UNIVERSITY OF KERALA
School of Distance Education

Master of Business Administration (MBA)
PROGRAMME PROJECT REPORT

a. Programme's mission & objectives

Mission

To impart quality education on management concepts, theories and applications so as to create entrepreneurs as well as successful managers in different functional disciplines.

Objectives

i.   To provide advanced learning on the concepts of management in the functional areas of Finance, HRM, Marketing, Operations, Logistics etc.

ii.   To impart problem solving skills through internalization of managerial concepts and analysis of cases.

iii. To create managers of resources and organisations with the required competencies.

b. Relevance of the program with HEI's mission goals

MBA program would foster quality higher education that inspires to create responsible citizens for the nation and the world at large. The program would focus on the higher learning environment in the state of Kerala and would strive to use the huge talented graduate manpower so as to enable them to acquire managerial skills and application oriented skills that would help them to enrich their competencies. The distance learning mode for MBA would help learners to draw live examples from their work or organizational environment and use information inputs from the learning context to sharpen their skills.

The MBA program in the distance learning mode would have the same curriculum as that of the regular mode and hence would be at par with the regular program of the University.

c. Nature of prospective target group of learners

- Managers of medium and large scale organisation in the public and private sector who work in the functional areas of HRM, Marketing, Operations, ,Financial , Systems, Media, international business management, ,Logistics and supply chain management, Travel and tourism management.

- Entrepreneurs who are involved in tiny, small and medium enterprises

- Individuals who intend to set up their own enterprises in the form of startups.

- Managers and supervisors of NGO's, local authority, Government organisations, professional bodies.

- Graduates seeking professional growth.

d. Appropriateness of programmes to be conducted in open and distance learning made to acquire specific skills and competence.

MBA (Semester I and II)

- Understanding of basic management concepts.

- Acquiring fundamental skills on research methods including data analysis and interpretation.

- Drawing inputs on the functional areas of management

MBA (Semester III & IV)

A total of five different electives are offered as given below:

1. Financial Management

2. Marketing Management

3. Human Resources Management

4. Operations Management

5. Systems Management

The students opting for dual specializations will have to choose a minimum of three courses from each elective. Students will also be given the option of choosing all the seven courses from a single elective. Dual specialization certificate to be issued by the University once the candidate applies for the same with a specified fee to the University.

1. Finance

Understanding Financial systems and learning to judge movements in the financial markets, skills in investing in the primary and secondary market, portfolio management skills, financial engineering and analytics.

2. Marketing

Developing a marketing mix then creating a product mix, formulating a promotion mix, marketing research competencies, marketing strategies in the Indian context.

3. HRM

Understanding manpower planning techniques, skills in developing job design, understanding of training needs and training methods, skills on behavioural analysis and behavioural change, HR development strategies including motivation, counseling and mentoring.

4. Operations Management

Understanding the newest production oriented benchmarks such six sigma, TQM, BPR etc, skills in advanced project management techniques, advanced maintenance management techniques.

5. Systems

Creating information systems, databases management system, developing a systems management approach, information support for the functional areas of management.

e) Instructional design

i) Curriculum design

The M.B.A programme proposed at SDE is in concurrence with the syllabus offered at University through regular mode. Also, the programme has been approved by the statutory bodies of the University. Further, the University is revising the curriculum and syllabi of its M.B.A programme once in every three years to ensure that the content is updated to reflect current academic knowledge and practice, and also to ensure that the University used provide the best learning experiences possible for students. Academic staff and experts in the area of Management propose changes in the curriculum and syllabi at the curriculum and syllabus revision workshop generally convened at least six months before the due date of curriculum and syllabus revision. Major changes are then submitted to the Board of Studies of Management (Pass) of the University for Final Approval. As part of curriculum design, the curriculum and syllabus revision workshop considers curriculum analysis of social needs, translating the needs into course, splitting the objectives into specific objectives, grouping the specific objectives into subjects, deriving the subjects from the classification, specifying enabling objectives, unitising each subject matter, specification of required time and syllabus formulation.

ii) Programme details (syllabus)

I SEMESTER

MGT 101	Principles and practice of Management	25	75	100
MGT 102	Managerial Economics	25	75	100
MGT 103	Business Communication and soft skills	25	75	100
MGT 104	Accounting for Managers	25	75	100
MGT 105	Organisational Behaviour	25	75	100
MGT 106	Quantitative Techniques	25	75	100

| MGT 107 | Business Environment and Ethics | 25 | 75 | 100 |

(CA- Continuous Assessment in Marks, ESA- End Semester Assessment in Marks, Total in Marks)

II SEMESTER

CODE	SUBJECT	CA	ESA	TOTAL
MGT 201	Business Law	25	75	100
MGT 202	Operations Research	25	75	100
MGT 203	Human Resources Management	25	75	100
MGT 204	Marketing Management	25	75	100
MGT 205	Financial Management	25	75	100
MGT 206	Operations Management	25	75	100
MGT 207	Research Methods for Managers	25	75	100
		175	525	700

III SEMESTER

CODE	SUBJECT	CA	ESA	TOTAL
MGT 301	Management Information System and Cyber Security	25	75	100
MGT 302	Environmental Management	25	75	100
MGT 303	Innovation Management	25	75	100
MGT 304	Business Analytics	25	75	100
	Elective –I	25	75	100
	Elective –II	25	75	100
	Elective-III	25	75	100
	Elective-IV	25	75	100
MGT 305	Internship and Comprehensive viva	50	50	100

IV SEMESTER

CODE	SUBJECT	CA	ESA	TOTAL
MGT 401	Strategic Management	25	75	100
	Elective -I	25	75	100
	Elective -II	25	75	100

		25	75	100
	Elective –III	25	75	100
MGT 402	Project/ Independent Research Study (IRS)	0	100	100
MGT 403	Comprehensive viva voce	0	100	100
		100	500	600
	Grand Total for all the semesters	700	2200	2900

Note:

The students will have to choose a minimum of three papers each from the two electives of their choice. In the case of papers that are common to two electives, students may decide under which elective that common paper should be considered and accordingly choose another paper from the other elective to make up for the papers required from an elective for dual specialization.

MBA PROGRAMME – ELECTIVES
I HUMAN RESOURCES MANAGEMENT

III Semester

3H1 Training and Development

3H2 Organizational Change and Development

3H3 Team Building

3H4 Stress Management and Counseling

3H5 Career Management

3H6 Participation Management

3H7 Performance Management

IV Semester

4H1 Compensation Management

4H2 Industrial Relations and Labour Law

4H3 Global Human Resources Management

4H4 Strategic Human Resources Management

4H5 Managing Diversity in Work Place

II MARKETING MANAGEMENT

III   Semester

3M1 Customer Behaviour

3M2 Integrated Marketing Communications (IMC)

3M3 Marketing Research

3M4 Services Marketing

3M5 Product and Brand Management

3M6 Rural Marketing

3M7 Sales and Distribution Management

IV   Semester

4M1 International Marketing

4M2 Retail Management

4M3 Strategic Marketing Management

4M4 Logistics and Supply Chain Management

4M5 Digital Marketing

III OPERATIONS MANAGEMENT

III   Semester

3OM1 Supply Chain and Logistics Management

3OM2 Six Sigma and TQM

3OM3 Healthcare Management

3OM4 Services Operations Management

3OM5 Facilities and Locations Management

3OM6 Advanced Project Management

3OM7 Advanced Maintenance Management

IV   Semester

4OM1 Business Process Reengineering

4OM2 World Class Manufacturing

4OM3 Technology Management and Excellence

4OM4 Strategic Operations Management

4OM5 Innovation Management and New Product Development

IV FINANCIAL MANAGEMENT

III   Semester

3F1 Financial Markets and Services

3F2 Project Finance

3F3 Strategic Financial Management

3F4InternationalFinance

3F5 Behavioural Finance

3F6 Personal Finance

3F7 Security Analysis and Portfolio Management

IV   Semester

4F Corporate Taxation

4F2 Management Control System

4F3 Financial Derivatives

4F4 Risk Management

4F5 Corporate Restructuring

V SYSTEMSMANAGEMENT

III   Semester

3S1 Software Analysis and Design

3S2 Software Engineering

3S3 Software Project Management

3S4 Enterprise Resource Planning

3S5 Simulation for Managers

3S6 Social Media in Business

3S7 E-Business

IV   Semester

4S1 Artificial Intelligence – Applications in Business

4S2 Knowledge Management

4S3 e- CRM

4S4 E- Governance

4S5 Business Intelligence and Data Warehousing

iii) Duration of the programme

Four Semesters, two years offered in the month of August

iv) Faculty and support staff requirement

There is one full time faculty member for MBA programme at school of Distance education of the University. There are sufficient number of administrative staff in the SDE in the rank of Deputy Registrar (One), Assistant Registrars (Three), Section Officers (Six), Assistants (18), Computer operators (Four) and Class Four staff (12) for the administrative support. The service of qualified guest teachers approved by the University is used in the preparation of SLM, personal contact programmes (PCP) and conducting evaluation of answer scripts.

v) Instructional delivery mechanism

In addition to provide SLMs prepared in line with the UGC guidelines on preparation of SLMs, students are being offered 15 contact hours per subject in each semester, conducted within four months. The personal contact programmes are being taken using audio visual aids, and students are encouraged to use web resources such as books, notes, videos etc.

vi) Student support service systems at SDE

(a) Information Centre, (b) Library with good collection of books and journals (c) Wi-Fi connectivity, (d) Counselling, (e) Students feedback, (f) Placement cell, (g) Students Grievance Redressal Cell, (g) Alumni Association, (i) Women's Cell, (j) Research Cell, (k)

Post Office , (l) Snack bar and Refreshment Centre, (m) Restrooms, (n) Reprographic centre, (o) Drinking water etc.

f) Procedure for admissions, curriculum transaction and evaluation

i) Admission Procedure

The candidate desirous of pursuing the MBA (Distance Education) Degree programme will have to apply to School of Distance Education in order to qualify for admission. They will have to undergo group discussion (GD) and interview at School of Distance Education. There will be a representative of the University from the Institute of Management in Kerala in the GD and interview and the list needs to be forwarded to the University before the student registers for the I semester examination. The split up of the weightage for the three components shall be as follows:

Admission Criteria	Weightage
Marks obtained in qualifying degree	80
Group Discussion	10
Interview	10
Total	100

The admission should be as per the guidelines of Distance Education Bureau, UGC, Government of India.

ii) Minimum eligibility for admission

Candidates seeking admission to the MBA (Distance Education) programme must have passed the BA/BSc/BCom degree examination of the University of Kerala or one recognized by the University as being equivalent thereto, with not less than 50% marks in the aggregate in part III, and for all other degrees of the University of Kerala, or one recognized by the University as being equivalent thereto, 50% marks in aggregate. For SC/ST students, a mere pass in the qualifying degree is enough. However, those candidates having more than 5 years supervisory experience will be given concession of 3% in their qualifying marks.

Fee Structure
The fee for the course is Rs.41175 /-.Tuition fee is waived for students belonging to eligible categories.
i)   Financial assistance

Concession for tuition fee will be given to SC/ST and OEC students. The students belonging to SC/ST and OEC category will be admitted to the programme without remitting the tuition fee. The fee for the students thus admitted will be later claimed form SC/ST department as per the rules laid down by the government of Kerala and will be remitted to Kerala University Fund (KUF).

ii) Programme delivery
The programme is being delivered with the help of SLM and Personal Contact progammes. The SLM is being dispatched to the students during each semester by hand or by post. And,

at the end of each semester assignments are given and the marks are included in the ESE. The use of web-based tools is not in place yet, but steps are being initiated.

iii) Academic calendar

ADMISSION		
Admission Notification	First week of June	
Closing date of Admission	Last week of September	
Schedule of distribution of study materials		
Course	Date	By Post
III, IV Semester	Last week of June	Last week of July
I & II Semester	Last week of October	Last week of November
Schedule of contact classes		
Course	Schedule	
III & IV Semester	First week of July	
I & II Semester	First week of November	
Schedule of examinations		
Course	Schedule	
III and IV Semester	First week of April	
I and II Semester	Second and Third week of April	

Examination and Result

Regular end semester examination of three hours duration will be conducted for the courses at the end of each semester by the University. The University will issue the semester mark list after each semester examination and final consolidated mark list showing the marks scored in all the four semesters after the successful completion of the MBA (Distance Education) Degree programme.

For each course, the end semester examination will carry 80 marks while the internal assessment will be done for 20 marks. Thus the total marks for each subject shall be 100 marks. The components of internal assessment and the marks for each will be as follows:

Assignments/case analysis	15marks
Seminars and discussions	10marks
TOTAL	**25marks**

If a student has shortage of attendance in a particular course, he/she will be allowed to repeat the course once to make up for the shortfall in the attendance. There will be no provision for improving the marks scored in the end-semester examination. Semester examinations for MBA (Distance Education) degree course for each course shall be conducted only once in a year. Candidates for MBA (Distance Education) programme shall be eligible to undergo the

course of study in the next semester and take the examinations of that semester, irrespective of the results of the examination of the previous semester provided they have completed all the formalities of attendance, payment of all fee due to the university, and registration for examination in the earlier semester. A candidate who has failed in any course, however, shall be given a maximum of two additional chances for securing a pass in that course.

Students pursuing MBA programme through the distance education mode will have to undertake a mini project after the completion of second semester and before the start of the third semester. The project should be application oriented based on a contemporary theme and should provide ample scope for applying the knowledge acquired by the student in research methods and quantitative tools during the first two semesters. The criteria for evaluation will be as detailed below:

External Evaluation 50 marks (by the University)

Criteria	Marks
Final Report	30
Mini project viva-voce	20
TOTAL MARKS	50

Internal evaluation 50 marks (by SDE)

Criteria	Marks
Application of concepts learnt	10
Analysis and use of quantitative tools	10
Oral presentation	30
TOTAL MARKS	50

Time-limit for the Completion of Programme

A candidate shall be required to complete the programme within a period of four years after joining the programme.

Classification of Successful Candidates

A candidate who secures not less than 50% in the end-semester examination subject to a minimum of 50% of the aggregate of internal assessment and end-semester examination together will be declared to have passed the examination.

The division of pass will be based on the aggregate marks of all the continuous assessments and university examinations in the four semesters put together. Candidates who have secured 50% marks and above but below 60% of total marks for all the courses in the four semesters shall be declared to have passed in second class. Candidates who have secured 60% marks and above but below 75% of total marks for all the courses in the four semesters shall be declared to have passed in first class, and

Candidates who obtain 75% marks and above of the total marks for all the courses in the four semesters in first attempt shall be declared to have passed in first class with distinction.

Project Report

During the fourth semester, every student of MBA (Distance Education) programme is required to undertake a project of a problem centered nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted before the commencement of the fourth semester university examination. The contact hours required for the completion of the project is notionally fixed at 160 hours distributed over a continuous period of two months. Students shall be deputed for the project work immediately after the completion of the fourth semester class work. Those who would like to undertake independent research study need to get the title approved by the supervisor and the same be undertaken under the close supervision of the supervisor at the institution concerned and will have to maintain attendance at the department. The project work and report will be evaluated for 200 marks. There will be external evaluation for the project and report. The external evaluation for 100 marks will be conducted by examiners duly appointed by the University for the purpose. Out of the total 200 marks, 100 marks will be awarded for viva-voce and 100 marks for the report. In case if a candidate fails in the project report evaluation, he/she will be allowed to attend the viva voce with the same project report next year. In case if the candidate fails to pass in that attempt, he/she will have to repeat the project work.

Comprehensive Viva-voce

There will be a comprehensive viva-voce at the end of the fourth semester carrying 100 marks. The University will constitute a Board of Examiners for conducting both the project viva- voce and the comprehensive viva-voce. Students securing less than 50 marks in the comprehensive viva-voce will have to repeat the same during the next year. Such students will be given a total of three chances to clear the same.

g) Requirement of the laboratory support and library resources

Computer Lab is not mandatory for M.B.A except systems elective. The SDE has a separate Library with more than 28,000 books. There is a separate section in the library for Commerce and Management discipline with more than 4000 books. Library automation is done using LibSoft software which facilitates all in-house operations of the library. The library currently subscribes to more than 15 journals of various subject fields. An amount of Rs. 525/- has to be remitted by the students to obtain membership in the Library, of which Rs. 420/- will be refunded on completion of the course. The non members can make use of the library resources and the reference services by producing their student's ID proof. They can use the library for reference purpose and they can avail photocopy facilities.

h) Cost estimate of the programme and the provisions

Sl.No	Expenditure	Total for the SDE during 19-20 (25987 students) (Rs. in lakh)	Cost estimate for MBA programme (300 students)
01	Pay and Allowance	435.00	985900

02	Contact classes and evaluation	80.00	307450
03	Course materials	100.00	134400
04	Advertisement charges	25.00	33600
05	Postage and telephone	7.4	9800
06	Books and Periodicals	3.5	4550
07	Miscellaneous	9.95	13300
	Total	660.85	1389000
	Provisions (6%)		83340
	Total		1472340 Cost per student/ year=Rs.4908

i) Quality assurance mechanism and expected programme outcomes

Quality in monitored through a continuous assessment system. The program is divided into courses and each course with an end semester examination for 75% of weightage. The remaining 25% is assigned for assignment and seminars and discussions (15 marks for assignment and 10 marks for seminars and discussions)

Assignment topics are based on topics of contemporary relevance and cases drawn from real life situations in the Industry.

The distance learning program would be monitored continuously by fulltime faculty in management available under school of distance education. The faculty members will continuously interact with students on strengthening the learning process. Each student will work on a project which would be guided by the faculty of management under school of distance education.

Note: The programme structure is based on the present syllabus existing in the regular mode in the University of Kerala. The UG and PG syllabi in the regular mode in the University is currently being revised and is about to be finalized. SDE will adopt the revised syllabus as such when they are finalized for the 2020-21 admission. The SLMs will also be updated accordingly.

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