- Unit 12 : Training and Development: models, methods, training process, training evaluation, barriers, competency based training and assessment.
- Unit 13 : Current trends, career planning and development and succession planning

Block 4: Employees Relation, Industrial Disputes and Collective Bargaining

- Unit 14 : Employees – Management Relation (IR): approaches, models, theories, Industrial relation in India.
- Unit 15 : Industrial disputes management and disputes resolution and conflict management, Trade union, participative management.
- Unit 16 : Collective bargaining and Negotiation, Discipline and grievance handling, Grievance redressal mechanism.

Block 5: International Perceptive, Issues and HR Audit

- Unit 17 : International perceptive of HRM
- Unit 18 : Contemporary issues in HRM- Human resources management in technology-driven environment.
- Unit 19 : Knowledge management and Talent management
- Unit 20 : Balanced scorecard, HR scorecard, HR audit, Corporate social responsibility and HRM

DMBA-CP-105
Business Communication

Block 1: Communication Concepts and Function:

- Unit 1 : Meaning Definition and nature, Elements and Process of Communication.
- Unit 2 : Function of human Communication, Role of manager, Various form of communication, Intra-personal and Inter-personal.
- Unit 3 : Communication barriers, Effective managerial communication and strategies for improving organizational communication.
- Unit 4 : Non-verbal communication, cross cultural communication and technology-enabled business communication

Block 2: Methods of Communication

- Unit 5 : Communication across Functional area
- Unit 6 : Corporate Communication
- Unit 7 : Ethics in Business Communication

Block 3: Effectives Communication, Speaking and Oral Reporting

- Unit 8 : Effective listening
- Unit 9 : Types of listening
- Unit 10 : Barrier of Effective Communication, other barriers, listening skills at different managerial level, strategies for Effective listening.
- Unit 11 : Business Presentation and Public Speaking, Meeting and Conferences, Group discussion and Team Presentation

Block 4: Public Communication, Business Correspondence and Report Writing

- Unit 12 : Written Communication and Documentation- importance and types of Business messages.
- Unit 13 : Approach to Business messages, Five main stages of writing Business.
- Unit 14 : Business Correspondence, Kinds of Business letters, Business Reports and Proposals

DMBA-CP-106
Financial Accounting

Block 1: Fundamentals of Financial Accounting

- Unit 1: Nature and scope of accounting.
- Unit 2: Concepts and Conventions of Accounting Importance
- Unit 3: GAAPs accounting standards. IFRS

Block 2: Financial Statements

- Unit 1: Signature and preparation of financial statements,
- Unit 2: Corporate Balance Sheet.
- Unit 3: Accounting process final Accounts of a sale-ledger, final Account of NPO

Block 3 : Issue and Forfeiture of Shares

- Unit 1: Issue, forfeiture and Re-issue of forfeited shares
- Unit 2: Issue of right and bonus shares
- Unit 3: By –back of shares.
- Unit 4: Issue of debentures.
- Unit 5: Issue and redemption of preference shares

Block 4: Depreciation and Inventory

- Unit 1: Meaning and techniques of depreciation, Method Employed by Indian Companies, change of method as per revised AS-6
- Unit 2: Inventory valuation, methods and policies of Indian Companies..

Block 5: Presentation and Disclosure of Accounting Information

- Unit 1: Presentation and Disclosure of Accounting information
- Unit 2: Analysis of Accounting information and interpretation of accounting information.
- Unit 3: Cash Flow Statement.

DMBA-CP-107
Marketing Management

Block 1: Fundamentals of Marketing Management, Marketing Environment and Consumer Behavior

- Unit 1 : Introduction: Understanding Nature and Scope of Marketing Management, Key Marketing Concepts, Marketing philosophies, Strategic Marketing Planning Process, Customer value.
- Unit 2 : The marketing Environment: Organization's Internal Environment, Monitoring and Analyzing Micro –Macro External Marketing Environment
- Unit 3 : Identification and Selection of Market Classification: Consumer and Business Markets
- Unit 4 : Consumer Behavior: Concept, Signification Business Buying Behavior

Block 2: Market Segmentation, Planning and PLC

- Unit 5 : Market Segmentation, Targeting and Positioning, Differentiations Strategies, Competitor Analysis
- Unit 6 : Product Planning and Development: Product Characteristics and Classification Branding Packaging and Labeling Decisions.
- Unit 7 : New Product Development Process, Stages in NPD Process, The Consumer Adoption process
- Unit 8 : The Concept of Product Life Cycle (PLC) Stages of PLC and Marketing Strategies

Block 3: Pricing, Distribution Decisions and Marketing Communication

- Unit 9 : Pricing Decisions: Meaning and Importance of Price, Pricing Objectives, Setting and Modifying the Price Initiating and Responding to Price Change, Factors Influencing Price Determination and Pricing Methods.
- Unit 10 : Distribution Decisions- Nature and Function of Channels, Channel Design Decision, Channel Management and Modification Decision.
- Unit 11 : Managing Conflicts and Control in Channel. Retailing, Wholesaling and Logistics.
- Unit 12 : Marketing Communication: Role of Promotion, Integrated Marketing Communication.

Block 4: Promotion mix, Advertising and Emerging Issues

- Unit 13 : Promotion Mix Decision, Setting the Objectives and establishing the promotion Budget, Deciding the Promotion Mix.
- Unit 14 : Advertising, Sales Promotion, Publicity, Personal Selling and Sales Management. Managing Holistic Marketing Organization: internal Marketing
- Unit 15 : Emerging Issues and trends in Marketing, Socially Responsible Marketing, and Cause Related Marketing.
- Unit 16 : Social, Rural, Viral and Green Marketing
- Unit 17 : Role of Social Media in Marketing

DMBA-CP-108
IT Application in Management

Block 1: Computer Hardware and Number System

- Unit 1: Computer Hardware: - CPU, Basic logic gates, computer memory Mass storage devices, computer hierarchy input technologies, output technology
- Unit 2: Number system, Arithmetic, Decimal, Binary, octal, Hexadecimal

Block 2: Computer Software and Operating system

- Unit 3: Application and system software, programming and their classification assembler, compiler , interpreter.
- Unit 4: Process of software development, data analysis using spreadsheet
- Unit 5: Operating system

Block 3: Introduction to DBMS and File Handling

- Unit 6: DBMS Concepts, Traditional file concepts and environment
- Unit 7: Types of data model, ER Modeling and Queries language (SQL)

Block 4: Data Communication and Networking

- Unit 8; Data Communication: Concepts of data communication, types of data communication and communication media
- Unit 9: Concepts of computer network, topologies, OSI model, Internetworking devices, Internet

Unit 10: Internet: Operation for the internet services provided by internet, World Wide Web, creating web pages using HTML

Block 5: Functions of Information system

Unit 11: Information knowledge concepts data decision, making process

Unit 12: Overview of security issues in information technology emerging trends information system

Unit 13: Physical components of information system, classification of information system, classification of information system

Semester - II

DMBA-CP-201

Organization Structure, Dynamics and Change

Block 1: Introduction of Organisation

Unit 1: Definitions and Principles of Organisation

Unit 2: Organisation Structure, Types, System and Design

Unit 3: Role of Critical Success Factors on Organizational Design.

Unit 4: System View of an Organization, Socio-Technical System

Block 2: Organizational Change

Unit 1: Organizational Change – Introduction and Need, Types, Transformation and Renewal

Unit 2: Philosophy of Organizational Change,

Unit 3: Kotter's Eight Step Model of Change, Change Triggers

Unit 4: Strategies for Change Management, ABC Technique, Integrated Approach

Block 3: Organizational Change Process

Unit 1: Organizational Change Processes, Effectiveness and Excellence

Unit 2: Pillars of Organizational Change, Scenario Planning for Effective Change Process

Unit 3: Excellence Model of Peters and Waterman, MBO for Organizational Effectiveness

Unit 4: TQM and Organizational Excellence, Managerial Roles Theory for achieving Organizational Effectiveness and Excellence.

Block 4: Technology Management, Culture and Change

Unit 1: Technology Management, HRM and Technology Management

Unit 2: Technology Planning, Transfer, Innovation

Unit 3: Culture and Change, Proactive and Reactive Technological Cultures, Employee Attitudes in the Organizational Change Process

Unit 4: Performance Driven Organizational Change Managing Change through Balance Scorecard and HR Scorecard

DMBA-CP-202

Management Science

Block 1: Operation Research (OR) and Decision Making

Unit 1: Decision-making - Need and importance of models in Decision Making

Unit 2: Operation Research – Concept, Significance, History and Evolution of OR

Unit 3: Operations Research Models and their applications in business and management

Unit 4: Linear Programming Problem (LPP) formulation and applications, Variables and multiple solutions (two variables, simplex method, feasible and optimal, slack, surplus and artificial, Big-M method

Unit 5: Duality in LPP and its economic interpretation.

Block 2: Models and Method of Decision Making

Unit 1: Assignment model, Hungarian algorithm, Maximization case in assignment, multiple optimal solutions, unbalanced assignment problems, restrictions on assignment, flight scheduling problem.

Unit 2: Transportation model, initial feasible solution by North-West Corner Method (NWCM),

Unit 3: Least Cost Method (LCM) and Vogel's Approximation method (VAM), optimal solution by Modified distribution (MODI) method, unbalanced supply and demand, degeneracy,

Unit 4: Alternative optimal solutions in transportation, maximization transportation problems, Trans-Shipments

Block 3: Project Management

Unit 1: Project Management – Introduction, Need and Significance, Evolution

Unit 2: Critical Path method (CPM) and Programme Evaluation and Review Technique (PERT), network components and precedence relationship, Critical path analysis-determination

Unit 3: Float of an activity and an event, Project scheduling with uncertain activity, times-estimation of project.

Unit 4: Project time-cost trade off, project crashing

Block 4: Games Theory of Decision Making

Unit 1: Theory of Games: Introduction, Need, Signification and Evolution

Unit 2: Types of Games: Games with and without Saddle point- two-person zero sum games, pure strategies (games with saddle point), mixed strategies (games with no saddle point).

Unit 3: Principle of dominance. Sequencing-2 machines in jobs, 3 machines and in jobs.

Unit 4: Elementary queuing theory- Single server-single channel models

DMBA-CP-203

Economic Environment of Business

Block 1: Fundamentals of Business Environment

Unit 1: Business Environment: Meaning. Nature and Significance

Unit 2: Types of Business Environment: Economic and non-economic environment

Unit 3: Defining competitive business environment

Unit 4: Macroeconomic variables' effect on business; "Laissez faire" to government intervention and back in economic activities and consequences for business.

Block 2: Fundamentals of National Income Accounting

Unit 1: Concepts of national income and measurement.

Unit 2: Macroeconomic Frame - National Income Accounting: circular flow of income

Unit 3: Consumption and investment functions; concepts of multiplier and accelerator, Aggregate supply and deflationary aggregate demand

Unit 4: Keynesian Income determination and cycle's equilibrium; inflationary and gap: business Application of the above in business sector. Practical problems and solutions

Block 3: Fundamental of Economic Environment

Unit 1. Economic Environment: An Analysis

Unit 2. Managing the Economy: A Theoretical Perspective-Keynesian vs. Monetarism

Unit 3. Demand side and Supply side Economics.

Unit 4. Economic Policies influencing macro variables- Monetary, Fiscal, Trade and overall Industrial Policy regime. Use of the policy frame in business decision- making and impact effect on the various sections

Block 4: Planned Development in India

Unit 1: Planned Development in India - Objectives. Targets and strategies of the latest Plan: A brief evaluation of Indian Planning.

Unit 2: Economic reforms – LPG strategy Assessment, achievements and shortcomings; second generation economic reforms; Improving sectoral productivity and growth;

Unit 3: Issues related to 'twin deficits', infrastructure and governance deficits. Labour and social security reforms. Corporate Social Responsibility and corporate governance

Unit 4: External Dimensions of Development-Globalisation and its effect on Indian industry; FDI: concept and determinants; FDI and FII flows.

Unit 5: WTO and India: Implications for Indian economy, Business and society

DMBA-CP-204

Financial Management

Block 1: Financial Planning and Budgeting

Unit 1: Financial Management

Unit 2: Financial Decision, Leverages Analysis: Concept, Types and Objectives

Unit 3: Operating and Financial Leverages

Unit 4: EBIT, EPS, Analysis

Block 2: Capital Budgeting and Cost of Capital

Unit 1: Capital Budgeting

Unit 2: Cost of Capital

Block 3: Capital Structure and Dividend

Unit 1: Capital Structure

Unit 2: Dividend Policies

Unit 3: Forms and Determinants of Dividends

Block 4: Working Capital Planning, Calculation and Management

Unit 1: Management of Working Capital

Unit 2: Management of Working Capital: Cash, Receivables and Inventories

Unit 3: Working Capital Monitoring and Control

DMBA-CP-205

Methodology of Business Research

Block 1: Fundamentals of Business Research, Review of Literature and Data Collection

Unit 1: Introduction to Business Research Methods: Role of Research and the Research Process
Identifying a Research Problem

Unit 2: Reviewing the Literature, Specifying a Purpose, Research Questions and hypotheses or Central, Questions and Sub-Questions

Unit: 3: Collecting Quantitative Data-Analyzing and Interpreting Quantitative Data

Block 2: Sampling Techniques, Sampling Errors, and Measurements

Unit: 4: Sampling techniques, Steps in Sampling, Types of Sample Design-Probability and Non-probability
Sampling Designs, Size of Sample

Unit: 5: Sampling Errors

Unit 6: Concepts of Measurement and Scaling, Important Scaling Techniques, Reliability and Validity of Measurement.

Unit 7: Data Collection Methods-Primary vs. Secondary Data, Questionnaire Development process, Collecting primary Data Through-Observations Semi-Structured Interviews, In-Depth Interview and Questionnaire, Processing of Research Data-Editing, Coding, Classification and Tabulation

Block 3: Measurement of Central Tendency, Dispersion and Testing of Hypotheses

Unit 8: Measures of Central Tendency

Unit 9: Measurements of Dispersion and Skewness,

Unit 10: Testing of Hypotheses, Advance Techniques of Data Analysis

Unit 11: Correction and Regression Analysis

Unit 12: ANOVA

Block 4: Factor Analysis, Data Analysis and Evaluating

Unit 13: Factor Analysis, Discriminate Analysis, Cluster Analysis, Conjoint Analysis

Unit 14: Data Analysis by Software Package

Unit 15: Collecting Qualitative Data-Analysis and Interpreting Qualitative Data

Unit 16: Evaluating and Reporting Research

DMBA-CP-206

Operation Management

Block 1: Fundamentals of Operational Management and Productivity Measurement

Unit 1 : Introduction to Operation Management, Historical development of Operation Management and Current Issues in Operation Management.

Unit 2 : Major decision which fell under the function of OM. Distinction between Product and Services.

Unit 3 : Productivity Measurement, Learning Curve Operations Strategy as a Competitive Weapon.

Unit 4 : Different types of process its relation to degree of customization and volume

Block 2: Break Even Analysis, Product design decisions and Facility Location

Unit 5 : Break-even analysis in deciding process decisions

Unit 6 : Job design decisions, flow diagrams, process charts

Unit 7 : Product design decisions – concept of re-engineering value analysis value engineering, concurrent engineering, designing for manufacturing and assembly QFD

Unit 8 : Facility Location-Scoring model, Load distance model, centre of gravity model

Block 3: Warehousing Location Models, Inventory Management

- Unit 9 : Warehousing Location models (both transportation and transshipment models only concepts)
- Unit 10 : Facility layout-process layout product layout Hybrid layout, fixed position layout
- Unit 11 : Muthur's grid, cycle time, though put time, Little's law, assembly line operation and its efficiency.
- Unit 12 : Inventory management-ABC and VED analysis, Economics order quantity and Economic lot size, Sensitivity of EOQ and its implications, Continuous and Periodic review replenishment policies, concept of safety stock and reorder level

Block 4: Aggregate Planning, Capacity and Quality Management

- Unit 13 : Aggregate Planning- Basic Strategies: Chase strategy and level production strategy outsourcing strategy
- Unit 14 : Concept of Bill of Material, Material Requirement planning
- Unit 15 : Capacity management
- Unit 16 : Supply Chain strategy –types of supply chain (Hau-Lee Uncertainty matrix) Bull Whip Effect, Mass customization, cross –docking, Lean Manufacturing-Elimination of waste Toyota Production system
- Unit 17 : Quality Management-Dimensions of Quality, costs of quality control charts, ISO 9000 and 14000 standards, Continuous improvement concept.

DMBA-CP-207

The Information Systems for Management

Block 1: Fundamentals of Information

- Unit 1: Concept and characteristics of Information, Information Systems, Strategic business objectives and dimensions of Information Systems.
- Unit 2: Contemporary approaches to Information Systems. Types of information systems in an organisation.
- Unit 3: International Information Systems. Impact of Information Systems on Organizations and Business Firms.
- Unit 4: Porter's Competitive Forces Model. Information System Strategies for Dealing with Competitive Forces.
- Unit 5: Issues, Planning and Development: Ethical, Social and political issues raised by Information Systems. Moral Dimensions of Information Systems Methodologies, SDLC

Block 2: Decision Making and Information System

- Unit 1: Decision Making and Information Systems: Business value of improved decision making.
- Unit 2: Simon's model of Decision Making, Types of Decisions and decision making process.
- Unit 3: MIS -Concepts, Characteristics, Constraints and limitations of MIS Application
- Unit 4: Decision Support systems (DSS).Types of Decision Support systems. Component and Architecture of a DSS .Applications, advantages and limitations of a DSS. Overview of GDSS. Executive Support Systems (ESS), Role of ESS in firm.

Block 3: Fundamentals of Enterprise Systems

- Unit 1: Executive Support Systems (ESS), Role of ESS in firm.
- Unit 2: Business value Systems Development Life Cycle (SDLC) Structured and of ESS.
- Unit 3: Enterprise Systems and Enterprise Software Information Systems
- Unit 4: Supply Chain Management (SCM), SCM Software

Block 4: Fundamentals of Knowledge and Database Management

- Unit 1:** CRM Systems and CRM Software Dimensions of Knowledge and Knowledge Management Value Chain.
- Unit 2: Types of Knowledge Management systems. Application of Artificial Intelligence in KMS.
- Unit 3: Data Mining, Neural Networks, Fuzzy Logic, Expert Systems (ES)-Introduction ,Components and Working of ES, Examples of Successful Expert Systems.
- Unit 4: Database Management Systems & Security of Information Systems: Basics of RDBMS. Functional Dependency and Normalization Approaches to Database Programming Data Mining,
- Unit 5: Data Warehousing and OLAP. Emerging Database Technologies. Security and control of Information systems

DMBA-CP-208
Accounting for Managerial Decision Making

Block 1: Accounting Fundamental

- Unit 1 : Concepts ,Characteristics, and Types of Accounting
- Unit 2 : Introduction to Cost Accounting
- Unit 3 : Introduction to Management Accounting
- Unit 4 : Responsibility Accounting

Block 2: Financial Analysis

- Unit 5 : Financial Statement Analysis
- Unit 6 : Ratio Analysis
- Unit 7 : Cash Flow Statement

Block 3: Cost Control

- Unit 8 : Budgeting and Budgeting Control
- Unit 9 : Marginal and Absorption Costing
- Unit 10 : Decision – Making
- Unit 11 : Break Even Analysis: Meaning Assumption and Practical Application

Block 4: Variance Analysis And Reporting

- Unit 12: Costing
- Unit 13: Reporting to Management: Objectives and Needs
- Unit 14: Recent Developments in Account

Semester – III

Compulsory Courses

DMBA-CP-301
Business Policy and Strategic Management

Block 1: Introduction to Business Policy & Strategic Management

- Unit 1: Genesis, Evolution, Concept and Characteristics
- Unit 2: Policy versus Strategy & Reasons For Growing Importance Of Strategy
- Unit 3: Types and Levels of Strategy & Strategic Management Model
- Unit 4: Establishing Business Intent-Understanding Strategic Intent. Vision, Mission and Objectives. Vision versus Mission, The Mission and Business Definition
- Unit 5: Process of Developing a Mission Statement, Writing and Evaluating a Mission Statement. Nature and Characteristics of Objectives and Goals, Long-Term Objective Setting

Block 2: External Environmental Analysis

- Unit 6: Nature, Characteristics, Types and Approaches of External Environment, Key External Forces
- Unit 7: Competitive Analysis, Industry Analysis, the External Factor Evaluation (EFE) Matrix, The Competitive Profile Matrix (CPM)
- Unit 8: Internal Analysis and Assessment - Nature, Characteristics and Approaches, Key Internal Forces; Analysis of Strengths and Weaknesses
- Unit 9: The Internal Factor Evaluation (IFE) Matrix

Block 3: Types of Strategies

- Unit 10: Long Term Objectives, Not Managing By Objectives, Corporate Level Strategies; Integration Strategies, Intensive Strategies, Diversification & Concentration Strategies and Defensive Strategies
- Unit 11: Stability, Retrenchment and Restructuring Strategies & Business Level Strategies
- Unit 12: Generic Business Strategies Including Cost Leadership, Differentiation and Focus

Block 4: Strategic Analysis and Choice

Unit 13: Nature of Strategic Analysis, Strategic Analysis And Choice At The Corporate Level, Experience Curve. A Comprehensive Strategy Formulation Framework, The Input Stage, The Matching Stage

Unit 14: TOWS Matrix, SPACE Matrix, BCG Matrix, The IE Matrix, The Grand Strategy Matrix, The Decision Stage, The Quantitative Strategic Planning Matrix (QSPM)

Unit 15: Competitive Advantage and Value Chain -Concepts. Contemporary Issues Before Value Chain, Role of Value Chain For Getting Sustainable Competitive Advantage

Block 5: Strategy Implementation

Unit 16: Nature, Barriers to Strategy Formulation and Implementation – Models; Structural Implementation; Structural Considerations; Types of Organization Structures Organization Design and Change, Structures for Business And Corporate Strategies

Unit 17: Behavioral Implementation: Strategic Leadership, Corporate Culture and Strategic Management, Corporate Politics and Power, Personal Values, Business Ethics and CSR.

Unit 18: Functional and Operational Implementation; Functional Strategies, Financial Marketing; Operations, HR, Information Plans and Policies. Integration of Functional Plans and Policies; Strategic Evaluation and Control-Nature and Importance, Premise, Implementation and Operational Control Techniques

Unit 19: Application of Strategic Management Concepts and Tools - Case Study Analysis Framework; Approaches to Case Analysis, Preparing For Case Analysis and Discussions, Written and Oral Presentation of Cases, Group Discussions, Industry Analysis; Limitations of Case Method

DMBA-CP-302

Comprehensive Corporate Analysis

Block1: Corporate Analysis

Unit 1: Meaning, Nature and Scope

Unit 2: Tools and Techniques

Unit 3: Various Perspectives of Analysis

Unit 4: Sources of Data, Published and Unpublished Data, Data Validation

Block 2: Exploring Key Aspects Of Evaluation

Unit 5: Methodologies

Unit 6: Perspectives

Block 3: Business Models & Strategies

Unit 7: Business Models

Unit 8: Corporate Culture

Unit 9: Corporate Strategies

Unit 10: Environmental Analysis

Unit 11: Analytical Tools Applied To Functional Strategies

Block 4: Case Applications

Unit 12: Evaluation of Organizational Structure

Unit 13: Corporate Health

Unit 14: Positioning and Growth Opportunities

Block 5: Corporate Analysis Reports

Unit 15: Preparation of Corporate Analysis Reports

Unit 16: Introduction to MS Office Tools

Unit 17: Applications of MS Office Tools

DMBA-CP-303

Legal Environment of Business

Block 1: Constitutional Provisions

Unit 1: Constitutional Framework of Freedom Of Trade, Commerce and Intercourse Guaranteed To Citizen under Article 19 And 301-305.

Unit 2: Indian Contract Act, 1872- Nature of Contract

Unit 3: Offer and Acceptance, Capacity to Contract,

Unit 4: Consideration, Free Consent,

Unit 5: Unlawful Agreements, Void Agreements, Performance,

Unit 6: Discharge of Contracts, Remedies In Case Of Breach of Contract, Quasi Contracts.

Block 2: Sale of Goods Act, 1930

Unit 7: Sale of Goods; Sale and Agreement to Sell; Conditions and Warranties.

Unit 8: Doctrine of Caveat Emptor.

Unit 9: Transfer of Property, Performance of Contracts

Unit 10: Unpaid Seller's Rights, Auction Sale

Block 3: The Companies Act, 2013

Unit 11: Nature and Types of Companies; Formation. Memorandum and Articles of Association; Prospectus; Allotment of Shares; Shares and Share Capital

Unit 12: Membership; Borrowing Powers; Management and Meetings; Accounts and Audit; Compromise Arrangements and Reconstruction; Prevention of Oppression and Mismanagement; Winding Up

Block 4: Consumer Protection Act, 1986

Unit 13: Consumer Defined, Consumer Complaint-Goods and Services; Unfair and Restrictive Trade Practices; Right of Consumers

Unit 14: Ad Judicatory Bodies – District Forums; State Consumer Disputes Redressal Commission; National Consumer Disputes Redressal Commission- Their Constitution- Powers and Procedure; Appeal To Supreme Court

Unit 15: Negotiable Instruments- Concepts, Kinds, Holder and Holder In Due Course
Negotiation and Assignment, Dishonour and Discharge of a Negotiable Instrument

Block 5: FEMA 1999

Unit 16; Foreign Exchange, Dealing In Foreign Exchange, Transactions and RBI Approval, Penalties; Competition Act 2002 – Trade Practices, Remedies, Environment Protection Act, 1986

Unit 17: Control of Environment, Air and Water Pollution, Central Pollution Control Board, EIA, Public Liability Insurance, National Environment Tribunal.

Unit 18: International Business Laws – Overview, *Moot Court for Managers*

DMBA-CP-304

Summer Training Project

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the program shall not be deemed to have been satisfied unless a student undergoes summer training under the approved supervision. Each student will be required to submit a project report on the work undertaken during this Period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. (See detailed Guidelines on Page No. 44 & 45)

Compulsory Courses

DMBA-CP- 401
Business Ethics and Corporate Governance

Block 1: Corporate Values

- Unit 1 Importance, Sources of Value Systems, Types of Values
- Unit 2 Loyalty and Ethical Behaviour
- Unit 3 Values across Cultures
- Unit 4 Business Ethics – Nature, Characteristics and Needs
- Unit 5 Ethical Practices in Management

Block 2: The Ethical Value System

- Unit 6 Universalism, Utilitarianism, Distributive Justice
- Unit 7 Social Contracts, Individual Freedom of Choice
- Unit 8 Professional Codes; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics

Block 3: Law and Ethics

- Unit 9 Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behavior,
- Unit 10 Impact of Laws on Business Ethics

Block 4: Social Responsibilities of Business

- Unit 11 Environmental Protection
- Unit 12 Fair Trade Practices, Fulfilling all National obligations under various Laws
- Unit 13 Safeguarding Health and Well being of Customers

Block 5: Corporate Governance

- Unit 14 Issues, Need, Evolution of Corporate Governance & Corporate governance code
- Unit 15 Transparency & disclosure, Role of auditors, Board of directors and Share holders
- Unit 16 Global issues of governance, Accounting and Regulatory Frame work
- Unit 17 Corporate scams, Committees in India and abroad
- Unit 18 Corporate Social Responsibility

DMBA-CP- 402

E- Business

Block 1: Electronic Business – Introduction

- Unit 1 Understanding new internet technology and business, objectives of E- business
- Unit 2 Transaction from traditional business to E-business, Contribution to E-business success
- Unit 3 E-business & E-commerce, Advantages of E-business, Benefits to the retailer
- Unit 4 Establishing E-business, Business Environment
- Unit 5 The Contribution of E-business technologies to economic growth, Market competitiveness and Productivity

Block 2: E-business Competitive and Business Strategy

- Unit 6 E-business models, Competitive advantage and competitive strategy
- Unit 7 E-business conceptualization & trends, Values drivers of E-business, Role of E-business

- Unit 8 Building competitive advantage through E-business, Competitive advantage and competitive environment, E-business as a strategic tool
- Unit 9 The effects of E-business on Industry structure
- Block 3: Technology of E-business**
- Unit 10 E-business technologies, Hardware, B2B integration, Data standardization and integration
- Unit 11 Back-end systems: Internet technology-A background, the internet packet switching, internet protocol, TCP/IP protocol, IP address, client/server computing, other internet protocols, utility programs
- Unit 12 Online payment Systems and Methods, Security and risk handling in online payments, Fraud detection in online payments
- Unit 13 E-business security policy, Dimensions of E-business security, Designing E-security policy for business, Information classification
- Block 4: E-Market**
- Unit 14 Electronic market, Various operating modes of E-markets, Contextual E-marketing
- Unit 15 E-marketing communication, How E-markets work, Transactions at E-markets, E-business advertising
- Block 5: Application of E-Business technologies**
- Unit 16 Characteristics of E-business applications, Classification of E-business applications, From information processing to knowledge world, Knowledge management platform
- Unit 17 Digital marketing, Customer retention and E-CRM, Viral marketing, Features of E-business

DMBA-CP-403 Project Study

The objective of this course is to prepare the students to be able conduct a comprehensive research study on any managerial problem utilising their acquired theoretical knowledge into practical experience and reveal an understanding of the ideas, concepts and skills gained through their MBA program.

The study involves the research into the macro or micro level issues and problems of industry, firm or economy. The project study involved substantial use of substantial primary or secondary data. The student is expected to conduct a detailed survey of literature and analysis of data within a sound research framework. The project study involved development of research proposal, its approval with the concerned supervisor and presentations. After the end of the project, a well-structured report has to be submitted to the centre along with certificate from the supervisor annexed to the report. **The project study topics inter-alia include -**

- Study aimed at inter-organizational comparison or validation of a theory or model or a survey of management practices with reference to particular industry
- A thorough case study of Industry or segment
- Field study (empirical study) with respect to any research issue.
- Feasibility Study

The Expected format (as amended from time to time) for preparation of the proposal

- Introduction and Statement of the Problem
- Literature Survey
- Research Objectives
- Research Design and Methodology
- Hypothesis/Research Constructs
- Data Sources, Sampling Framework
- Analysis and Findings

- Concluding Remarks/Suggestions
- Bibliography/Appendices, if any

Two copies of the report in specified format (hard bound) should be submitted by the student to the centre.

Suggested Text

- Fred Pirczak (2011), *Writing Empirical Research Reports: A Basic Guide for Students of the Social and Behavioural Sciences*, Pirczak Publishing.
- Martin Skitmore (2009), *Writing Research Reports*, Anmol Publications.

Additional Readings

- Ranjit Kumar (2010), *Research Methodology A Step-by-Step Guide for Beginners*, Sage.
- Creswell, Dr. John W. (2008), *Research Design: Qualitative, Quantitative, and Mixed Methods*, Sage.
- Nicholas Walliman (2010), *Research Methods: The Basics*, Routledge.
- Jim D. Lester Jr., James D. Lester (2008), *Writing Research Papers: A Complete Guide*, Books a la Carte Edition (14th Edition), Pearson.

Optional Courses

Group I: Financial Management

DMBA-FM-3101

Security Analysis and Portfolio Management

Block 1: Investment:

Unit 1: Meaning, Nature and Scope

Unit 2: Decision Process, Investment Alternatives

Unit 3: Investment Risks, Interest Risk, Market Risk, Inflation Risk, Default Risk, Systematic and unsystematic Risk

Unit 4: Valuation of Securities

Block 2: Techniques of Risk Measurement

Unit 5: Techniques of Risk Measurement and Their Application

Unit 6: Concept of Beta, Classification of Beta, Project Beta, Portfolio Beta

Unit 7: Securities Market Line, Capital Market Line

Block 3; Security Analysis

Unit 8: Fundamental - Economy, Industry And Company Analysis

Unit 9: Technical Analysis - Dow Jones Theory, RSI, Elliot Wave Theory, Efficient Market Hypothesis, Dow Jones Theory Etc.

Unit 10: Financial Derivatives - Options, Futures and Swaps

Unit 11: Nature, Valuation and Trading Mechanisms of Financial Derivatives

Unit 12: Employee Equity Options and Compensation, Real Options

Block 4: Portfolio Management I

Unit 13: Portfolio Selection and Portfolio Theories – Markowitz Model, Tracking Error

Unit 14: Capital Assets Pricing Model, Arbitrage Pricing Theory, APT vs. CAPM

Unit 15: Deriving SML, Multifactor Models- Fama French Model, Chen-Roll-Ross Model

Block 5: Portfolio Management II

Unit 16: Portfolio Risk & Beta Estimation, Constructing 'Best' Portfolio

Unit 17: Sharpe Portfolio Optimisation, Utility Functions and Portfolio Choice Portfolio
Revision, Sorotino Ratio

Unit 18: Evaluation Of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Fama

DMBA-FM-3102

Project, Planning, Analysis and Management

Block 1: Introduction to Project Management

Unit 1: Project Concept, Types and Characteristics

Unit 2: Identification of Investment Opportunities

Unit 3: Generation of Project Ideas, Pre-Feasibility Analysis, Project Rating Index:

Block 2: Project Feasibility Analysis

Unit 4: Project Life Cycle

Unit 5: Marketing and Technical Analysis

Unit 6: Financial Analysis-Project Cost Estimation, Projected Financial Statements, Project Appraisal Techniques, Social Cost Benefit Analysis

Block 3: Project Risk Analysis

Unit 7: Project Risk Analysis

Unit 8: Risk Mitigation Measures

Unit 9: Statistical Tools and Techniques

Unit 10: Use of Specialised Software

Block 4: Project Appraisal

Unit 11: Project Appraisal by Financial Institutions, Banks and Other Financial Agencies

Unit 12: Formulation of Project Report, Credit Risk Analysis and Project Rating By Funding Institutions

Unit 13: Preparation of Detailed Project Report

Unit 14: Major Sources of Project Funding, Infrastructure Project Financing, PPP Projects And Financing

Block 5: Project Monitoring and Control

Unit 15: Introduction to Project Monitoring and Control

Unit 16: Project Management Information Systems (PMIS)

Unit 17: Project Implementation Practices

Unit 18: Microsoft Project, Prima Vera, Post Completion Audit Programme

DMBA-FM-3103

Behavioural Finance

Block 1: Introduction to Behavioural Finance

Unit 1: Definition, History and Major Contributions

Unit 2: Behavioural Themes – Heuristics, Framing, Market Inefficiency

Block 2: Theoretical Foundations

Unit 3: Asset Pricing and Market Efficiency

Unit 4: Prospect Theory, Expected Utility Theory

Unit 5: Frames for Actions, Contingencies and Outcomes

Unit 6: Investor Behaviour and Asset Allocation Process

Unit 7: Drivers of Investor Behaviour –Biases, Other Heuristics, Emotions, Investor Personality Traits

Unit 8: Asset Pricing –Momentum, Herding, Biases, Information Anomalies

Unit 9: Noise Trading, Learning, Bubbles, Valuation Puzzles, IPO Dilemma, Reactions

Block 3: Corporate Finance

Unit 10: Rational Managers and Irrational Investors

Unit 11: Project Financing

Unit 12: Dividend Policy

Unit 13: Money Management: Behavioural Investing and Neuro Finance

Unit 14: Trader's Brain, Entrepreneurial Hyper Intensity

Block 4: Investor Specific Behaviour Issues

Unit 15: Pension Investors, Mutual Funds

Unit 16: Private Equity Investing

Unit 17: Client Education and Management

Unit 18: Private Banking-Product Design and Allocation

DMBA-FM-3104 Financial Modelling

Block 1: Principles of Modelling

Unit 1 Risk Modelling, Excel and VBA in Financial Modelling, Components of a financial model, building the template

Unit 2 Filling in the historical data, Identifying assumptions and drivers

Unit 3 Forecasting various schedules and financial statement, building the supporting schedules

Unit 4 Various approaches to valuation, Key ratios, Financial ratios and company analysis

Unit 5 Building cases and sensitivity analysis - Looking at the probabilistic analysis of the best and worst case scenario

Block 2: Excel as a tool in Financial Modelling

Unit 6 Excel concepts - Basic commands, Functions - Math's, logical, look up, Date, Text and Financial, Chart, Diagram, Picture, Background, Auto format, Conditional formatting, Style, Filter, Sort

Unit 7 Formulas and Macros, What if analysis, Pivot table, Pivot chart, Scenario, Goal seek, Problem Solver tool, Advanced filter.

Block 3: Modelling Applications – Cash Ratios and Non Cash Valuations

Unit 8 Cash Ratio - Structured model with a menu & accounting statements, Calculating key financial ratios, Deriving an international cash flow

Unit 9 Non Cash Flow Valuations - Accounting methods, Dividend discount models

Unit 10 Market-based methods – EPS and multiples, Fundamental Valuations

Block 4: Forecasting Methods and Initial Valuations

Unit 11 Review of forecasting methods, relationship between company and financial strategy

Unit 12 Identifying and forecasting key drivers, Linkages and modelling problems, Deriving free cash flow

Unit 13 Cost of capital and initial valuation, Alternative theories – Bonds and arbitrage pricing theory, CAPM constituents, Asset and equity betas

Unit 14 Mathematical derivation, Methods of Adding terminal value, Equity valuation.

Block 5: Other Applications

Unit 15 Bond Prices and Duration, Option and Option Portfolios

Unit 16 Binomial option Pricing, Black-Scholes Model

Unit 17 Swap Valuations

DMBA-FM-3105
Financial Engineering

Block 1: Financial engineering

Unit 1 Concept, Scope and Applications, Growth and Latest Innovations

Unit 2 Conceptual Tools of a financial engineer - Valuation relationships and applications, Sensitivity Analysis, Risk-return trade-off

Unit 3 Portfolio Analysis, Leverage, Arbitrage and Market Efficiency

Block 2: Financial Derivatives

Unit 4 Options, futures and swaps – Concepts and applications

Unit 5 Complex Financial Derivatives: Exotic Options -Non-standard Options, Forward start options, Chooser options, Barrier options & Binary Options

Unit 6 Look back options, Compound options, Shout Options, Asian Options, other complex options and their valuation

Block 3: Debt Market Innovations

Unit 7 Zero coupon securities, Mortgage and Asset backed securities, Junk bonds

Unit 8 Equity and equity related products – Equity options, warrants, index futures and options, Hybrid securities.

Block 4: Real Option Examples

Unit 9 Review of NPV, WACC, and Options, Comparison of Real Option and NPV,

Unit 10 Approaches to investment decisions, Project mapping

Unit 11 Deferral options, Abandonment options, Contraction options, Expansion options, Compound options, Switching options

Block 5: Financial Engineering Strategies and Processes

Unit 12 Corporate Restructuring, Asset Allocation and Forecasting

Unit 13 Tax-driven Deals and other equity based Strategies, Asset Liability Management,

Unit 14 Hedging – ratios and applications, Leverage Buyouts, Program Trading, Portfolio Insurance

Unit 15 Arbitrage and Synthetic Instruments, Settlement and Clearing Systems- Recent developments

Unit 16 Legal protections for financial products and services- Related issues

DMBA-FM-3106
Insurance and Risk Management

Block 1: Introduction to risk management

Unit 1 Conceptual framework of risk

Unit 2 Risk identification and evaluation, Risk Management Techniques

Unit 3 Risk Management Process, Risk management by Individuals and corporations

Block 2: Principles of Insurance and Insurance Contracts

Unit 4 Risk management and insurance industry

Unit 5 Insurance industry in India and abroad

Block 3: Law and Economics of Insurance

Unit 6 Insurance business environment, Insurance and allied Laws

Unit 7 Regulatory framework of insurance business– IRDA Act and regulations, accounting & taxation aspects

Unit 8 Consumer Rights

Block 4: Functional aspects of insurance business

Unit 9 Organisational structure of Insurance Companies

Unit 10 Operational process of Insurance Companies – Reinsurance, Insolvency risk, Underwriting practices, Asset allocation and Investment strategies

- Unit 11 Performance Evaluation of insurance companies, Statistical Modelling
- Unit 12 Pricing of Insurance Products – Ratings and valuation, Benefits and costs of insurance
- Unit 13 Marketing of insurance Products
- Block 5: Principles and Practice of Life and Non-life insurances**
- Unit 14 Life-insurance - Basic concepts related to the structure of coverage, Various products and their features, Risk involved in life insurance, Claims settlement
- Unit 15 Non-life insurance - Project Insurance, Loss Insurance, Property Insurance, Marine & Fire Insurance, Motor Insurance, Social and Rural Insurance

Group II: Marketing Management

DMBA-MM-3201

Advanced Consumer Behaviour

Block 1: Introduction to Consumer Behaviour

- Unit 1: Definition, Its Nature, Scope, Applications and Underlying Principles.
- Unit 2: Applications of Consumer Behavior Concepts to Strategic Marketing
- Unit 3: Consumer Decision Process, View on Decision-Making. Models of Consumer Decision Making: EBM Model
- Unit 4: Problem Recognition, Search For Information, Pre-Purchase Evaluation, Purchase, Consumption, Post Consumption Evaluation and Divestment

Block 2: Types of Decision Process

- Unit 5: Decision Process Continuum, Extended and Limited Problem Solving,
- Unit 6: Repeat Purchases, Impulse Buying, Variety Seeking
- Unit 7: Concept Of Degree Of Involvement: Pre-Purchase Processes, Purchase And Post Purchase Processes
- Unit 8: Individual Determinants of Consumer Behaviour

Block 3: Consumer Motivation:

- Unit 9: Motivation as a Psychological Force, Concept and Types of Needs, Dynamics of Needs,
- Unit 10: Theories of Consumer Needs Consumer Involvement and Motivational Conflicts.
- Unit 11: Consumer Behaviour And Personality: The Nature Of Personality, Theories Of Personality, Self Concept or Self Image, Personality and Consumer Diversity, Concept of Lifestyle and Brand Personality
- Unit 12: Consumer Perception: The Concept Of Perception-Elements, Stages, And Consumer Imagery
- Unit 13: Consumer Learning: Concept, Elements, Behavioural Theories, Measures, Consumer Attitudes, Attitude Change and Values: Introduction to Attitude, Structural Models of Attitudes, Attitude Formation and Strategies of Attitude Change.

Block 4: Environmental Influences on Consumer Behaviour

- Unit 14: Reference Groups & Family Influences: Defining Group, Understanding Power of Reference Groups, Some Consumer Related Reference Groups, Celebrity and Reference Group Appeals. Nature and Type of Family Buying Influence, Socialization of Family Members, Family Decision Making and Consumption Related Roles, Family Life Cycle Concept, and Implications For Marketing Strategy.
- Unit 15: Culture And Social Class: Characteristics, Components, Cultural Values, Variations In Culture, Cross Cultural Understanding of Consumer Behaviour and Marketing Implications
- Unit 16: The Process of Social Stratification, Social Class Measurement and Categorization, Social Class Lifestyles, the Role of Social Class in Market Segmentation, Social Class And Consumer Behaviour

Block 5: Consumer Influence and Diffusion Of Innovations

- Unit 17: The Nature and Significance of Personal Influence, Opinion Leadership In Marketing, Dynamics Of The Opinion Leadership Process, The Motivation Behind Opinion Leadership, Its Measurement, The Interpersonal Flow Of Communication, Word Of Mouth.

DMBA-MM- 3202
Advertising Management

Block 1: Introduction to Advertising

Unit 1; Advertising Role in the Marketing Process

Unit 2: Legal Ethical and Social Aspects of Advertising

Unit 3: Functions and Types of Advertising

Unit 4: Integrated Marketing Communication

Unit 5: Brand Image, Brand Equity and Role of Marketing in Advertising Management

Block 2: Players in Advertising

Unit 6: The Major Players in Advertising, Advertising Agency, Brand Manager,

Unit 7: Market Research Firm, Media

Unit 8: Type of Agencies, Structure of an Agency and Its Functions

Unit 9: The Process of Development Advertisement

Unit 10: Objectives Setting and Market Positioning: DAGMAR Approach, Two Way
Communication Process in Advertising Response Behaviour

Unit 11: Determination and Understanding of Target Audience and Role of Advertisement In
Influencing Consumer Behaviour

Block 3: Advertising Programme

Unit 12: Building of Advertising Program- Message, Headline, Copy, Logo, Illustration, Appeal,
Layout Campaign Planning, Creative Strategies, Production And Execution of TVCs And Print Ads

Unit 13: Media Planning, Budgeting

Unit 14: Evaluation- Methods, Media Buying, Emerging Media and Trends

Block 4: Advertising Research

Unit 15: Introduction to Advertising Research

Unit 16: Effectiveness of Advertising- Methods of Measurement

Unit 17: Rationale of Testing Opinion and Attitude Test, Recognition, Recall

DMBA-MM 3203
Customer Relationship Management

Block1: Relationship Marketing

Unit 1: Relationship Marketing Concept, Foundations of Relationship Marketing, Evolution of
Relationship Marketing

Unit 2: Relationship Marketing Of Services Emerging Perspective

Unit 3: Relationship Marketing In Consumer Markets, Buyer and Seller Relationship

Block 2: CRM Theory

Unit 4: CRM Theory and Development Introduction, History and Concept of CRM.

Unit 5: Definition, Component and Need for CRM

Unit 6: Relationship Marketing and CRM

Unit 7: Potential Benefits and Cost of CRM System For Organization And Customer

Block3: Analytical CRM

Unit 8: Understanding Customer View of Customer, Strategic Option for Approaching For
Approaching

Unit 9: Customer, Market Segmentation

Unit 10: Using CRM System in B2B Marketing and Personalized B2C Messages

Block 4: CRM Strategies

Unit 11: Understanding and Measuring Customer Satisfaction and Bonding

Unit 12: Relationship and Retention Strategies

Unit 13: Customer Loyalty

Unit 14: Win Back and Acquisition Strategies

Block 5: CRM Evaluation and Data Management

Unit 15: Sales Force Automation

Unit 16: Implementing A CRM Program and Issues, Challenges of CRM Implementation
Potential

Unit 17: Rewards from CRM Implementation

DMBA-MM-3204**Sales and Distribution Management****Block 1: Introduction to Sales Management**

Unit 1 Nature & Scope of Sales Management; Evolution of Sales function, Role & Functions of Sales Management

Unit 2 Types of Sales Functions

Unit 3 Changing role of Sales function in the internet age

Block 2: Management of Sales Forces

Unit 5 Recruiting and Selecting Sales Personnel

Unit 6 Developing and Conducting Sales Training programme

Unit 7 Sales Force Compensation

Unit 8 Supervision and Motivation of Sales personnel, Sales meetings and Contests

Block 3: Territory Designing

Unit 9 Designing Territories and allocating Sales Efforts

Unit 10 Objectives and Quotas for Sales Personnel

Unit 11 Developing Sales Evaluation Programme, Sales Cost & Benefit Analysis

Block 4: Sales Forecasting Techniques

Unit 12 **Overview of marketing Channels**

Unit 13 Marketing Channels, their structure, functions and relationships

Unit 14 Channel intermediaries-Wholesaling & Retailing

Unit 15 Logistics of Distribution

Block 5: Channel Planning

Unit 16 Channel Planning, Organisational Patterns in Marketing Channels

Unit 17 Managing Marketing Channels, Dealer Development, Morale and Motivation

Unit 18 International Marketing Channels

DMBA-MM-3205**Marketing of Services****Block 1: Introduction to Services Marketing**

Unit 1 Fundamentals in Services Marketing, Emergence of Services Economy, Nature and Definitions of Services, Difference between products and services

Unit 2 Unique characteristics of Services

Unit 3 Services Marketing Mix

Unit 4 Classification of different types of services

Block 2: Consumer Purchase Behaviour in Services

- Unit 5 Consumer Decision Making Process & Purchase behaviour
- Unit 6 Meaning & Types of Service Expectations, Service Encounters & Customer Satisfaction, Services as Drama
- Unit 7 Segmenting, Targeting and Positioning of Services
- Unit 8 Creating the Service Product- Planning & Creating Services, Core and Supplementary Services
- Unit 9 Service Innovation, Stages in New Service Development.
- Block 3: Pricing of Services**
- Unit 10 Importance of Pricing in Services, Approaches to Pricing Services and Pricing Strategies
- Unit 11 Revenue Management and Yield Management
- Unit 12 Designing the Communication Mix- Objectives of Marketing Communication, the Service Marketing Communication Mix, Branding of Services
- Block 4: Distributing Services**
- Unit 13 Distribution in Service Context, Options for Service Delivery, Key Intermediaries for Service delivery and Strategies for effective Service Delivery
- Unit 14 Managing Demand and Capacity-understanding capacity constraints, Strategies for Matching Capacity and Demand and Waiting Line Strategies
- Unit 15 Designing & Managing Service processes, Managing people for services, The Service Blueprint, Physical Evidence & servicescape
- Block 5: Implementing Service Marketing**
- Unit 16 Service Quality Measurement and Improvement of Service quality, SERVQUAL & Gap Model, Customer Complaint Behaviour.
- Unit 17 Marketing of various services Marketing of Financial services, Marketing of Hospitality & Health services, Marketing of educational and professional services, Marketing of logistics and Public utilities

DMBA-MM-3206 Product and Brand Management

Block 1: Introduction to Product Management

- Unit 1 Introduction, Preview of concepts, Total product personality
- Unit 2 Product levels, Characteristics of different types of products, Product System and mixes
- Unit 3 Setting Product objectives and Alternatives
- Unit 4 Product strategy over life cycle, Product line decisions
- Unit 5 Customer analysis and Competitor analysis

Block 2: Product development

- Unit 6 Factors influencing Product design
- Unit 7 New product Development Process, Research techniques used in the process, Launching and tracking New Product Development programmes
- Unit 8 Organizing New Products, Product packaging, Process of Product adaptation. Product innovation, Managing Product quality

Block 3: Introduction To Brands

- Unit 9 Commodities Vs Brands, Role of brands/branding, Product-Brand relationship
- Unit 10 Brand hierarchy, Brand personality, Brand image, Brand identity, Brand associations, Co-branding, Celebrity endorsements

Block 4: Brand Equity

- Unit 11 The Brand Equity concept, Elements of brand equity, Brand loyalty
- Unit 12 Brand equity models
- Unit 13 Managing Brands-Brand creation, Selecting a Brand Name, Different branding options, Brand symbols, Logo, Handling name changes and Brand transfers, Brand extensions

Block 5: Brand Architecture

- Unit 14 Managing brand architecture and brand portfolio
- Unit 15 Brand positioning-Identifying and establishing brand positioning, Positioning routes, Positioning strategies
- Unit 16 Brand assessment through research, Measuring brand equity, Leveraging brand equity,
- Unit 17 brand revitalization, Managing brand over time, Brand valuation

Optional Group III: Human Resources Management**DMBA-HR-3301****International Human Resource Management****Block 1: Cross Cultural Management**

- Unit 1: The Critical Role of Culture in International Business
- Unit 2: Convergence Dimensions of Cultures
- Unit 3: Edward Hall Model, Geert Hofstede Model, Globe Project
- Unit 4: Cultural Challenges in The modern Indian Workplace

Block 2: Communicating Across Cultures

- Unit 5: The Communications Process, Language and Culture
- Unit 6: Culture and Marketing, Negotiating Across Cultures
- Unit 7: Motivating and Leadership across Culture
- Unit 8: Cultural Dimensions of HRN

Block 3: Managing Global Teams

- Unit 9: Diversity in Global Teams
- Unit 10: The Process of Group Development, Team Strategies and the Influence of Culture, Virtual Teams
- Unit 11: International Assignments and Expatriate Management, Repatriation

Block 4: Introduction to IHRM

- Unit 12: Definition and Developments of IHRM
- Unit 13: Different Models of IHRM
- Unit 14: Socio-Cultural Context, Role of Culture in IHRM, Impact of Country Culture in IHRM
- Unit 15: Types of International Assignments, Role of an Expatriate, Repatriation, Dual Career Couples

Block 5: Developing Global Mindset

- Unit 16: Current Scenario in International Training and Development, Types of Expatriate Training, Repatriate Training
- Unit 17: Knowledge Transfer in Multinational Companies, Issues in International Industrial Relations, Trade Unions and MNEs
- Unit 18: The Issue of Social Dumping, the Impact of the Digital Economy

DMBA-HR-3302**Strategic Human Resource Management****Block 1: An Investment Perspective of HRM**

- Unit 1: Adopting an Investment Perspective, Valuation of Assets, Understanding and Measuring Human Capital
- Unit 2: Factors Influencing How “Investment Oriented an Organization Is”

Unit 3: Challenges in Strategic Human Resource Management

Unit 4: Impact of Technology, HR Issues and Challenges Related To Technology, Ethical Behaviour, Workforce Demographic Changes and Diversity

Block 2: Strategic Management:

Unit 5: Models of Strategy

Unit 6: The Process of Strategic Management; Corporate Strategies, Business Unit Strategies. Evolving/Strategic Role of Human Resource Management

Unit 7: Strategic HR versus Traditional HR; Barriers to Strategic HR

Block 3: Human Resource Planning

Unit 8: Objectives of Human Resource Planning

Unit 9: Types Of Planning - Aggregate Planning, Succession Planning.

Unit 10: Design and Redesign of Work Systems: Design of Work Systems, Redesign of Work Systems,

Unit 11: Strategic Work Redesign In Action

Unit 12: Mergers and Acquisitions

Block 4: Change management

Unit 13: Understanding Change, Managing Change

Unit 14: Implementation Of Strategic Human Resource Management: Staffing, Selection, International Assignments, Diversity

Block 5: Training and Development

Unit 15: Benefits of Training and Development, Planning And Strategising Training,

Unit 16: Integrating Training with Performance Management Systems and Compensations, and Feedback; Employee Separation

Unit 17: Performance Management And Feedback: Use Of the System, Who Evaluates, What To Evaluate, How to Evaluate, and Measures of Evaluation

Unit 18: Employee Separation: Reduction In Force, Turnover, Retirement

DMBA-HR-3303

Human Resource Management System

Block 1: Introduction to Human Resource Management System

Unit 1: Information System, Data & Information Need for HR Managers, Sources Of Data

Unit 2: IT for HR Managers, Concept, Structure & Mechanics of Human Resource Information System (HRIS)

Unit 3: Programming Dimensions & HR Managers with No Technology Background

Unit 4: 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]

Block 2: Data Management for HRIS

Unit 5: Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing, Office Automation and Information Processing & Control Functions

Unit 6: Design of HRIS, Relevance of Decision Making Concepts for Information System Design

Unit 7: HRM Needs Analysis- Concepts & Mechanics, Standard Software and Customized Software

Unit 8: HRIS –An Investment

Block3: HR Management Process I & HRIS

Unit 9: Modules on MPP/HR Planning, Recruitment, Selection, Placement, Module on PA System, T&D Module, Module on Pay & Related Dimensions

Unit 10: Planning & Control, Information System's Support for Planning & Control

Block 4: HR Management Process II & HRIS

- Unit 11: Organization Structure & Related Management Processes Including Authority & Responsibility Flows and Communication Process
- Unit 12: Organization Culture & Power – Data Capturing For Monitoring & Review
- Unit 13: Behavioural Patterns of HR & Other Managers and Their Place In Information Processing For Decision Making
- Block 5: Security & Style of Organizations & HRIS**
- Unit 14: Security of Data and Operating Of HRIS Modules, Common Problems during IT Adoption Efforts and Processes to Overcome
- Unit 17: Orientation & Training Modules for HR & Other Functionaries
- Unit 18: Place & Substance of HRIS & SMEs- Detailed Analytical Framework
- Unit 19: Opportunities for Combination of HRM & ITES Personnel
- Unit 20: HRIS & Employee Legislation
- Unit 21: An Integrated View of HRIS, Why & How of Winners and Losers of HR

DMBA-HR-3304

Compensation Management

Block 1: Introduction to Compensation And Reward Management

- Unit 1 Introduction, Definitions, Objectives of compensation, Basic purpose of compensation
- Unit 2 Wages Vs Salaries, Determining Compensation, Compensation Management Process
- Unit 3 Internal and external factors, Strategic planning compensation, Strategic options for compensation
- Unit 4 Determinants of compensation, Pay survey and compensation, Details to establish pay rates, Factors influencing compensation strategy, Major phases of compensation, Value-added compensation, Pay-for-performance, Bases for pay/compensation

Block 2: Wage and Salary Administration

- Unit 5 Introduction, Objectives, Principles of wages and salary administration, Elements of wages and salary,
- Unit Wage policy, Wage policy in India, Wage differentials, Establishing pay structure, Pay-for- knowledge and skill based pay, Evaluating compensation policies

Block 3: Developing Compensation Program And Broad banding

- Unit 7 Job evaluation system and pay equity: Introduction, Objectives of job evaluation, Process of job evaluation, Methods of Job evaluation, Job evaluation and compensation plan, job evaluation and job worth, Problems in job evaluation
- Unit 8 Broad banding, Executive pay, Executives pay package, Pay equity, Expectancy theory and pay

Block 4: Incentives And Rewards Management

- Unit 9 Incentives and Rewards: Introduction, Concept, Financial incentives, Performance-based compensation/incentives, Rationale of incentives
- Unit 10 Integration of positive and negative views, Formulations of good incentives schemes, Types of incentives, advantages
- Unit 11 Requisites of successful incentive plans, Adminstrating incentive plans, Individuals incentive plans, Bonuses, Merit pay, Incentives for professional employees
- Unit 12 Group incentive plan, Enterprise incentive plans, Profit sharing, Stock options, Employee stock ownership plans (ESOPs)
- Unit 13 Purpose of performance based rewards, Reward and motivation, Rewards and performance, Non-financial incentive

Block 5: Derivatives Of Compensation

- Unit 14 Indirect compensation - Employee benefits and services: Introduction, Definitions,

- Requirement for a sound benefit programs, Strategic benefits, Planning, Purpose of indirect compensation and employee benefits
- Unit 15 Mandated benefit programs, Unemployment insurance, Social security, Workers compensation, The family and medical leave, Voluntary benefits, Paid holidays, Paid vacation, International vacation benefits, Sick leaves, Severance pay, Maternity and Parental leave
- Unit 16 Supplementary unemployment benefits - Life insurance, Health insurance, Retirement policies, Pension plans and benefits, Types of pension plans, Government regulation of private pensions

DMBA-HR-3305 **Training and Development**

Block 1: Introduction to Training Concept

- Unit 1 Definition, Meaning, Need for Training, Importance of Training, Objectives of Training
- Unit 2 Concepts of Education, Training and Development, Overview of Training Functions
- Unit 3 Types of Training

Block 2: Process of Training

- Unit 4 Steps in Training
- Unit 5 Identification of Job Competencies, Criteria for Identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis)
- Unit 6 Assessment of Training Needs, Methods and Process of Needs Assessment
- Unit 7 Designing and Implementing a-Training Program: Trainer Identification, Methods and Techniques of Training, Designing a Training Module.

Block 3: Management of Training Program

- Unit 8 Leadership, Training The Trainer, Change), Management Development Program,
- Unit 9 Budgeting of Training.
- Unit 10 Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

Block 4: Learning:

- Unit 11 Principles of Learning,
- Unit 12 Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance to Training.
- Unit 13 Technology in Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning

Block 5: Career Management

- Unit 14 Career Management Systems, Special Challenges in Career Management,
- Unit 15 Dual Career Paths, The future of training and development.

DMBA-HR-3306 **HR Analytics**

Block 1: Introduction to HR Analytics

- Unit 1 Evolution of HR Analytics and its impact on business
- Unit 2 Transformation of HR analytics
- Unit 3 Analytical problem solving methods, Going from Information to insight

Block 2: Measures in HR Analytics

- Unit 4 Type of measures, Business impact of retention, Lead & Lag indicators, Dashboard and Scorecard
- Unit 5 Revisit to statistics, Measures of Central Tendency, Percentile, Standard Deviation
- Unit 6 , Normal Distribution and Six Sigma.
- Unit 7 Workforce Analytics, Pivotal table, Staffing Pyramid, Aligning workforce to analytics

Block 3: Measuring Talent Acquisition

- Unit 8 Basic concepts of Measuring Talent acquisition, Cost and Quality optimization of

	Hiring,
Unit 9	Measures and role of talent development and growth
Unit 10	Talent engagement and innovation in measuring talent
Unit 11	Performance and compensation management, compensation effectiveness and fairness
Block 4:	Statistical Techniques in HR Analytics
Unit 12	Right sampling and survey design
Unit 13	Correlation, regression and t-test
Unit 14	Predictive Analytics, Forecast and Logistics Regression
Block 5:	Introduction to Visualization
Unit 15	Bar & Charts,
Unit 16	Conditional formatting, Bridging chart and word cloud
Unit 17	Assessment and handling challenges to HR maturity

2. COUNSELLING SESSION

Counseling sessions are held at the Learner Support Centre normally on weekends within the general academic scheduled of the Programme. However, the Centre has decided to conduct the counseling sessions in blended mode as per UGC-DEB guidelines. **It may be noted that the counseling sessions are not conventional classroom teaching. Lectures will be largely based on discussions which will help to overcome difficulties faced by the candidates while going through the SLMs.**

In these sessions candidates must try to resolve subject related difficulties if any. Before you proceed to attend the counseling sessions, please go through your Self Learning Materials and identify of the points to be discussed. The detailed schedule of the counseling sessions will be available on the University Website : <https://www.jmi.ac.in/cdoe/cschedule>

Counseling session will be organized in all theory / practical courses. There will be six counseling session of 2 hours each. Attending the counseling session is not mandatory, nevertheless is always in the interest of learner to attend these session.

2.1 MODE OF INSTRUCTION

It is based on Self-Learning Study Material prepared and supplied by CDOE, besides counseling sessions and other exercises such as assignments etc. (The SLM will be provided in English and Assignments and Question Papers will be provided only in English.)

3. UPDATES REGARDING ACADEMIC ACTIVITIES

Students are advised to remain in touch with their respective Learner Support Centre/programme coordinator and visit the CDOE and COE, JMI websites for the updates regarding academic activities pertaining to their Programme. Further, they should follow the Academic Calendar provided to them for the current academic year.

4. ACADEMIC CALENDAR

The academic calendar provides important dates and other relevant information corresponding to activities such as Counseling, Assignments, and Examinations etc. **Try to keep an eye on the important dates given in your academic calendar for different activities. You can view and download your academic calendar from JMI website - <https://www.jmi.ac.in/bulletinboard/academic-calendar/cdol> as well as on the notice board of Centre for Distance and Online Education / Learner Support Centres.**

5. LEARNER SUPPORT CENTRES

The Learner Support Centre to which you have been admitted will remain your Learner Support Centre till you clear all components of the programme during maximum duration of the programme. No student would be permitted to change his/her Learner Support Centre at any point of time. All the activities related to Counseling, Assignments and Semester End Examinations will be held at the Learner Support Centre only. However, the CDOE, JMI reserves the right to discontinue/change the Examinations/ Learner Support Centre at any point of time as it deem appropriate.

6. EVALUATION SYSTEM

6.1 Assignments

- Assignments are a part of continuous evaluation system. The submission of assignments is compulsory. Assignments of a course carry 25% weight age in terms of marks

- Assignments are designed in such a way as to help you concentrate mainly on the printed course material (SLM). However, access to other books and sources will be an added advantage in your academic pursuits.
- Assignments should be hand written. Typed or printed assignments **shall not be** entertained.
- For your own record, it is advisable to retain a copy of all the assignment responses.
- You have to submit the Assignments to the Learner Support Centre on or before the last date of submission mentioned in the Academic Calendar.
- Write your Name and Roll Number correctly and legibly on the Assignment booklet.
- Getting pass percentage in assignments is mandatory. If you do not get passing marks in any assignment, you have to submit a fresh assignment in consultation with the Programme Coordinator. However, once you get the passing marks in an assignment, you cannot re-submit it for improvement of marks.

6.2. Semester End Examinations

Semester End Examination is the major component of the evaluation system and it carries 75% weight age in final result.

6.2.1 Semester End Examinations form

You must fill in the Semester End Examination Form online through Distance Students Exam Portal as per the instruction given in the notification issued on Controller of Examination, JMI website <http://jmicoe.in/>. The examination forms should be submitted on or before the last date mentioned in the **Academic Calendar/Notice from the Controller of Examination JMI.**

6.2.2 Semester End Examination Date-sheet

After the successful submission of Examination Form, the Admit Card will be generated 15 days before the commencement of the Semester End Examination. In case you fail to download the Admit Card before the commencement of examination, you may contact your Examinations Centre / Learner Support Centre.

Examinations Date-sheet will be uploaded on the website much in advance before the commencement of the Examination.

While submitting your Examination Form for the Semester End Examinations, it is your responsibility to check whether you are registered for the programme and eligible to appear for that examination. If any of the above requirements are found missing, your examination is liable to be cancelled.

7. SEMESTER END EXAMINATION RESULT

The evaluation consists of two parts (i) Assignments (ii) Semester End Examination. In the final result all the Assignments of a course will carry 25% weight age while 75% weight age will be given to the Semester End Examination.

7.1 Declaration of Result

To pass a programme under distance mode, a candidate must obtain:

- at least 40% marks in each component of theory papers i.e. in assignments and Semester Examination, separately;
- an aggregate of at least 50% marks based on all theory papers and assignments, to obtain the degree;

- (c) If a student fails to qualify any component of a paper or a course he/she can repeat the same during the subsequent Semester, up to the maximum duration provided for the Programme from the date of registration; and

Division

On the basis of the marks obtained, division will be awarded in the following way:

- (i) Distinction to those who obtain 75% marks or more in the aggregate.
- (ii) First division to those who obtain 60% marks or more in the aggregate.
- (iii) Second division to those who obtain less than 60% marks in the aggregate but not less than 50% marks.
- (iv) Third division to those who obtain less than 50% marks in the aggregate but not less than 40% marks.

Grace Marks: A maximum of three (3) grace marks shall be given only to those students who by obtaining them are able to either pass the examination or improve to get a division. Only minimum grace marks as required shall be awarded. The grace marks awarded shall be counted in Grand total.

Grievance committee:

- (i) VC Nominee (Subject)
- (ii) Hony. Director
- (iii) Subject Expert from concerned Department
- (iv) Academic Coordinator

7.2 Promotion to the next Semester of the Programme

- No candidate shall be permitted to move to the third semester if he/she has a backlog of more than 50% of the courses of the first and second semesters combined.
- The students will be declared successful for award of Degree only after clearing all theory papers and assignments required within the maximum time period inclusive of the year of admission. A student who does not appear in any component (Semester End Examination and assignments) in the minimum duration provided for the Programme, he/she will have to seek re-registration by submitting the prescribed fee through online portal/Demand Draft if he/she wishes to continue through the Programme.

7.3 Re-evaluation of Answer Scripts

No request for re-evaluation of the result declared in any course shall be entertained. However, the re-totalling of marks of an answer book will be permitted on submission of an application along with the prescribed fee by the candidate to the Controller of Examinations.

7.4 Improvement of Result

A student may be allowed to appear in the Semester End Examination for improving his/her result provided that:

- A student may be allowed to improve his/her grade in any two of the courses in the next semester. However, the improvement of the odd/even semester course will be permitted in the next odd/even Semester End Examination only.
- Improvement examination will be held in Theory courses only.
- The appearance at such an examination in the course will be allowed only once. No further chance will be given under any circumstances.

- For the purpose of determining the final division/ grade, the grades obtained by the candidate in the improvement examination only will be taken into consideration.

8. GENERAL REGULATIONS

Programme Fee, Re-Registration, Late fee and other Charges

- **Programme Fee:** The Programme fee is payable in advance each year, irrespective of results through **through CDOE Online Fee Payment Portal** on or before the date fixed by CDOE, Jamia Millia Islamia. No refund of fees is allowed in any case.
- **Re-Registration Fee:** A student who does not appear in any component (i.e. theory and assignment) of the Programme during the minimum period and wishes to continue the Programme, then he/she will have to re-register by paying the prescribed re-registration fee; given in the table on next page.
- **Late Fee:** A student who doesn't submit his/her Assignments and Examination Form on time may submit the same with the prescribed late fee; and
- Candidates are required to intimate the relevant authorities, sufficiently in advance, if there is any change of address/mobile number etc.

Table: Renewal and other Fees applicable for MBA (ODL)

Sl. No.	MBA (ODL)	Fees/Charges (Rs.)
1.	Programme/Renewal Fees (to be paid for final Year)	25000/-
2.	Submission of Assignments with late fees up to the maximum period of 4 weeks	100/- (Per Assignment)
3.	Submission of Assignments in the following years (In case of absence/fail if any)	200/- (Per Assignment)
4.	Submission of Semester End Examination form with late fees up to 4 weeks.	250/-
5.	Submission of Semester End Examination form with late fees beyond 4 weeks up to the next 4 weeks.	600/-
6.	Re-appearing in Semester End Examination (In case of absence/fail/improvement)	500/- (Per paper/course)
7.	Re-Registration Fee*	7500/-
8.	Provisional Certificate	50/-
9.	Migration Certificate	50/- (after passing exam)
10.	Migration Certificate	200/- (before passing exam)
11.	Duplicate Statement of Marks (Attach a copy of FIR)	200/-
12.	Duplicate Identity Cards (Attach a copy of FIR)	200/-
13.	Change of Address in ID Card	50/-
14.	Change of Medium (If any)	1000
15.	Change of Course / Papers after collecting SLM however before the commencement of Semester End Examinations.	1500/- (per Course /paper)
<p>Note: * If a candidate fails to appear in any of the prescribed components of the Programme within the stipulated period of 2 years (4 Semester) and desires to continue the Programme after the lapse two years he/she should re-register for the Programme by depositing the above mentioned re-registration fee. The Fee once paid will not be refunded or adjusted under any circumstances.</p> <p>All the fees/charges wherever, applicable will be payable only through CDOE Online Fee Payment Portal.</p> <p>All the aforesaid fee is subjected to revision during the academic year as per University rules.</p>		

**Centre For Distance and Online Education
Jamia Millia Islamia, New Delhi – 110025**

Admission Renewal Form

MBA, Semester -III & IV

(Distance Mode) Session

Roll No.

Enrolment No.

Name of the Learner Support Centre

Learner Support Centre Code No.

Name of the Candidate
(Block Letters)

Father's Name & Address

.....

.....Mob.....

I wish to take admission in Year

Name of Course

Subject Code 1. 2. 3.

4. 5. 6. 7.

8. 9.

Mobile No.

.....
(Date of Submission)

.....
(Signature of the Candidates)

The Candidate has been promoted to And the fee of Rs. has been
deposited through Receipt No. Date..... Bank
.....

.....
(Signature of the Programme In-Charge)

.....
(Signature of the Verifying Officer)



Centre for Distance and Online Education
JAMIA MILLIA ISLAMIA
 (A Central University by an Act of Parliament)

Distance Mode

Application Form for Re-registration

(Particulars should be filled in by the Candidate in his/her own handwriting)

The Hony. Director
 Centre for Distance & Online Education
 Jamia Millia Islamia
 New Delhi-110025

Affix an attested
 photograph

Sir,

I seek re-registration to the programme.....(Distance Mode), Session
 As I could not appear in any component in the Semester
 Session.....

I certify that I am the same person who took admission in this programme in session.....

Yours Faithfully

(Signature of the Applicant)

Re-registration fee Rs. by Receipt/DD No. Drawn on Bank
 Dated is enclosed herewith.

Particulars

Candidate's Name (in Block Letters)

Candidate's Name in Urdu or Hindi:

Father's Name: (in Block Letters):

Father's Name in Urdu or Hindi :

Present Postal Address :

.....Phone No.

Name of the Programme Admitted..... SemesterYear

Roll No.Enrolment No.

Programme Centre Code & Name

(For Office Use Only)

Received application form of Ms/MrRoll No. for re-
 registration to the programme(Distance Mode) Session Receipt No.
 BankDate of Amount

Centre for Distance and Online Education

Dated



Centre for Distance and Online Education

JAMIA MILLIA ISLAMIA

(A Central University by an Act of Parliament)

Distance Mode

APPLICATION FOR RE-EVALUATION/RE-TOTALLING OF ANSWER SCRIPT(S)

(Particulars should be filled in by the candidate in his/her own handwriting)

- A. Name of candidates (in Block letters) Roll No.
 Enrolment No.
 Name of the Programme/Exam..... Part..... (Annual 200.....

Particulars of papers in which Re-evaluation is required is given below:

	Course/Paper (see Paras 5&12)	<u>MARKS</u> Obtained out of	<u>Aggregate</u>	<u>Result</u>
1.
2.

Note: Original Statement of Marks (Marks-sheet) together with a Photostat copy should be attached herewith.

B. Have you also applied for Re-Totalling of Marks

Yes/No
[If Yes mention Paper Code]

C. DECLARATION:

- (i) I have carefully read ordinance regarding re-evaluation and I agree to abide by the same.
 (ii) I also undertake to accept the final result to be declared by the Controller of Examinations, Jamia

Date

.....
 Signature of the Candidate

Present Address

.....

- D. Amount of Fee of Rs.paid Vide Receipt No./DD No..... Name of the Bank
 Date..... (Receipt/DD attached)
 (see Paras 1, 3 & 6 printed-overleaf)

Received application from of Mr./Ms.
 Class..... (Distance Mode) for Re-evaluation/Re-Totalling

Date

For Controller of Examination

ORDINANCE FOR RE-EVALUATION OF ANSWER-SCRIPTS

1. (a) Any candidate intending to apply for Re-evaluation for Answer script(s) of any Paper, Subject of his/her written examination, may do so on the prescribed application form within ONE MONTH of the declaration of the result in each case.

(b) However, the Re-evaluation of scripts will not be allowed in more than ONE-THIRD of written papers up to the maximum of three papers (whichever is less) of an Annual Examination.
2. The application for Re-evaluation shall be made once only in respect of the papers of an examination in which re-evaluation is required.
3. No application for re-evaluation shall be, entertained beyond the prescribed time limit under any circumstances whatsoever.
4. Each application for re-evaluation shall be accompanied by the "ORIGINAL STATEMENT OF MARKS issued to the candidate. The photo copy of the statement of marks/grades will be returned to the candidate after proper endorsement of the same to the effect that the candidate's result is under consideration and that he/she will accept the final result to be declared by Jamia as a result of re-evaluation applied for by him/her.
5. Re-evaluation shall not be permitted in the case of Practical Examination, internal evaluation, Viva-Voce, as also the answer scripts of any examination which have already been valued in full by joint Examiners/Board of Examiners.
6. The candidate applying for Re-evaluation shall be required to pay a fee of Rs.500/- per paper or part thereof. No refund will be made in any case.
7. The merit list, declared in the result of the respective examination will not be disturbed due to re-evaluation of scripts.
8. If there be any change in the result of the Examination due to Re-evaluation of answer scripts, no examinee can complain in the Court of Law or any action can be taken against the examiner concerned.
9. If the award of the re-evaluator varies from the original award up to and Including + 5% of the maximum marks, secured earlier, the original award will stand, If a candidate secures more than + 5% and less than or equal to 20% of marks, the marks awarded by the re-evaluator will be final. if a candidate secures more than 20% of marks (plus or minus) in re-evaluation the answer- script will be sent to the 3rd examiner. The average of the marks awarded by the 2nd and 3rd examiners will be taken and it will be final.
10. All cases of re-evaluation of script shall be reported to the Examination Committee.
11. Application for re-evaluation of answer-scripts of only Annual Examination shall be accepted.
12. Answer-scripts of those who appeared for Improvement of the Division or Percentage shall be final and are not subject to Re-evaluation.

NOTE: (a) Demand Draft of Rs. 500/- per course should be in favour of “Jamia Millia Islamia , New Delhi” and payable at New Delhi. Please send all the documents and demand draft for re-evaluation to “ The Controller of Examinations, Jamia Millia Islamia, New Delhi.”

(b) Students must fill separate forms attaching separate Demand Draft for papers of different parts.

(c) Postal Charges: If the certificate / Marksheet etc is required by post then you must send your forms accompanied by a self addressed envelope bearing Indian stamps of Rs. 45/-only.



JAMIA MILLIA ISLAMIA

(A Central University by an Act of Parliament)

APPLICATION FOR CERTIFICATE

The Controller of Examination
Jamia Millia Islamia, New Delhi - 110025

Sir,

I request you to please issue me the Certificate mentioned below. I certify that I am the same candidate who appeared at the following examination. My signature and particulars given below are attested by the Programme Incharge / Director, Centre for Distance and Online Education / Gazetted Officer.

Yours faithfully,

.....
CANDIDATE

PARTICULARS

1. Candidate's Name.....
(in Block Letters)
2. Candidate's Name in Hindi or Urdu.....
3. Father's Name.....
(in Block Letters)
4. Father's Name in Hindi or Urdu.....
5. Present Postal Address.....
.....Phone / Mobile No.....
6. Name of the Examination.....Semester.....Year.....
7. Roll No.....Enrolment No.....Previous Enrolment No if any.....
8. Date of admission (in the Centre for Distance and Online Education).....
(To be filled when the Migration Certificate is required)
9. Certificate Required

.....
Attested by the Director, Centre for Distance and Online Education / The Programme Incharge / Gazetted Officer (Office Stamp)

**NOTE: FOR PROVISIONAL/MIGRATION, PLEASE ATTACH A
PHOTOSTATE COPY (ATTESTED) OF THE MARKSHEET OF
FINAL EXAMINATION**

Received the Certificate mentioned above

.....
CANDIDATE

Amount of Fee of Rs.paid Vide Receipt No / DD No.....Name of the
Bank.....Date.....(Receipt/DD attached). I authorize.....
..... to collect my.....Certificate.

The Specimen Signature of Messenger is given below:

.....
Specimen Signature of Messenger

.....
CANDIDATE

.....Received
application form of Mr./ Ms.....Class.....(Distance Mode)
for.....Certificate.

Date.....

For Controller of Examination

FEES FOR ISSUING MIGRATION, PROVISIONAL & OTHER CERTIFICATES

	RUPEES
1. PROVISIONAL CERTIFICATE	50
2. DUPLICATE MARKSHEET / MIGRATION / PROVISIONAL (For above – mentioned Duplicate Certificate attach a copy of F.I.R)	200
3. MIGRATION CERTIFICATE	
a) After passing the examination for which the applicant was studying	50
b) Before passing the examination for which the applicant was studying	200

4. CHANGE OF NAME:

A student applying for change of his/her name in the Register of students shall submit his/her application to the Controller of Examinations accompanied by:

- a) The prescribed fee Rs. 150/- by demand draft.
- b) An affidavit relating to his / her present and proposed name, duly sworn in the presence of a Magistrate by himself/herself.
- c) A publication from a newspaper in which the proposed change of name has been advertised. However the provision relating to publication shall not be applicable in case where a woman candidate is wanting to change her name following her marriage.

The Examination Committee on considering such applications and taking decisions thereon shall report to the Majlis-I-Talimi (Academic Council)

	Minimum Time required (working days)
i) Provisional Certificate	----- 20 days
ii) Migration	----- 20 days
iii) Duplicate Marksheet	----- 20 days
iv) Change of Name	----- 6-7 days

5. TIME REQUIRED FOR PREPARATIONS/ISSUE OF THE MARK-SHEET/CERTIFICATE PROVIDED ALL OTHER REQUIRED DOCUMENTS ARE ATTACHED.

- Note:**
- a) Old cases of more than 3 years will require more time.
 - b) Students must fill separate forms and attach separate Demand Drafts for each certificate to be issued.
 - c) Demand Draft of an appropriate amount per certificate etc. should be in favour of “**Jamia Millia Islamia**”. and payable at New Delhi . Please send all the documents and demand draft for the required certificates to “**The Controller of Examinations, Jamia Millia Islamia, Jamia Nagar, New Delhi-110025**”.
 - d) Postal Charges: If the Certificate Marksheets etc is required by post, then you must send your form accompanied by a self-addressed envelope bearing Indian Postal Stamps of Rs. 30/- Only.



JAMIA MILLIA ISLAMIA

(A Central University by an Act of Parliament)

Distance mode

FOR ISSUE OF DEGREE/DIPLOMA/CERTIFICATE

The Controller of Examination
Jamia Millia Islamia,
New Delhi-110025

Sir,

Affix an attested
photograph

I request you to please issue me the Degree/Diploma/Certificate mentioned below. I certify that I am the same candidate who appeared at the following examination. My particulars are as follows

1. Candidate's Name.....
(in Block Letters)
2. Candidate's Name in Hindi or Urdu.....
3. Father's Name.....
(in Block Letters)
4. Father's Name in Hindi or Urdu.....
5. Mother's Name.....
6. Present Postal Address.....
.....Phone / Mobile No.....
7. Name of the Examination.....Semester.....Year.....
8. Roll No.....Enrolment No.....Previous Enrolment No if any.....

Previous Enrolment No if any.....

Yours Faithfully,

Verified from the records and certified that Mr./ Ms.....
whose signature & photograph are attested above, has signed In my presence
and is a genuine candidate. He/She has no dues.

(Signature of Candidate)

Signature with Seal
Dean/Principal/Headmaster/Director (Concerned)

Received the Degree/Diploma/Certificate

Candidate/Messenger Signature with date

I authorize.....to collect my above mentioned Degree/Diploma/Certificate.

The Specimen Signature of Messenger is given below:

Specimen Signature of Messenger

(Signature of Candidate)

(See instruction overleaf)

INSTRUCTIONS

1. Attach photocopies of marks sheets of all years examination (passed) (in case of improvement, attach a photocopy of improved marksheet).
2. If the course is completed in more than minimum duration of course, attach photocopy of the combined marks sheet.
3. Photocopy of notification in case of Ph.D. Degree
4. The Candidate / Messenger must show his /her Identity at the time of receiving the degree/diploma/certificate.

Issue of Duplicate Degree / Diploma / Certificate:

Duplicate degree/diploma/ certificate can also be obtained on submitting an application alongwith the following:

1. An affidavit signed and certified by the First Class Magistrate
2. Cutting from the leading newspaper showing that the original has been lost or destroyed, or submit defaced/remaining portion of degree/diploma/certificate.
3. Prescribed fee of Rs. 100/-

Time required for preparation/issue of the certificate provided all other required documents are attached.

Degree / Diploma / Certificate	30days
Duplicate Degree / Diploma / Certificate	60 days

Note : Old cases of more than 5 year will require more time.

I have read all above mentioned instruction carefully. I will abide by the rules and regulations or any instruction s given by Examination Department.

Signature
Candidate / authorized person

Guidelines for Summer Training Projects

Summer Internship of 6-8 weeks immediately after the Second Semester examination is a compulsory requirement for the MBA (Distance Mode) program failing which a student shall not be entitled to receive his/her degree.

Methodology:

1. After getting summer placement in the industry, the student is assigned a task or project, which he/she is required to accomplish within the stipulated period of 6-8 weeks.
2. The assigned task/project is to be done under the supervision of a competent manager in the industry.
3. Performance of a student is evaluated on the basis of project evaluation by the supervisor concerned in the industry (Weight: 25%) and through presentation and viva voce before a committee of experts (weight: 75%).

Objectives:

1. Exposure to the real corporate environment, managerial issues and problems concerning the industry;
2. Hands on experience in a chosen area of specialization leading to identification of managerial issues, problem solving, goal accomplishment, research, report writing and presentation;
3. Exposure to organizational culture and experiences in team-working
4. Opportunities to network with people in and around the organization of summer placement

Expectations of the Organization:

1. The trainee shall be a team-players and will adhere to the work culture, office hours, norms, rules and regulations of the organization concerned
2. The trainee shall work under direct supervision of the manager concerned and shall report and take order from his/her supervisor
3. The trainee shall be goal-oriented and focused so as to complete the assigned tasks within the stipulated period of time
4. The trainee shall submit a report on the research, methodology, analysis, finding and outcome of his/her work that was assigned by the project supervisor

Expectations of the University:

1. The student shall, upon completion of his/her training, submit a Project Report in two parts and duly certified by the project supervisor from the industry
2. The Project Report must be accompanied by an Executive Summary of the Report
3. Confidential Evaluation report from the Project Supervisor indicating the performance of trainees

Content of the Report:

1. Certificate of completion from the Project Supervisor
2. Certificate of authorship/ Declaration by the trainee
3. Acknowledgement
4. Plagiarism report (similarity index NOT more than 20 percent)
5. Table of Contents
6. **Part A of the Report: Brief Profile of the Company of Summer Training**
 - a. Genesis, Vision, Mission and Objectives
 - b. Form of Organization, Main activities, market share, USPs
 - c. Past performance and future prospects
 - i. Analysis of financial statements for the past three years
 - d. Organizational Structure, staffing pattern, recruitments and retention policies
 - e. Recent management initiatives in the areas of marketing, finance, HR, technology and strategy
 - f. Special managerial concerns and issues
7. **Part B of the Report: Report on work experience and Task Accomplishment**
 - a. *In case of Desk/Office/field based Training:*
 - i. Description of the assigned task and responsibilities

- ii. Nature of Work, working hours, work expectation
- iii. Procedure and methodology
- iv. Outcome and results
- v. Learning and experience

b. In case of Survey/Research/Fieldwork based Training:

- i. Topic of the research
- ii. Research Objective
- iii. Research Methodology
 - Universe
 - Sampling
 - Data Collection Tools
 - Data Collection Methodology
- iv. Analysis and interpretation of data
- v. Findings and Conclusion

8. Annexure and Appendices

Presentation of Project Report:

Number of pages: 80-100 pages including Tables, Graphs and diagrams

Page Size: A4

Margin: Top 1.5"; Bottom 1", Left 1.5", Right 1"

Font and Size: Title: Arial or New Times Roman 18 Bold
 Heading 1: Arial or New Times Roman 14 Bold
 Heading 2: Arial or New Times Roman 12 Bold
 Heading 3: Arial or New Times Roman 12 Underline
 Body Text: Arial or New Times Roman 12 Normal
 References: Arial or New Times Roman 10 Normal

Spacing: Line: 1.5 Para: Before 6, After 12

Number of Copies Required: 1 Original, to be submitted to the University + 2 Copies, 1 for the Organization and 1 to be retained by student;



Centre for Distance and Online Education

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