

**MANDATORY DISCLOSURES**

The following information shall be given in the information Brochure besides being hosted on the Institution's official Website. The onus of the authenticity of the information lies with the Institution ONLY and not on AICTE.

<p>1. Name of the Institution Address including Telephone, Mobile, E-Mail</p>	<p><b>TAMIL NADU OPEN UNIVERSITY</b> No:577, Anna Salai, Saidapet, Chennai – 600015. Telephone: 044 - 24306645 Mobile Number:9840864603 Email:<a href="mailto:registrar@tnou.ac.in">registrar@tnou.ac.in</a> / <a href="mailto:registrar@tnou.ac.in">registrar@tnou.ac.in</a> <a href="mailto:registrar@tnou.ac.in">registrar@tnou.ac.in</a> / <a href="mailto:registrar@tnou.ac.in">registrar@tnou.ac.in</a></p>
<p>2. Name and address of the Trust/ Society/ Company and the Trustees Address including Telephone, Mobile, E-Mail</p>	<p><b>TAMIL NADU OPEN UNIVERSITY</b> No:577, Anna Salai, Saidapet, Chennai – 600015. Telephone: 044 - 24306644 Mobile Number:9840864603 Email: <a href="mailto:registrar@tnou.ac.in">registrar@tnou.ac.in</a> / <a href="mailto:registrar@tnou.ac.in">registrar@tnou.ac.in</a></p>
<p>3. Name and Address of the Vice Chancellor/ Principal/Director Address including Telephone, Mobile, E-Mail</p>	<p>Prof. K.ARUMUGAM No:577, Anna Salai, Saidapet, Chennai – 600015. Telephone: 044 - 2436633 Mobile Number: 9443645254 Email: <a href="mailto:vc@tnou.ac.in">vc@tnou.ac.in</a></p>
<p>4. Name of the affiliating University</p>	<p>TAMIL NADU OPEN UNIVERSITY</p>
<p>5. Governance</p> <ul style="list-style-type: none"> <li>• Members of the Board and their brief background</li> <li>• Members of Academic Advisory Body</li> <li>• Frequently of the Board Meeting and Academic Advisory Body</li> <li>• Organizational chart and processes</li> </ul> <ul style="list-style-type: none"> <li>• Nature and Extent of involvement of Faculty and students in academic affairs/improvements</li> </ul>	<p>List Enclosed As per Enclosure-1 Once in three Months Enclosed -2</p> <p>As per Enclosure-3</p> <p>All the faculty members are involving in introduction of new programmes, developing curriculum and placed before Board of studies, academic council and syndicate for its approval, develop self-Learning Material, handling classes in Counselling Session, evaluation of Assignment, Question Paper Setting, Board of Examiners meetings and term end examination valuation.</p>

<ul style="list-style-type: none"> <li>• Mechanism/ Norms and Procedure for democratic/ good Governance</li>   <li>• Student Feedback on Institutional Governance/ Faculty performance</li> <li>• Grievance Redressal mechanism for Faculty, staff and students</li> <li>• Establishment of Anti Ragging Committee</li>   <li>• Establishment of Online Grievance Redressal Mechanism</li>   <li>• Establishment of Grievance Redressal Committee in the Institution and Appointment of OMBUDSMAN by the University</li> <li>• Establishment of Internal Complaint Committee (ICC)</li>   <li>• Establishment of Committee for SC/ST</li>   <li>• Internal Quality Assurance Cell</li> </ul>	<p>Students get self-learning material along with web resources, study on their own, attending counselling classes for clarifying queries, preparation of assignment, refer library books and write term end examinations.</p> <p>Transparent Governance system in force. All Academic Council and Syndicate proceedings are published on the website. The University is liable to RTI. Files are developed for every aspect and proper approvals are taken.</p> <p>Good - Taken Regularly</p> <p>Complaints are addressed through appropriate committees. Not Applicable</p> <p>Active</p> <p>Established</p> <p>Complaints are addressed through appropriate committees.</p> <p>Established</p> <p>Centre for Internal Quality Assurance is established as per UGC (ODL &amp; OL) Regulations, 2020</p>
<p>6. Programmes</p> <ul style="list-style-type: none"> <li>• Name of Programmes approved by AICTE</li>   <li>• Name of Programmes Accredited by NBA For each Programme the following details are to be given Preferably in Tabular form):</li> </ul>	<p>MBA ODL and MBA Online Mode</p> <p>Nil</p>

Name of the Programme	Number of seats	Duration	Cut off marks/rank of admission during the last three years	Fee (as approved by the state Government)	Placement Facilities	Campus placement in last three years with minimum salary ,maximum salary and average salary
MBA	10000	2 Years	50% (45% for SC/ST/Cat-1) Min25 marks in CET	Rs 25,000 for whole programme	Placement Cell is established in the university	Campus recruitment is organised every year with the support of Department of Employment and training, Government of Tamil Nadu, and with various organisation interested in recruiting our learners on campus.
MBA ONLINE	10000	2 Years	50% (45% for SC/ST/Cat-1) Min25 marks in CET	Rs 30,000 for whole programme	Placement Cell is established in the university	
Name and duration of Programme(s)having Twinning and Collaboration with Foreign University(s) and being run in the same Campus along with status of their AICTE approval. If there is Foreign Collaboration, give the following details:				NIL		

<p>7. Faculty Course/Branch wise list of Faculty members:</p> <ul style="list-style-type: none"> <li>• Permanent Faculty</li> <li>• Assistant Professor (Contract Basis)</li> <li>• Adjunct Faculty</li> <li>• Permanent Faculty: Student Ratio</li> </ul> <p>Number of Faculty employed and left during the last three years</p>	<p>MBA Programme 5 Nil Nil Not Applicable to Distance Education</p> <p>Nil</p> <p>Note: Adequate faculty available as per UGC ODL and OL Regulations,2020</p>
<p>8. Profile of Vice Chancellor/ Director/ Principal/Faculty</p>	<p>List Enclosed as per Enclosure- 4</p>
<p>9. Fee</p> <ul style="list-style-type: none"> <li>• Details of Fee, as approved the BoS and Finance Committee</li> <li>• Time schedule for payment of Fee for the entire Programme</li> <li>• No. of Fee waivers granted with amount and name of students.</li> <li>• Number of scholarships offered by the Institution, duration and amount.</li> <li>• Criteria for Fee waivers/scholarship</li> </ul> <ul style="list-style-type: none"> <li>• Estimated cost of boarding and Lodging in Hostels.</li> <li>• Any other fee please specify</li> </ul>	<p>Rs 25,000/- for whole programme</p> <p>Annual Fee payment at the time of registration and re-registration.</p> <p>Fee exemption for SC/ST Students</p> <p>Nil</p> <p>Fee waivers for underprivileged groups such as Persons with disability(PWD), Transgender and Jail inmates. Not Applicable</p> <p>Nil</p>
<p>10. Admission</p> <ul style="list-style-type: none"> <li>• Number of seats sanctioned with the year of approval</li> <li>• Number of Students admitted under various categories each year in the last three years</li> <li>• Number of applications received during last two years for admission under Management Quota and number admitted</li> <li>• Admission Procedure'</li> <li>• Mention the admission test being followed, name and address of the Test Agency/State Admission Authorities and its URL (website)</li> <li>• Number of seats allotted to different Test Qualified candidate separately (AIEEE/ CET (State conducted test/ University tests/ CMAT/ GPAT)/ Association conducted test etc.)</li> </ul>	<p>10000 ( 2022-23)</p> <p>List Enclosed (Enclosure 5)</p> <p>Not Applicable</p> <p>Online Admission Online Admission through qualifying Entrance Exam and minimum stipulated marks are stipulated. <b>Common Entrance Exam Conducted by Tamil Nadu Open University</b></p>



<b>Calendar for admission against Management/vacant seats:</b>	Not Applicable  No such admission
11. Criteria and Weightages for Admission <ul style="list-style-type: none"> <li>• Describe each criterion with its respective weightages i.e. Admission Test, marks in qualifying examination etc.</li> <li>• Mention the minimum level of acceptance, if any</li> <li>• Mention the cut-off levels of percentage and percentile score of the candidates in the admission test for the last three years</li> </ul>	MBA <ol style="list-style-type: none"> <li>1. Minimum 50 % (45% in case of SC/ST/Cat-1) marks in undergraduate programme</li> <li>2. Qualifying in the Entrance exam conducted by University.</li> </ol> Min 40 out of 100
12. List of Applicants	Not Applicable
13. Results of Admission Under Management seats/Vacant seats	Not Applicable
14. Composition of selection team for admission under Management Quota with the brief profile of members (This information be made available in the public domain after the admission process is over)	Not Applicable
15. Information of Infrastructure and Other Resources Available <ul style="list-style-type: none"> <li>• Number of Classrooms and size of each</li> <li>• Number of Tutorial rooms and size of each</li> <li>• Number of Laboratories and size of each</li> <li>• Number of Drawing Halls with capacity of each</li> <li>• Central Examination Facility, Number of rooms and capacity of each</li> <li>• Online examination facility (Number of Nodes, Internet bandwidth, etc.)</li> <li>• Number of Computer Centres with capacity of each</li> <li>• Barrier Free Built Environment for disabled and elderly persons</li> <li>• Occupancy Certificate</li> <li>• Fire and Safety Certificate</li> <li>• Hostel Facilities</li> <li>• Library</li> <li>• Number of Library books/ Titles/ Journals available(Programme-wise)</li> <li>• List of online National/ International Journals subscribed</li> <li>• E- Library facilities</li> <li>• National Digital Library(NDL) subscription</li> </ul>	List Enclosed (Enclosure-6)  List Enclosed (Enclosure-6)  Not Applicable  List Enclosed (Enclosure-6)  12 Centres (all are University's Regional Centres along with 50 systems)  Provisions made and proper certificate from competent authority obtained.  26,795 Books 10 Physical and 3 Online Journal  Available Available

<p>details</p> <ul style="list-style-type: none"> <li>• Laboratory and Workshop</li> <li>• List of Major Equipment/Facilities in each Laboratory/Workshop</li> <li>• List of Experimental Setup in each Laboratory/Workshop</li> <li>• Computing Facilities</li> <li>• Internet Bandwidth</li> <li>• Number and configuration of System</li> <li>• Total number of system connected by LAN</li> <li>• Total number of system connected by WAN</li> <li>• Major software packages available</li> <li>• Special purpose facilities available (Conduct of online Meetings/Webinars/Workshops, etc.) <ul style="list-style-type: none"> <li>• Facilities for conduct of classes/courses in online mode (Theory &amp; Practical)</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• CEMPR (Innovation Cell)</li> <li>• Social Media Cell</li> <li>• Compliance of the National Academic Depository (NAD), applicable to PGCM/ PGDM Institutions and University Departments</li> </ul> <p><b>List of facilities available</b></p> <ul style="list-style-type: none"> <li>• Games and Sports Facilities</li> <li>• Extra-Curricular Activities</li> <li>• Soft Skill Development Facilities</li> </ul> <p><b>Teaching Learning Process</b></p> <ul style="list-style-type: none"> <li>• Curricula and syllabus for each of the Programmes as approved by the University</li> <li>• Academic Calendar of the University</li> <li>• Academic Time Table with the name of the Faculty members handling the Course</li> <li>• Teaching Load of each Faculty</li> </ul> <ul style="list-style-type: none"> <li>• Internal Continuous Evaluation System and place</li> <li>• Student's assessment of Faculty, System in place</li> <li>• For each Post Graduate Courses given the following:</li> </ul>	<p>Computer Lab Not Applicable Not Applicable</p> <p>Yes, Applicable 1 GBPS and 20 MBPS LAN 187 WAN 187 500 Language software /SPSS software / MS office 365 Webex meeting app and Microsoft Teams Audio and video recording facility provided in CEMPR</p> <p>State of Art Building with 750 seating capacity and One AC Hall with 140 seating Capacity</p> <p>Video Recoding facility Audio Recording facility Will be established shortly Complied with NAD Yes</p> <p>Gym, indoor and limited outdoor games and sports Programs and competitions arranged regularly skill Development training given to all students</p> <p>Yes Enclosed List No 7 Sample Enclosed No 8 One Course per Semester i.e 10 Subjects per Year Equal load on taking counseling class, assignment evaluation, and SLM preparations. 30 Marks consisting of assignment and Seminar each yes</p>
---	--

<ul style="list-style-type: none"> <li>• Title of the Course</li> <li>• Curricula and Syllabi</li> </ul> <p><b>Laboratory facilities exclusive to the Post Graduate Course</b></p> <ul style="list-style-type: none"> <li>• Special Purpose</li> <li>• Software, all design tools in case</li> <li>• Academic Calendar and framework</li> </ul>	<p>MBA Enclosed List No 7</p> <p>Not Applicable</p>
<p>16. List of Research Projects/ Consultancy Works</p> <ul style="list-style-type: none"> <li>• Number of Projects carried out, funding agency, Grant received</li> <li>• Publications (if any) out of research in last three years out of masters projects</li> <li>• Industry Linkage</li> <li>• MoUs with Industries (minimum(10))</li> </ul>	<p>2 Projects granted from Department of Higher Education ,Government of Tamilnadu Total Grants Received 10 lakhs</p> <p>Initiated</p> <p>Initiated</p>
<p>17. LoA and subsequent EoA till the current Academic Year</p>	<p>Enclosed List No 9</p>
<p>18. Accounted audited statement for the last three years</p>	<p>Enclosed List No 10</p>
<p>19. Best Practices adopted, if any</p>	<p>Enclosed List No 11</p>

Note: Suppression and/or misrepresentation of information shall invite appropriate penal action. The Website shall be dynamically updated with regard to Mandatory Disclosures Important Instructions:

- Avoid putting personal information in public domain.
- The mandatory disclosure should be available freely to view/download to the public without any restrictions.
- LoA/EoA letters (since inception) should form part of the mandatory disclosure and complete mandatory disclosure document should be converted into a single PDF file and the URL (web-link) to be entered in the AICTE portal (under attachments tab).

SYNDICATE

S.No	Name & Communication Address of the Members	According to TNOU Act.	Date of Nomination	Date of Completion
1.	<b>Prof. S. Arumugam</b> Vice Chancellor, Tamil Nadu Open University, Chennai- 600 015	Sec.20(2)(a) Class-I-Ex-Officio Members the Vice Chancellor	09.01.2023	08.01.2026
2.	<b>Dr. D. Karthikeyan I.A.S.</b> Principal Secretary to Government Higher Education Department, Secretariat Chennai – 600 009, E-mail: hrsec@tn.gov.in	Sec.20(2)(b) Class-I-Ex-Officio Members Three Government Officials nominated by the Government, who shall not below the cadre of Special Secretary to Government to be nominated by the Government	Ex-Officio Members	
3.	<b>Mr. P. Senthilkumar, IAS.</b> Principal Secretary to Government, Health & Family Welfare Department, Secretariat, Chennai 600 009, E-mail: hfsec@tn.gov.in			
4.	<b>Thiru B. Karthikeyan</b> Secretary to Government Law Department, Secretariat, Chennai – 600 009, E-mail: lawsec@tn.gov.in			
5.	<b>Dr. S. Narayana Kalkura</b> Professor – UGC-BSR Faculty Fellow Crystal Growth Centre (UGC – National Facility Centre) Anna University Chennai – 600025, E-mail: kalkura@yahoo.com/kalkura@gmail.com	Sec.20(2)(a) Class-I-Other Members Two eminent educationists to be nominated by the Chancellor on the recommendation of the Vice Chancellor		
6.	<b>Vacant</b>			
7.	<b>Non-formal or Voluntary Sector</b> <b>Dr. B. Ponnuswamy</b> Associate Professor of Economics (Retd) No.15 Sowrashtra Nagar 9th Street, Choolaimedu High Road Chennai – 600 094, Email: profdrbps@gmail.com	Sec.20(2)(b) Class-I-Other Members Three eminent persons to be nominated by the Pro Chancellor on the recommendation of the Vice Chancellor of whom, one shall	26.02.2021	25.02.2024
8.	<b>Learned Profession</b> <b>Dr. K. Sekar</b> (Former Director of Collegiate Education, Government of Tamil Nadu) 84, 2nd Street, Ganesapuram, Namakkal		26.02.2021	25.02.2024

	<p>– 637 002, Email: sekarbot@yahoo.com</p>	<p>be from the non-formal for voluntary sector, one shall be from commerce or industry and the third shall represent the learned professions: Provided that the members nominated under</p>		
9.	<p><b>Commerce or Industry</b>  <b>Thiru. V. Manoharan</b>  (Former Director, TAMIN Ltd.)  7, Crystal Lawn Apartments 104, 13th Main Road Anna Nagar West, Chennai – 600 040, Email: venket.mano@gmail.com</p>	<p>Item(b), and (c) and (d) are such persons who will guide the Vice Chancellor in administrative, academic and financial matters including any issues connected social justice and policies of the State Government</p>	26.02.2021	25.02.2024
10.	<p><b>Vacant</b></p>	<p>Sec 20(2)(c) One Director nominated by the Chancellor on the recommendation of the Vice Chancellor</p>		
11.	<p><b>Vacant</b></p>	<p>Sec 20(2)(d) One University Professor nominated by the Chancellor on the recommendation of the Vice Chancellor</p>		
12.	<p><b>Vacant</b></p>	<p>Sec 20(2)(e) One University Associate Professor nominated by the Vice Chancellor</p>		

		by rotation according to seniority		
13.	<b>Vacant</b>	Sec 20(2)(f) One University Assistant Professor nominated by the Vice Chancellor by rotation according to seniority		
14.	<b>Mr. Baskaran Kesaven</b> [Founder & CEO, Kriya Tec IT Systems, India] Flat No. 9, M.R.C. Kalpathru Apartment No. 35, Seethammal Main Road Teynampet Chennai – 600018, Email: baskar@kriyatec.com	Sec 20(2)(g) Two persons to be co-opted by the Syndicate out of whom one may be an expert on distance education, and the other has special knowledge of or experience in media or communication field	25.01.2023	24.01.2026
15.	<b>Prof.G. Archunan</b> [Dean-Research, Marudupandiyar College, Thanjavur] Res: No.4A, 6 th Cross Extension First Main Road, Raja Colony Cantonment, Tiruchirappalli – 620 001, Email: garchu56@yahoo.co.in , archunan@bdu.ac.in		27.01.2023	26.01.2026
16.	<b>Dr.K.Rathnakumar</b> Registrar, Tamil Nadu Open University, Saidapet, Chennai – 600 015,	Ex-Officio Secretary	30.05.2020	29.05.2023

**Enclosure-2**

Academic Council

<b>S.No</b>	<b>Name</b>	<b>Address</b>
1	<b>Shri. R. N. Ravi</b>	The Chancellor
2	<b>Dr. K. Ponmudi</b>	The Pro-Chancellor
3	<b>Prof. S. Arumugam</b>	Vice Chancellor, Tamil Nadu Open University, Chennai- 600 015
4	<b>Dr. K. Rathnakumar</b>	Registrar, Tamil Nadu Open University, Saidapet, Chennai – 600 015
5	<b>Dr. P. Thiyagarajan</b>	Professor & Director, School of Continuing Education, Tamil Nadu Open University, Saidapet, Chennai – 600 015
6	<b>Dr. S. Balasubramanian</b>	Professor & Director, School of Tamil and Cultural Studies, Tamil Nadu Open University, Saidapet, Chennai – 600 015
7	<b>Dr. M. V. Sudhakaran</b>	Professor & Director, School of Social Sciences, Tamil Nadu Open University, Saidapet, Chennai – 600 015
8	<b>Dr. M. Manivannan</b>	Professor & Director, School of Education, Tamil Nadu Open University, Saidapet, Chennai – 600 015
9	<b>Dr. S. Subramanian</b>	Professor & Director, School of Management Studies, Tamil Nadu Open University Saidapet, Chennai – 600 015
10	<b>Dr. N. Dhanalakshmi</b>	Professor in History, School of Social Science, 'Tamil Nadu Open University, Chennai – 600 015
11	<b>Dr. T. Ravimanickam</b>	Associate Professor, Faculty of Science, School of Sciences, 'Tamil Nadu Open University, Chennai – 600 015
12	<b>Dr. T. Sampathkumar</b>	Assistant Professor, Faculty of Education, School of Education, Tamil Nadu Open University, Chennai – 600 015
13	<b>Dr. M. Vaiyapuri</b>	Assistant Professor, Faculty of Indian and Foreign Languages, School of Tamil and cultural Studies, Tamil Nadu Open University, Chennai – 600 015
14	<b>Dr. N. Saranyadevi</b>	Assistant Professor, School of Managemnt Studies, Tamil Nadu Open University, Chennai – 600 015
15	<b>Dr. P. Chitra</b>	Assistant Professor, School of Journalism and New Media Studies, Tamil Nadu Open University, Chennai – 600 015
16	<b>Dr. E. Iniyen</b>	Assistant Professor of Archaeology, School of History and Tourism Studies, Tamil Nadu Open University, Chennai – 600 015
17	<b>Librarian</b>	At Present the Library of TNOU is looked after by an Assistant Librarian. The Librarian Nomination is Vacant
18	<b>Dr. T.S. Sridhar, IAS., (R)</b>	Retired Additional Chief Secretary to Government & State Relief Commissioner Government of Tamil Nadu No.39, Balakrishnan Street West Mambalam Chennai – 600 033
19	<b>Capt. M. Subburaman, (PADMA SHRI AWARDEE)</b>	Director Society for Community Orgranisation and Peoples Education (SCOPE) No.40, Ramalinga Nagar, West Extension Part-II Woraiyur, Tiruchirappalli – 620 003

20	<b>Dr. K. P. Dinakaran</b>	M.D Physician., (MOS) PGP in Diabetology Jhon Hopkins University USA, PG Diploma in Clinical Endo Craniology& Diabetology, RCP., U.K. MD Qualigen Diagnostics A Unit of Kinam Medical Care Qualigen Diagnostics Venture Park, 4/410 Rajiv Gandhi Salai Thooraipakkam Chennai – 600 097
21	<b>Prof. Dr. (Mrs) S. Ani Grace Kalaimathi</b>	Registrar Tamil Nadu Nurses and Midwives Council Jayaprakash Narayanan Maligai 140, Santhome High Road Mylapore, Chennai – 600 004
22	<b>Dr. R. Thilagaraj</b>	Director (Academics) Center of Excellence in Digital Forensics 176, Burma Colony, 5th Cross Street Perungudi, Chennai – 600 096
23	<b>Dr. Md. Nayeemur Rahman</b>	Vice- Chairman, Tamil Nadu Urdu Academy, Department of Higher Education, Government of Tamil Nadu, 14/42, Puram Prakash Road, Balaji Nagar, Royapettah Chennai – 600 014
24	<b>Dr. P. Subburethina Bharathi</b>	Assistant General Manager, Kauvery Hospital, No.6, Royal Road, Cantonment, Tiruchirappalli – 620 001
25	<b>Thiru. P. Sanjai Gandhi</b>	Advocate (Nodal Officer, Geographical Indication Registered Product of Tamil Nadu, Govt. of Tamil Nadu, Intellectual Property Rights Attorney, Tamil Nadu Agricultural University Intellectual Property Rights Attorney Tamil Nadu Vetnary and Animal Science University) BBC Villa Complex, Door No. 66, 6th Floor, Prakasam Salai Broadway, Chennai – 600 104
26	<b>Thiru. Rajesh Srinivasan</b>	Director BSA Innovating Technology, Building Future No.4, Kuppusamy Street Sundarambal Nagar Tabmabram Sanatorium Chennai – 600 047
27	<b>Dr. T. Balasaravanan</b>	Associate Professor & Head, Department of Economics SIVET College Gowrivakkam, Chennai – 600 073



University - Organisation Structure



**BRIEF BIODATA OF HON'BLE VICE CHANCELLOR****Sonachalam. Arumugam****1. PERSONAL DETAILS**

Name : Dr. S. ARUMUGAM

Qualification : M.Sc., M. Phil., Ph.D. D.Sc

Designation : Vice Chancellor  
Tamil Nadu Open University  
Saidapet, Chennai – 600 015  
Ph: (044) 2430 0633/634  
Mobile: 95009 10310  
Email: vc@tnou.ac.in

Birth Place : Sorakolathur Village, Tiruvannamalai,

Total Administrative/Research/Academic  
Experience : 30 Years

**2. ACADEMIC & ADMINISTRATIVE EXPERIENCE****2.1.Academic Qualification**

<b>Name of the college and Institution Place</b>	<b>Year of passing</b>	<b>Degree obtained</b>	<b>Discipline</b>	<b>Percentage of Marks/ Grade</b>
Madurai kamaraj University, Madurai	2022	D.Sc	Physics	---
Anna University, Chennai.	1994	Ph. D	Physics	---
Bharathidasan University, Tiruchirappalli.	1988	M. Phil	Physics	75%
Sri Pushpam College (Bharathidasan	1986	M. Sc	Physics	75%

University), Poondi, Thanjavur.				
Voorhees College (University of Madras), Vellore.	1983	B. Sc	Physics	70%

## **2.2. Title of the Thesis for the Research Degree(s)**



<b>Degree</b>	<b>Title</b>	<b>University / Institution</b>	<b>Awarded - Year</b>
D.Sc	<i>Investigation on Physical Properties of Strongly Correlated Materials under Extreme Conditions of High Pressure, Low Temperature and High Magnetic Field</i>	Madurai Kamaraj University Madurai	2022
Ph. D	<i>Synthesis, Characterization and High Pressure Studies on some High <math>T_c</math> superconductors and Nb transition metal alloys</i>	Anna University, Chennai	1994
M.Phil	<i>Quasi Crystals</i>	Department of Physics, Bharathidasan University, Tiruchirappalli	1987

## **2.3. Professional and Administrative Experiences**

<b>S. No</b>	<b>Institution</b>	<b>Position</b>	<b>Teaching &amp; Research</b>	
			<b>From</b>	<b>To</b>
1.	International Relations Centre Bharathidasan University, Tiruchirappalli, India	Coordinator	31.12.2019	03.01.2023
2.	Physics Forum School of Physics Bharathidasan University, Tiruchirappalli, India	Chairman	01.02.2019	08.01.2023
3.	School of Physics Bharathidasan University, Tiruchirappalli, India	Chair	06.06.2019	16.06.2022
4.	Centre for High Pressure Research Bharathidasan University, Tiruchirappalli, India	Director	18.03.2019	08.01.2023
5.	Centre for Distance Education, Bharathidasan University, Tiruchirappalli, India	Director	13.12.2017	12.12.2018
6.	Department of Physics,	Head of the Department	09.08.2017	12.12.2017

	Bharathidasan University, Tiruchirappalli, India			
7.	Institute for Solid State Physics, Univ. of Tokyo	Visiting Professor	23.8.2016	Till Date
8.	MRSI Trichy Chapter	Founder Chairman & Secretary	12.11. 2015	08.01.2023
9.	Central Instrumentation Facility, Bharathidasan University, Tiruchirappalli, India	Director i/c.	19.08.2015	04.03.2018
10.	UGC XII plan ENCORE.	Coordinator	06.03.2014	30.09.2017
11.	Department of Physics, Bharathidasan University, Tiruchirappalli, India	Professor of Physics	23.03.2008	08.01.2023
12.	Centre for High Pressure Research Bharathidasan University, Tiruchirappalli, India	Coordinator	09.09.2008	17.03.2019
13.	Centre for High Pressure Research Bharathidasan University, Tiruchirappalli, India	Director	25.04.2008	08.09.2008
14.	Osaka city University, Osaka Japan	Visiting Professor	03.10.2006	10.10.2007
15.	School of Physics Bharathidasan University, Tiruchirappalli, India	Associate Professor	01.01.2006	22.03.2008
16.	School of Physics Bharathidasan University Tiruchirappalli, India	Reader	22.03.2000	31.12.2005
17.	Institute for Solid State Physics, University of Tokyo, Japan	JSPS Post Doc Fellow	09.05.1998	20. 3.2000
18.	NIT(REC), Tiruchirappalli	Lecturer in Physics	29.10.1997	06.05.1998
19.	Department of Physics Indian Institute of Science Bangalore, India	Young Scientist Fellow	17.04.1997	28.10.1997
20.	NIT(REC), Tiruchirappalli	Lecturer in Physics	16.09.1994	16.04.1997
21.	VIT (VEC), Vellore	Lecturer in Physics	15.11.1993	15.09.1994

#### **2.4. Full-time Academic/Teaching Experience**



S. No.	Position	Organisation/ University	Duration	
			From	To

1	Professor of Physics	School of Physics Bharathidasan University Tiruchirappalli, India	23.03.2008	08.01.2023
2	Associate Professor	School of Physics Bharathidasan University Tiruchirappalli, India	01.01.2006	22.03.2008
3	Reader	School of Physics Bharathidasan University Tiruchirappalli, India	22.03.2000	31.12.2005
5	Lecturer in Physics	NIT(REC), Tiruchirappalli	16.09.1994	16.04.1997
6	Lecturer in Physics	VIT (VEC), Vellore	15.11.1993	15.09.1994

**Fellow in Academy:**

1. Fellow in Academy of Sciences, Chennai (2017)
2. Fellow in APAM Associate Academician, Asia Pacific Academy of Materials, China (2019).
3. NAAC Peer Team Visit Expert Member (2020- onwards)
4. Expert Committee Member in Elettra-Sinchrone, Trieste, Italy, (2021- onwards)
5. Mentor in National Institute of Technical Teachers Training and Research (NITTTR) (2021- onwards)
6. Executive Council Member in Indian Spectrophysics Association (ISPA), (2021 – onwards)

### **Membership in Professional/Scientific Societies**


1. Indian Society for Technical Education (1994)
2. Indian Association for Physics Teachers (1995)
3. Indian Ceramic Society (1994)
4. Materials Research Society of India (2013)
5. Indian Society for Non-Destructive Testing (1995)
6. Magnetic Society of India
7. Indian Physics Association (2017)
8. Physical Society of Japan (1999 - 2000)
9. Materials Research Society, USA (2016-17)
10. The Indian Science Congress Association (2018)

### **Prizes, Awards, Fellowships received**


1. High h-index: web of physics from Bharathidasan university
2. Recognised for securing TANSA physical sciences (2014) From Bharathidasan university
3. Senior Scientist Award 2021, Dr.V. Devanathan Award for Physical Sciences, The academy of Sciences, Chennai (2022)
4. Dr.APJ Abdul Kalam Lifetime Achievement National Award, NISED, Bengaluru (2021).
5. Distinguished Researcher in physics, VISTA, Chennai (2020)
6. Life Time Achievement Award, Indian Spectrophysics Association, India (2020)
7. Best Poster Presentation award, Indian Academy of Science, India (2018)
8. MRSI Medal Lectures Award, Materials Research Society of India, India (2018).
9. Tamil Nadu Scientist Award in Physical Sciences, Tamil Nadu State Council for Science and Technology, India (2014).
10. Visiting Professorship, Institute of Solid State Physics, University of Tokyo, Japan (2016).
11. GCOE Fellowship, Institute of Solid State Physics, University of Tokyo, Japan (2008).
12. TWAS-UNESCO Associate Scheme at Centres of Excellence in South Third World Academy of Sciences, C/O ICTP, Italy (2009-2012).
13. OCU fellowship, Osaka city university, Japan (2006).
14. INSA Exchange Fellowship, DFG, Germany (2005).
15. Post-Doctoral Fellowship, JSPS, Japan (2002-2003).
16. Prof. M. A. Ittyachen Award, CTMS 2001, Mahatma Gandhi University, Kottayam, India (2001).
17. Post-Doctoral Fellowship, JSPS, Japan (1998-2000).
18. Young Scientist Fellowship, TNSCST, Chennai, Tamil Nadu, India (1996-1997).
19. Proficiency Prize award, A.V.V.M Sri Pushpam College, Thanjavur, India (1986).

\* \* \*

## Profile of Faculty Members


Name:Dr.S.Subramanian	
Designation:	Professor & Director
Date of Birth:	1.6.1968
Unique ID:	7006
Education Qualification:	M.B.A., M.Phil., Ph.D. (Management)
Work Experience <ul style="list-style-type: none"> <li>• Teaching</li> <li>• Research</li> <li>• Industry</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• 25 Years</li> <li>• 27 Years</li> <li>• 2 Years</li> </ul>
Area of Specification	Human Resource Management /General Management
Course taught at Diploma/Post Diploma/Under Graduate/Post Graduate/Post Graduate Diploma Level	Principles of Management, HRM, HRD, Entrepreneurship Development and Strategic Management
<b>Research Guidance (Number of Students)</b> <ul style="list-style-type: none"> <li>• No of papers published in National / International Journals / Conferences</li> <li>• M.Phil(Completed / On going)</li> <li>• Ph.D (Completed / On going)</li> </ul>	<ul style="list-style-type: none"> <li>• 30</li> <li>• 14</li> <li>• 6 +7</li> </ul>
* Projects Carried out	* 3
* Patents (Filed and Granted)	* -
* Technology Transfer	*2
* Research Publications (No. of Papers published in National / International Journals / Conferences	* 15
* Paper Presented (No. of Papers published in National / International Journals / Conferences.	* 42
* No of books published with details (Name of the book, Publisher with ISBN, year of publication, etc	*5 1. Effect of Covid-19 Lockdown on Employees

	<p>and Environment, pp 295-307, Advances in Commerce and Management, ESN Publications, ISBN No. 978-93-90781-08-09.</p> <p>2. Handling Conflict in Organisation, pp 254-256, Business stratagem, Southern Book House, Pondicherry, ISBN No. 978-81-920303-6-4.</p> <p>3. HR Management and Staff Development, pp 271 -273, Excellence in management Practices, Southern Book House, Pondicherry,ISBN No. 978-81-920303-5-7.</p> <p>4. Emerging Trends in Human Resource Management, pp 356-358,Strategic Issues in Business, Scitech Publications (India) Pvt. Ltd, ISBN No. 978-81-8371-289-7.</p> <p>5. Gender Issues in public and private sector organization, pp 52-62,Emerging Trends in Management, Andril Pathipagam, Chennai, ISBN No. 978-93-80508-01-0.</p>
--	--

Name:	 <p>Dr.R.Tamilmaram</p>
Designation:	Associate Professor
Date of Birth:	31.07.1974
Unique ID:	7028
Education Qualification:	M.Com., M.Phil.(Commerce), M.B.A., M.Phil.(Management), Ph.D.(Management)
Work Experience	<ul style="list-style-type: none"> <li>• 25 Years</li> <li>• 27 Years</li> </ul>
<ul style="list-style-type: none"> <li>• Teaching</li> <li>• Research</li> </ul>	



<ul style="list-style-type: none"> <li>• Industry</li> <li>• Others</li> </ul>	
Area of Specification	General Management, Finance and HumanResource
Course taught at Diploma/Post Diploma/Under Graduate/Post Graduate/Post Graduate Diploma Level	Managerial Economics, International Business, Investment Analysis and Portfolio Management,International Financial Management
<b>Research Guidance (Number of Students)</b> <ul style="list-style-type: none"> <li>• No of papers published in National / International Journals / Conferences</li> <li>• M.Phil(Completed / On going)</li> <li>• Ph.D (Completed / On going)</li> </ul> <p>* Projects Carried out</p> <p>* Patents (Filed and Granted)</p> <p>* Technology Transfer</p> <p>* Research Publications (No. of Papers published in National / International Journals / Conferences</p> <p>* Paper Presented (No. of Papers published in National / International Journals / Conferences.</p> <p>* No of books published with details (Name of the book, Publisher with ISBN, year of publication, etc</p>	<ul style="list-style-type: none"> <li>• 18</li> <li>• 4</li> <li>• 1</li> </ul> <p>* -</p> <p>* -</p> <p>* -</p> <p>* 13</p> <p>* 34</p> <p>-</p>


Name:	 <p>Dr.N.Saranya Devi</p>
Designation:	Assistant Professor
Date of Birth:	19.06.1985

Unique ID:	7023
Education Qualification:	M.B.A., M.Phil., Ph.D. (Management)
Work Experience <ul style="list-style-type: none"> <li>• Teaching</li> <li>• Research</li> <li>• Industry</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• 9 Years</li> <li>• 14 Years</li> </ul>
Area of Specification	Business Administration, Finance & Humam Resource
Course taught at Diploma/Post Diploma/Under Graduate/Post Graduate/Post Graduate Diploma Level	Accounting for Managers, Financial Management, Entrepreneurship Development, Management of Financial Services
<b>Research Guidance (Number of Students)</b> <ul style="list-style-type: none"> <li>• No of papers published in National / International Journals / Conferences</li> <li>• M.Phil(Completed / On going)</li> <li>• Ph.D (Completed / On going)</li> </ul> * Projects Carried out * Patents (Filed and Granted)  * Technology Transfer  * Research Publications (No. of Papers published in National / International Journals / Conferences * Paper Presented (No. of Papers published in National / International Journals / Conferences.  * No of books published with details (Name of the book, Publisher with ISBN, year of publication, etc	<ul style="list-style-type: none"> <li>• 17</li> <li>• 1</li> <li>• 2</li> </ul> * -  *TRANSACTION FLOWS AND TRANSACTION PROCESSING FOR BRIDGED PAYMENT SYSTEMS USING MACHINE LEARNING Application No.202241053184 A Publication Date : 23/09/2022 The Patent Office Journal No. 38/2022 Dated 23/09/2022  * -  * 8  * 25  *3 1. Chapter: 3, Role of Artificial Intelligence in Education: Proposed Research Framework, pp. 26-32. (H.HariHarasudha


&Dr.N.Saranya Devi). Smart Technologies for Sustainable Development, ESN Publications, First Edition 2020, ISBN:978-93-90188-08-6

2. Effect of COVID-19 Lockdown on Employees and Environment, pp. 295-307.(H.HariHarasudha&Dr.N.Saranya Devi).Advances in Commerce and Management, ESN Publications, Tamil Nadu, 1st Edition (2021). ISBN:978-93-90781-08-9

3. An Empirical Study on Investment Avenues for Teaching Professionals, pp. 144 -149. (N. Saranya Devi, S. C. B. Samuel Anbu Selvan, E. Dhanasekar) Emerging Innovation in Social Sciences, Weser Books, Germany, June (2022) ISBN:978-3-96492-398-1

Name:	 <p>Dr.R.Narasimhan</p>
Designation:	Assistant Professor
Date of Birth:	29.3.1985
Unique ID:	7045
Education Qualification:	M.A. (Sociology), M.B.A., M.Com., Ph.D.(Management) UGC NET / TN SET
Work Experience <ul style="list-style-type: none"> <li>• Teaching</li> <li>• Research</li> <li>• Industry</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• 11 Years</li> <li>• 6 Years</li> <li>• 2 Years</li> </ul>
Area of Specification	Human Resource Management/Labour Laws
Course taught at Diploma/Post Diploma/Under Graduate/Post Graduate/Post Graduate Diploma Level	HRM, Labour Legislations, Strategic Human Resource Management
<b>Research Guidance (Number of Students)</b> <ul style="list-style-type: none"> <li>• No of papers published in National / International Journals / Conferences</li> <li>• M.Phil(Completed / On going)</li> <li>• Ph.D (Completed / On going)</li> </ul>	<ul style="list-style-type: none"> <li>• 10</li> <li>• -</li> <li>• -</li> </ul>
* Projects Carried out	* -
* Patents (Filed and Granted)	* -
* Technology Transfer	* -
* Research Publications (No. of Papers published in National / International Journals / Conferences	* 14
* Paper Presented (No. of Papers published in National / International Journals / Conferences.	* 10
	*4
* No of books published with details (Name of	

<p>the book, Publisher with ISBN, year of publication, etc</p>	<p>1. Needs of Professional skills at workplace in the present scenario. (pp 119-125) ( May 2022), Capacity Building &amp; Personality development for girl students, MJP Publishers, Chennai-New Delhi,ISBN 978-93-5527-333-8.</p> <p>2. Emergency provisions of Indian Constitution and power of Article 20 &amp; 21 (pp 28-31) (September 2022), Neithalpathipagam, Chennai.ISBN 978-8-19-517933-6.</p> <p>3. Book Chapter “Office management and secretaryship” +1 vocational education textbook from Tamil Nadu Text Book Corporation. 2018 State council for education research and training. Government ofTamil Nadu.</p> <p>4. Book Chapter “Management” +2vocational education textbook from Tamil Nadu Text Book Corporation. 2022 State council for education research and training. Government ofTamil Nadu.</p>
--	--

Name:	 <p>DR.RS.Sugashwarprashanth</p>
Designation:	Assistant Professor
Date of Birth:	17.7.1989
Unique ID:	7046
Education Qualification:	M.B.A., Ph.D.(Management)
Work Experience <ul style="list-style-type: none"> <li>• Teaching</li> <li>• Research</li> <li>• Industry</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Years</li> <li>• 4 Years</li> </ul>
Area of Specification	Business Administration, Human Resource Management
Course taught at Diploma/Post Diploma/Under Graduate/Post Graduate/Post Graduate Diploma Level	HRM, Marketing Management, Marketing Research and Consumer Behaviour
<b>Research Guidance (Number of Students)</b> <ul style="list-style-type: none"> <li>• No of papers published in National / International Journals / Conferences</li> <li>• M.Phil(Completed / On going)</li> <li>• Ph.D (Completed / On going)</li> </ul> * Projects Carried out * Patents (Filed and Granted) * Technology Transfer * Research Publications (No. of Papers published in National / International Journals / Conferences) * Paper Presented (No. of Papers published in National / International Journals / Conferences. * No of books published with details (Name of the book, Publisher with ISBN, year of publication, etc	<ul style="list-style-type: none"> <li>• 2</li> <li>• -</li> <li>• -</li> </ul> * - * - * - * 1 * 3 * -

**Enclosure-5**

**Number of Students admitted under various categories each year in the last three years**

YEAR	NO. OF STUDENTS – MBA (ODL)			
	GM	SC	ST	Total
2019-20	448	104	-	552
2020-21	447	75	01	523
2021-22	547	88	01	636

**Enclosure-6**

**BUILDING DETAILS**

SI No	Size	
1	1050 sqft	Academic support
2	1112.5 sqft	Academic Area
3	978 sqft	Administrative Area
4	2100	Amenities Area

**TNOU Main campus is 1.94 Acres and built up area in sq.mts 18681**

**TNOU Administrative building is 0.00918 Acres and built up area in sq.mts 37.16**

**Enclosure-7**

**TAMILNADUOPENUNIVERSITY**  
**Regulations and Overview for**  
**Master of Business Administration (MBA)**  
**(Semester) in DistanceMode**

**[w.e.f Academic Year 2020-2021]**



**School of Management Studies**

**Tamil Nadu Open University**

**Chennai-600 015**



### **Programme's Mission and Objectives**

Post Graduate programme in Business Administration (MBA) is a right choice for students and working communities from a wide variety of backgrounds. The Programme not only aims at providing knowledge and skills in different areas of management, but also paves the way for the overall development of the personality of the students. This programme imparts specialized management education in a convenient and timely manner for continuous professional development and creates opportunities for undertaking employment oriented projects.

### **Relevance of the Programme with HEI's Mission and Goals**

An MBA degree is growing by leaps and bounds in the globe due to its prestigious stature. The Programme aims at providing inputs to the students pertinent to the business, industry, service and trade so that they can function in different organizations in different levels and face the challenges arising there from time to time.

### **Nature of prospective target group of Learners:**

Acquiring MBA degree will ensure that the student successfully find a suitable job or that they advance and improve in their current job. In addition, as business owners or entrepreneurs by acquiring this degree they can make significant changes in all functions of management, from Process Management, Human Resources, Financial Analysis, Sales Management, to the control of input and output resources as well as corporate productivity.

### **Appropriateness of Programme to be conducted in ODL mode to acquire specific skills and competence:**

MBA program on offer in the university is having five specializations in the functional areas such as Finance, Marketing, Human Resources, Operation, and Information Technology Management. Candidates holding a MBA degree are entering in to the competitive business world as process managers, business development executives, risk analysts, and human resource managers, information system managers among many others. Understand ethical issues and dilemmas that businesses often face and to apply knowledge and skills to solve business problems.

- Demonstrate professionalism, self-awareness, leadership, and effective communication skills.
- Understand ethical issues and dilemmas that businesses often face.
- Possess the skills required to work and lead effectively in a team-based environment.

### **Instructional Design**

The Curriculum and the Syllabus for Master of Business Administration (M.B.A) Programme has designed covering all the aspects of Management Concepts, Marketing, Human Resource, Financial, Operation and Information Technology. The duration of the Programme is two Years and the medium of instruction is English.

The Master of Business Administration (M.B.A) Programme is offered through the Learner Support Centres established by TNOU in the affiliated Arts and Science College, where the same Programme is offered through Conventional Mode.

The Faculty Members available at School of Management Studies of Tamil Nadu Open University and the faculties approved as Academic Counselors of TNOU at Learner Support Centres will be used for delivering the Master of Business Administration (M.B.A) Programme.

The credits systems suggested as per UGC-ODL Regulations-2020 have been assigned to Master of Business Administration (M.B.A) Programme. The total number of credit assigned for the Programme is 72. The Self Learning Materials in the form of print, e-content and audio/video materials wherever required has also been developed for the Programme.

### **Procedure for Admissions, Curriculum Transaction and Evaluation**

The eligibility for Admission to the Master of Business Administration (M.B.A) Programme is Bachelor Degree from any recognized University. The Programme Fee is Rs.24000/- for two years, plus Registration and other Charges. The admissions are carried out by Tamil Nadu Open University and through its Regional Centres located within the State of Tamil Nadu. The Theory Counselling and the Practical Counselling (if any) will be conducted through the Learners Support Centres of Tamil Nadu Open University. The evaluation will be carried by Tamil Nadu Open University consists of Continuous Internal Assessment through Spot Assignment and External Assessment through Term End Examination.

### **Financial Assistance**

Scholarship for SC/ST category is available as per the norms of the State Government of Tamil Nadu. Complete Admission fee waiver for the Physically Challenged/ Differently abled persons.

### Policy of Programme Delivery

The Academic Calendar for the Programme will be available for the learners to track down the chronological events/ happenings. The Counselling schedule will be uploaded in the TNOU website and the same will be intimated to the students through SMS.

### Evaluation System

Examination to Master of Business Administration (M.B.A) Programme is designed to maintain quality and standard. Theory Examination will be conducted by the University in the identified Examination Centres. For the Assignment students may be permitted to write with the help of books/materials for each Course, which will be evaluated by the Evaluators appointed by the University.

**Assignment:** 1 assignment for 2 credits are to be prepared by the learners. E.g. If a Course is of Credit 4, then 2 number of Assignments are to be written by the learner to complete the continuous assessment of the course. Assignment carries 30Marks (Average of Total no of Assignment), consists of Long Answer Questions (1000 words) for each Course.

Assignment 1	Answer any one of the question not exceeding 1000 words out of three questions.	1x30 = 30 Marks
--------------	---	-----------------

**Term -End Examination:** Students shall normally be allowed to appear for theory examination after completing the Assignments. The Term -End Examination shall Carry 70 Marks and the Question Paper has two Sections: A & B for the duration of 3 hours.

### QUESTION PAPER PATTERN

**Time: 3 Hours**

**Maximum Marks: 70**

#### **PART – A (5x5=25 Marks)**

**Answer any five questions out of eight questions in 300 words**

**All questions carry equal marks**

Question Distribution Method:

1. From Block –I
2. From Block –II
3. From Block –III
4. From Block – IV

5. From Block – V
6. From any Block
7. From any Block
8. From any Block

**PART – B (3X15=45 marks)**

**Answer any three questions out of five questions in 1000 words**

**All questions carry equal marks**

9. From Block -I
10. From Block -II
11. From Block – III
12. From Block –IV
13. From Block -V

**Passing Minimum:** The candidate shall be declared to have passed the examination if the candidate secures not less than 33 marks in the Term End Examinations (TEE) in each theory paper and secures not less than 13 marks in the Continuous Internal Assessment (CIA) and overall aggregated marks is 50 marks in both external and internal taken together.

Continuous Internal Assessment (CIA)		Term End Examination (TEE)		Overall Aggregate Marks	Maximum Marks
Minimum Pass Mark	Maximum Mark	Minimum Pass Mark	Maximum Mark	CIA + TEE	
13	30	33	70	50	100

**Classification of Successful Candidate**

Candidates who pass all the Courses and who secure 60 per cent and above in the aggregate of marks will be placed in the First Class. Those securing 50 per cent and above but below 60 per cent in the aggregate will be placed in the Second Class.

**Requirement of laboratory and Library Resources**

The Programme will be offered through the Learner Support Centre (LSC) maintained by Tamil Nadu Open University. The LSC has the required infrastructural facilities to conduct the

Counselling for the students who wish to clear their doubts. There is no lab component in Master of Business Administration (M.B.A) Programme.

A well equipped Library is available in the University Headquarters and the Regional Centres with required books and research journals. The Learners Support Centre through which the Degree Programme is to be offered is also equipped with a full-fledged library having books and journals related Management Discipline.

### **Quality Assurance Mechanism and expected Programme Outcome**

The Quality of the Master of Business Administration (M.B.A) Programme is maintained by adopting the curriculum suggested by the UGC and AICTE. As per UGC guidelines the Core courses, Elective courses, Subject specific elective courses, Skill enhancement courses are included in the Programme. The Curriculum of Master of Business Administration (M.B.A) Programme was approved by the Board of Studies held on 18.06.2020. As a part of Quality assurance the curriculum for the Programme will be updated once in three years. Necessary steps will be taken to obtain feedback from the students and the Academic Counsellors who are part of the Programme for effective delivery of the Programme.

The curriculum is developed with fifteen core courses and four electives each consists four courses viz. Finance, Marketing, Human Resource, Operation and Information Technology and one project work. The curriculum of MBA has been designed with a help of academia along with industrial experts approved by the Board of Studies which includes subject experts from various Universities, Colleges and Industries. To ensure the quality of the curriculum will be updated once in a three year for incorporating new requirements that subject demands. The well equipped system is evolved to obtain feedback from the learners and the academic counsellors who are the main life line of the M.B.A programme for appraising the effective delivery of course content of the programme

After completion of the Master of Business Administration (M.B.A) Programme the Learners will acquire knowledge in Management Concepts, Marketing, Finance, Human Resource, Operation and systems will be increased and this will in-turn help them to get employment or enabling entrepreneurial skill in the field Industry, Business Organization and Government.

### **Programme Learning Objectives (PLOs)**

PLO 1. Equip the learners with adequate competencies in general management functional areas and the respective elective area.

PLO 2. Transfer of Knowledge, to create a holistic vision for the business organisation, by integrating various aspects in business

PLO 3. Impart specialized Management education in a convenient and timely manner for continuous professional development.

PLO 4. Dissemination of sectoral elective course content from time to time as and when demanded by the industrial/corporate/service sector.

PLO 5. Provide opportunities to acquire contemporary competence for undertaking employment/employment-oriented projects.

### **Program Specific Objectives (PSOs)**

While studying M.B.A Programme, the learners will be able to;

PSO 1. Relate the evolution of management theory/thoughts and functions to understand the basic principles of management.

PSO 2. Outline the functions of different kind of business organisations and its various compositions.

PSO 3. Recognise the applications of economic concepts, principles and methods into various managerial functions.

PSO 4. Use the accounting concepts, principles, methods and techniques for recording various financial transaction of the organisation in the proper statutory and non- statutory records/books.

PSO 5. Examine the compatible management information system for maintaining the data base pertaining to both internal & external environment and solve the organisational issues by using best possible quantitative/qualitative techniques.

PSO 6. Recognise distinctive significance of prevailing functional areas such as finance, marketing, human resources, operations and information system.

PSO 7. Augment the knowledge and skills towards legal systems in business at national and global level; demonstrate the competency in the business organisation to comply legal requirements.

PSO 8. Develop the innovation and start up culture among the learners to become entrepreneur for contributing towards sustainable national development by establishing new ventures.

PSO 9. Enhance the professional capabilities to excel in the chosen functional areas of the management/sectoral area and select the ethical way of doing business.

PSO 10. Figure out and illustrate the research methodology/techniques for undertaking need based fair research in the organisation.

## **ProgrammeOutcomes**

***After completion of the M.B.A Programme, the learners will be able to;***

- POC 1. Comprehend the evolution of management theory/thoughts and functions of management.
- POC 2. Analyse the functions of different kinds of business organisation and its various compositions.
- POC 3. Synthesis the applications of economic concepts, principles and methods to various managerial functions.
- POC 4. Practice the accounting concepts, principles, methods, and techniques for recording various financial transaction of the organisation in the proper statutory and non-statutory records/books of the organisation.
- POC 5. Establish compatible management information system for maintaining the data base pertaining to both internal & external environment and identify the solutions for the organisational problems through application of appropriate quantitative/qualitative techniques.
- POC 6. Analyse the various functional areas of the organisations and interpret the significant features of prevailing functional areas such as finance, marketing, human resources, operations and information system.
- POC 7. Critically analyse the legislative systems prevailing in national and global scenario, integrate the legal knowledge and skills in the business organisation to comply legal requirements and prevent any law violations.
- POC 8. Organise the innovation and start up culture for the learners to project themselves as entrepreneur and contributing towards sustainable national development by establishing new business.
- POC 9. Inculcate the professional capabilities to excel in the chosen functional areas of the management/sectoral area and apply strategies for doing business in ethical way.
- POC 10. Apply competencies for conducting need based fair and bias free research in the organisation to find out solution for specific problems based on the research findings.

**Master of Business Administration (M.B.A) - General**  
**(Distance Mode –Semester)**  
**(From Calendar Year 2021 onwards)**

Course	Course Code	CourseTitle	Evaluation			credits
			CIA	TEE	Total	
<b>IYear-SemesterI</b>						
CoreI	MSPS 11	Management Concepts and Behaviour	30	70	100	4
CoreII	MSPS 12	Economic Analysis for Business Decisions	30	70	100	6
CoreIII	MSPS 13	Accounting for Managers	30	70	100	6
CoreIV	MSPS 14	Quantitative Methods for Managers	30	70	100	6
Core V	MSPS 15	Information Systems for Managers	30	70	100	4
<b>IYear-SemesterII</b>						
CoreVI	MSPS 21	Marketing Management	30	70	100	4
CoreVII	MSPS 22	Financial Management	30	70	100	6
CoreVIII	MSPS 23	Human Resources Management	30	70	100	4
Core IX	MSPS 24	Applied Operations Research	30	70	100	6
Core X	MSPS 25	Business Research Methods	30	70	100	6
<b>IIYear-SemesterIII</b>						
CoreXI	MSPS 31	Operations Management	30	70	100	6
CoreXII	MSPS 32	Entrepreneurship Development	30	70	100	6
CoreXIII	MSPS 33	Legal Aspects of Business	30	70	100	4
CoreXIV	MSPS 34	Strategic Management	30	70	100	6
CoreXV	MSPS 35	International Business Management	30	70	100	4
<b>IIYear-SemesterIV</b>						
Core -XVI <b>Project Work</b>	MSPSP 40	Project Work	-	200	200	8
<b>Elective – I Finance</b>	MSPSE 41	Investment Analysis and Portfolio Management	30	70	100	6
	MSPSE 42	Management of Financial Services	30	70	100	4
	MSPSE 43	Business Analysis and Valuation	30	70	100	6
	MSPSE 44	International Financial Management	30	70	100	4



<b>Elective – II Marketing</b>	MSPSE 51	Marketing Research and Consumer Behaviour	30	70	100	6
	MSPSE 52	Integrated Marketing Communication	30	70	100	4
	MSPSE 53	Services Marketing	30	70	100	6
	MSPSE 54	Digital Marketing	30	70	100	4
<b>Elective – III Human Resources</b>	MSPSE 61	Human Resource Development	30	70	100	6
	MSPSE 62	Labour Legislations	30	70	100	4
	MSPSE 63	Organisational Development	30	70	100	6
	MSPSE 64	Strategic Human Resource Management	30	70	100	4
<b>Elective – IV Operations Management</b>	MSPSE 71	Project Management	30	70	100	6
	MSPSE 72	Total Quality Management	30	70	100	4
	MSPSE 73	Supply Chain Management	30	70	100	6
	MSPSE 74	Materials Management	30	70	100	4
<b>Elective – V Information Systems</b>	MSPSE 81	Managing Information Technology	30	70	100	6
	MSPSE 82	Information Systems Development	30	70	100	4
	MSPSE 83	Data Mining and Big Data Analytics	30	70	100	6
	MSPSE 84	E-Commerce	30	70	100	4
<b>Total</b>			<b>570</b>	<b>1530</b>	<b>2100</b>	

Continuous Internal Assessment-(CIA) Term End Examination-(TEE)

1. Learners are instructed to take four elective courses from elective area viz Finance, Marketing, Human Resources, Operations or Systems.
2. If the learner desire to change the chosen elective, he/she has to submit the prescribed form along with stipulated fee to **The Controller of Examination, SR & E Division, Tamil Nadu Open University, Chennai 600 015.**

## **MBA General - I Year Syllabus**

### **Semester - I**

**Course Title : Management Concepts & Behaviour**

**Course Code : MSPS 11**

**Course Credit : 4**

---

#### **Course Objective:**

---

- CO1. Develop basic perspective of all the concepts, principles, functions and specialized areas of Management.
  - CO2. Discuss the elements of the management process, Barriers to communication and the system of effective control in an organisation.
  - CO3. State the importance of individual human behaviour. Describe how and why people behave under different conditions with context to individual personality and attitudes.
  - CO4. Explain group behavioural influence in the organisation. Review the conceptual Framework and theories underlying organisational behavioural.
  - CO5. Enumerate the need for change, why organisation change or fail to change and how to plan for, manage and measure change.
- 

#### **Course Syllabus:**

---

##### **BLOCK I: Overview of Management**

Evolution of Management thoughts – Management Theories – Approaches to Management– Management roles – skills for managers – Current trends in Management Practices  
Management functions: Planning – Process – Types of Planning and Techniques - Decision Making - Organisation: Organisation structure and design – Departmentation, Delegation and Decentralisation – Span of Management .

##### **BLOCK II: Management Process**

Staffing – Recruitment, Selection and training – Directing: Motivation–Leadership in Management -Communication – Process – Barriers and breakdown in communication –Control: process, techniques and types.

##### **BLOCK III: Organisation Behaviour**

Organisation Behaviour an overview- Individual behaviour– Personality - Determinants of Personality - Influence of Personality on Behaviour– Perception and learning – Motivation – theories and applications – Attitudes – Theories of attitudes – Job satisfaction and its effect on employee performance and its Determinants.

##### **BLOCK IV: Group Behaviour & Leadership**

Definition and classification of groups- Stages of group development-Group structure-Difference between groups and teams- Types of teams- Leadership and theories of leadership: Trait theories, Behavioural theories, Contingency theories.

### **BLOCK V: Organisational Change & Development**

Organisation change – Manager as a change agent – Organisation Development – O.D. interventions – Organisational Culture and Climate -Organisation Behaviour in global scenario – Future trends in Organisation Behaviour.

#### **References:**

1. Aswathappa.K ,(2017), Organisation Behaviour Text, Cases& Games, 12th Edition, Himalaya Publishing House, Mumbai
2. Gupta, C.B., (2017), Management Theory and Practice, latest Edition, Sultan Chand & Sons, New Delhi
3. Heinz Wehrich, and Mark V. Cannice, Harold Koontz, (2013), Management, 14th edition,McGraw Hill publication.
4. John Newstrom, Keith Davis, (2006) Organizational Behavior – Human Behaviour at work ,McGraw Hill Higher Education
5. Ramasamy. T.,(2010), Principles of Management, latest Edition, Himalaya Publishing House, Mumbai
6. Rao, V.S.P, (2016), Management Text and Cases Excel Books India, Third Edition, New Delhi, Taxmann Publications Pvt. Ltd.
7. Stephen P. Robbins, Timothy Judge, (2007) Organizational Behaviour, latest Edition, PHI Learning, New Delhi.
8. Stoner J., (2012), Management, latest Ed., Prentice Hall of India, New Delhi
9. Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, (2011), OrganizationalBehaviour, latest Edition, Tata McGraw Hill, New Delhi.

**Web Resources:**

1. <https://archive.nptel.ac.in/courses/122/108/122108038/>
2. <https://ecampusontario.pressbooks.pub/educationleadershipmanagement/chapter/2-2-johari-window-reflections/>
3. [https://www.managementstudyguide.com/management\\_functions.htm](https://www.managementstudyguide.com/management_functions.htm)
4. <https://www.businessmanagementideas.com/management/theories-of-motivation/theories-of-motivation-in-management/18448>
5. [https://www.tutorialspoint.com/individual\\_and\\_group\\_behavior/group\\_behavior.htm#](https://www.tutorialspoint.com/individual_and_group_behavior/group_behavior.htm#)
6. <https://sdak24.com/mcom-management-concept-and-organizational-behaviour-notes/>
7. <https://www.aihr.com/blog/organizational-development/>

---

**Course Outcome:**

---

- CLO 1. Apply the management concepts and principles to real-life managerial environments.
- CLO 2. Appraise the role of communication in the management functions and differentiate between typical channels of business communication. Enumerate the effective control system of the organisation.
- CLO 3. Critically analyse the influence of individual personality traits and attitudes in the workplace. Also assess the relationship between job satisfaction and employee performance.
- CLO 4. Comprehend the intrapersonal and interpersonal relations in the business organisation. Examine the group and team dynamics in an organisation.
- CLO 5. Recall the types of OD interventions and identify when and why they are applied. Point out the benefits of organizational culture and diversity.

\*\*\*\*\*

**Course Title : Economic Analysis for Management Decision**

**Course Code : MSPS 12**

**Course Credit : 6**

---

**Course Objective:**

---

CO1. Explain managerial economics and its execution while making a business decision and apply the concepts of microeconomics such as utility and demand analysis.

CO2. Discuss the supply and cost analysis and develop thorough knowledge of the production theories and cost while dealing with factors of production.

CO3. State key characteristics and consequences of different forms of markets and apply different pricing strategies for products under different market structures.

CO4. Assess cost volume profit analysis, illustrate techniques to measure profit and demonstrate profit maximization.

CO5. Explain different concepts of national income and its measurements, factors affecting national income and state monetary and fiscal policy.

---

**Course Syllabus:**

---

**BLOCK I: Overview of Managerial Economics & Demand Analysis**

Managerial Economics – Meaning, Nature and Scope – Managerial Economics and Business decision making – Role and responsibility of Managerial Economist –Fundamental Concepts of Managerial Economics – limitations - Utility analysis -Demand Analysis – Meaning, Determinants and Types of Demand – Elasticity of demand – Demand forecasting -methods.

**BLOCK II: Supply & Cost Analysis**

Supply: Meaning and determinants, Law and Elasticity of Supply, Equilibrium of demand and supply; Production: factors- Types of production functions – Isoquants- law of variable proportions, Economies and diseconomies of scale. Cost analysis: – types – cost-out-put relationships.

### **BLOCK III: Market Structure**

Market Structure – Various forms – Equilibrium of a firm – Perfect competition – Monopolistic competition – Oligopolistic competition – Pricing of products under different market structures – Methods of pricing – Factors affecting pricing decision – Differential pricing – Government Intervention and pricing.

### **BLOCK IV: Profit & Cost Volume Analysis**

The concept of profit: Profit planning, control and measurement of profits. Profit maximization – Cost Volume Profit analysis.

### **BLOCK V: National Income**

National Income –concepts and components-computation /measurement of national income – difficulties in measurement-factors affecting national income – inequalities of income –Monetary and Fiscal Policy.

### **References:**

1. Ahuja, H.L.,(2017) Managerial Economics, latest Edition, S. Chand & Company Ltd., New Delhi
2. Chaturvedi, (2012),Business Economics (Theory & Application), latest Edition, IBH, New Delhi
3. Joel Dean, (2008), Managerial Economics, latest Edition, PHI Learning Private Ltd., New Delhi
4. Justin Paul, Leena, Sebastian, (2012) Managerial Economics, latest Edition, Cengage, USA
5. Maheshwari, (2014), Managerial Economics, latest Edition, Sultan& Chand, New Delhi.
6. Mithani, D.M., (2009), Managerial Economics, latest Edition, Himalaya Publishing House, New Delhi.
7. Moti Paul S. Gupta, (2007), Managerial Economics, latest Edition, Tata McGraw Hill Pub., New Delhi.
8. Narayanan Nadar, E. and S. Vijayan, (2013), Managerial Economics, latest Edition, PHI Learning Private Ltd., New Delhi.
9. Petersen & Lewis, (2003), Managerial Economics, 4<sup>th</sup> edition, Prentice Hall of India (P) Ltd., New Delhi.
10. Sumitrapal, (2011), Managerial Economics Cases & Concepts, latest Edition, Macmillan, Chennai.

**Web Resources:**

1. <https://www.economicdiscussion.net/managerial-economics/notes-on-managerial-economics/19271>
2. <https://www.analyticssteps.com/blogs/elasticity-demand-and-its-types>
3. [https://www.tutorialspoint.com/managerial\\_economics/managerial\\_economics\\_quick\\_guide.htm](https://www.tutorialspoint.com/managerial_economics/managerial_economics_quick_guide.htm)
4. <https://www.investopedia.com/terms/c/cost-volume-profit-analysis.asp>
5. <https://www.jagranjosh.com/general-knowledge/what-is-national-income-basic-concepts-1418635306-1>

---

**Course Outcome:**

- CLO 1. Comprehend the nature of managerial economics and its relevance in decision-making making. Interpret the use of price elasticity of demand in pricing decision. Predict the revenue and profit effects of a price change with techniques of demand forecasting.
- CLO 2. Analyze supply and cost, thereby assessing the functional relationship between production and factors of production. List out the various costs associated with the production.
- CLO 3. Integrate the concept of price and output decisions of firms under a various market structure.
- CLO 4. Recognize profit planning and interpret cost - volume profit analysis and construct profit maximisation.
- CLO 5. Critically analyse various concepts of national income and the factors that affect national income.

\*\*\*\*\*

**Course Title : Accounting for Managers**

**Course Code : MSPS 13**

**Course Credit : 6**

---

**Course Objective :**

- 
- CO1. Discuss accounting concepts and conventions, differentiate book keeping and accounting, identify users of accounting information. Explain double entry system of accounting and construct accounting cycle. Prepare final accounts to know the financial position of the business.
- CO2. Explain the financial statement analysis and techniques to analyse the financial statements of the company. Discuss various ratios to show the liquidity and profitability position of the business. Demonstrate the preparation of cash and fund flow statement.
- CO3. Define cost accounting, classify various kinds of cost and list out elements of cost. Prepare cost sheet to estimate the cost of materials and overheads and identify issues while framing the price. Combine overheads with cost centre.
- CO4. Explain marginal costing along with break even and cost volume analysis. Applying marginal costing techniques for making decisions. Examine the role of budgets in organisations, their limitations and the issues to consider when developing and using budgets for planning and control.
- CO5. Explain standard costing and its procedure for setting standards. Classifying the different forms of variances. Illustrate the significance of computerized accounting system and pre-packaged accounting software.

---

**Course Syllabus:**

---

**BLOCK I: Introduction to Accounting**

Introduction to Accounting: Book-Keeping and Accounting - Financial Accounting - External and Internal users of Accounting Information, Concepts and Conventions – Double Entry System - Accounting cycle - Financial Accounting - Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts - Income Statement and Balance Sheet With Adjustment Entries - Capital and Revenue Expenditure and Receipts.

**BLOCK II: Financial Statement Analysis**

Financial Statement Analysis: Horizontal Analysis and Vertical Analysis of Company Financial Statements – Ratio analysis - Liquidity, leverage, solvency and profitability ratios - Preparation and analysis of cash flow statement and funds flow statement.



### **BLOCK III: Cost Accounting**

Cost Accounting: Classification of Cost - Elements of Costs - Preparation of Cost Sheet - Materials Costs: Materials purchasing, receiving, storing and issuing including pricing of issues- EOQ – Overheads - Identifying the overheads with cost centre -Allocation, Apportionment and Absorption.

### **BLOCK IV: Marginal Costing**

Marginal Costing: Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis (CVP) – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a Foreign Order, Deciding Sales Mix - Budget and Budgetary control – Objectives - Type of budgets – Preparation of Cash, flexible and master budgets.

### **BLOCK V: Standard Costing**

Standard Costing: Meaning and uses - procedure of setting standards - Variance Analysis- Classification of Variances- Material Cost, Labour Cost, Overhead Cost and Sales Variance– responsibility accounting and report writing - Excess present value method -Significance of Computerized Accounting System - Pre-packaged Accounting software.

### **References:**

1. Brigham & Ehrhardt, (2015), Financial Management Text and cases, latest Edition, Cengage Learning, India
2. Chandra & Iyer, (2012), Financial Management, latest Edition, IBH, India
3. James C Van Horne, Sanjay Dhamija, (2012), "Financial Management and Policy" latest Edition, Pearson Education, India
4. Khan. M.Y., and Jain P K (2014), "Financial Management-Text and Problems", 7th Edition, McGraw Hill Education, India
5. Pandey IM, (2013), Financial Management, 10th Edition, Vikas, India
6. Prasanna Chandra, (2012), "Financial Management Theory and Practice", 8th Edition. TMH, India
7. Preeti Singh, (2012), Financial Management, Latest Edition, Ane books Pvt., Ltd., Chennai.
8. Rajiv Srivastava, and Anil Mishra, (2012), Financial Management" latest Edition, Oxford University Press, New Delhi
9. Shashi K. Gupta, and R.K. Sharma, (2012), "Financial Management" latest Edition, Kalyani Publishers, Chennai
10. Tulsian P.C. and C.A. Bharat Tulsian, (2019), "Financial Management", S.Chand Publications, New Delhi.

### **Web Resources:**

1. <https://nptel.ac.in/courses/110101003>
2. <https://testbook.com/learn/financial-statement-analysis/amp>
3. <https://www.wallstreetmojo.com/cost-accounting/>

4. [https://www.tutorialspoint.com/accounting\\_basics/cost\\_accounting\\_marginal\\_costing.htm](https://www.tutorialspoint.com/accounting_basics/cost_accounting_marginal_costing.htm)
5. <https://www.wallstreetmojo.com/standard-cost/>

---

**Course Outcome:**

---

- CLO 1. Comprehend the basic concepts of accounting, examine the difference between single and double entry system and demonstrate accounting life cycle, examine the nature and role of financial statements.
- CLO 2. Evaluate the financial statement by show the financial position of the business and illustrate ratio analysis to measure liquidity. Profitability state of a business and demonstrate the preparation of cash and income flow statement.
- CLO 3. Summarise cost accounting and illustrate cost sheet to infer cost of material and overheads and examine the interpret the collaboration of overheads with cost centre.
- CLO 4. Analyse marginal costing and state the techniques of applying marginal costing for making desired decisions. Examine budgets and its different types.
- CLO 5. Evaluate the standard cost and demonstrate the classification of variance, recognize the significance of packaged accounting software.

\*\*\*\*\*

**Course Title : Quantitative Methods for Managers**

**Course Code : MSPS 14**

**Course Credit : 6**

---

**Course Objective:**

---

- CO1. Demonstrate graphical representation of linear and non-linear functions. Discuss decision making under minimax and maximax criteria.
  - CO2. Define probability and its rules. Illustrate various probability distribution.
  - CO3. Recognize the technique to present the data and the measures of central tendency and dispersion. Explain the concept of correlation and regression.
  - CO4. Discuss concepts of index number and the significance of time series for business forecasting.
  - CO5. Interpret the procedure for testing hypothesis by applying parametric and non-parametric test.
- 

**Course Syllabus:**

---

**BLOCK I: Liner & Non-Liner Functions**

Linear & Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models- Simple problem applied to business and industry - Decision making under risks and uncertainty: Minimax and Maximax Criteria – Their Implications Decision Tree.

**BLOCK II: Probability**

Probability – Definition – Addition and Multiplication rules (only) – Simple business application problems – Probability distribution – Binomial, Poisson and normal distribution – Simple problem applied to Business.

**BLOCK III: Presentation of Statistical Data**

Presentation of Statistical Data – Tables and Graphs – Frequency Distribution – Histogram – Cumulative Frequency Curves - Data Analysis – UniVariant ungrouped and grouped Data – Measures of Central Tendencies – Measures of Dispersion – Bivariate Analysis – Correlation and regression.

#### **BLOCK IV: Index Numbers**

Index numbers – Simple and weighted index numbers Concept of Weights – Business Index numbers – CPI, WPI, Nifty, Production Index, Time series, variation in time series, trend - cyclical and random – Use of Time series for business forecasting.

#### **BLOCK V: Testing of Hypothesis**

Procedure for Testing of Hypothesis - One Sample t-test for the Population Mean - Two Sample t-test for independent Samples - Paired Sample t-test - F-test for two population Variances (Variance ratio test) - ANOVA one and two way.

#### **References:**

1. Sundarsan.V&Jeyaseelan, (2015), An Introduction of Business Mathematics, Reprint, Sultan Chand & Sons Pvt. Ltd., New Delhi.
2. Peer Mohamed &Shazuli Ibrahim, (2008), Business Mathematics, Pass Publication, Madurai.
3. P.A.Navaneethan, (2008), Business Mathematics & Statistics, Jai Publishers, Trichy.
4. D.C.Sancheti, andV.K.Kapoor,(2014), Business Mathematics, 11<sup>th</sup> edition, Reprint, Sultan Chand and Sons, New Delhi.
5. J.K. Sharma, (2009), Business Mathematics Theory and Applications, 13<sup>th</sup> Edition, ANE Books, New Delhi.
6. S. P. Gupta, (2012), Statistical Methods, 42<sup>nd</sup> Revised EditionSultan Chand & Sons Pvt. Ltd., New Delhi.
7. Gupta, B.N., (2015), Business Statistics, First Revised Edition, SBPD, New Delhi.
8. Sinha, V.C. & Gupta, A., (2015), Business Statistics, First Edition, SBPD, New Delhi.
9. Arora, P.N. & S. Arora, (2007), Statistics for Management, latest Edition, S. Chand & Company Ltd., New Delhi.
10. Dwiedi, R., (2011), Research Methods in Behaviour Science, latest Edition, Macmillan India Ltd., New Delhi.
11. Kothari, C.R., (2013), Research Methodology, latest Edition, New Age International (P) Ltd, New Delhi.
12. Wayne I Winston,(2013), Excel Data Analysis and Business Modelling, latest edition, PHI, India.

**Web Resources:**

1. [https://thebusinessprofessor.com/en\\_US/management-leadership-organizational-behavior/quantitative-approach-to-management](https://thebusinessprofessor.com/en_US/management-leadership-organizational-behavior/quantitative-approach-to-management)
2. <https://study.com/academy/lesson/nonlinear-function-definition-examples.html>
3. <https://www.dynamictutorialsandservices.org/2020/10/index-number-business-statistics-notes.html>
4. <https://nptel.ac.in/courses/103106120>

---

**Course Outcome:**

---

- CLO 1. Recite linear and non-linear functions in a graphical presentation and solve problems related to business
- CLO 2. Examine probability by using its rules and the types of probability distribution
- CLO 3. Infer the data presented and the measures of central tendency and dispersion. Calculate and interpret statistical values by applying correlation & regression
- CLO 4. Review concepts of index numbers and the use of time series for forecasting
- CLO 5. Assess the hypothesis by applying appropriate parametric or non-parametric techniques

\*\*\*\*\*

**Course Title : Information Systems for Managers**

**Course Code : MSPS 15**

**Course Credit : 4**

---

**Course Objective :**

---

- CO1. Create conceptual understanding Information system and its strategic uses in an organization
  - CO2. State out the fundamental principles of computer system, techniques to monitor the database and the procedure for office communications
  - CO3. Examine the application of information system, decision and expert support system
  - CO4. Describe the planning and development of information system and alternative approaches for system development
  - CO5. Paraphrase ethical challenges and the risk involved in information technology
- 

**Course Syllabus:**

---

**BLOCK I: Information System**

Information system: Managers' view – Concepts of systems and Organisations – Strategic uses of Information Technology.

**BLOCK II: Computer System Recourses**

Computer System Resources: Computer Hardware and Computer Software – File and DBMS – Distributed System – Internet and Office Communications.

**BLOCK III: Applications of Information System**

Application of Information System to functional Business Areas: Operational Information System – Tactical and Strategic Information System – Decision support system and expert system.

**BLOCK IV: Planning & Development**

Planning and development of Information system: Information system planning – System Analysis and design – Alternative application development approaches.

**BLOCK V: Security and Ethical Challenges**

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societial challenges of Information technology.

**References:**

1. ArpitaGopal, (2009), MIS for Strategic Business Processes, latest Edition, McGraw Hill Education, India
2. Brien, Marakas, Behl,( 2017), Management Information Systems, latest Edition, TMH, India
3. Goyal .D P (2010), Management Information Systems–Managerial Perspective, 3rd Edition MacMillan, Chennai
4. Gupta A K, Sharma, (2012), Management of Systems, latest Edition, Macmillan, Chennai
5. Jawadekar, (2012), MIS Text and Cases, latest Edition, TMH, India
6. Joseph P T,( 2012), E-Commerce, an Indian Perspective, PHI, India
7. Laudon&Laudon, (2018) Management Information Systems, latest Edition, Pearson, India
8. Milind M Oka (2012), “Cases in Management Information system , latest Edition, ‘Everest Publication, India
9. Murthy,(2013), Management Information System, latest Edition Himalaya, Publication, India
10. Nina Godbole&SunitBelapure (2012), “ Cyber Security” latest Edition, Wiley India
11. NirmalaBagchi, (2012), Management Information Systems, latest Edition, Vikas Publication, India
12. Sandra Senf (2016), Information Technology Control and Audit, 4<sup>th</sup> edition, Auerbach Publications, Florida.

**Web Resources:**

1. <https://openstax.org/books/introduction-business/pages/13-3-management-information-systems>
2. <https://nptel.ac.in/courses/106105175>
3. <https://smallbusiness.chron.com/management-information-system-2104.html>
4. <https://www.simplilearn.com/types-of-information-systems-and-applications-article>

---

**Course Outcome:**

- CLO 1. Comprehend management and uses of information System for the making managerial decisions.
- CLO 2. Review the application of DBMS and Office Communications.
- CLO 3. Acquire a real-world application of Information systems and Decision Support System in a business

CLO 4. Recognize the planning and development of IT and its alternative approaches

CLO 5. Outline the role of the ethical, social, and security challenges of information systems.

\*\*\*\*\*



## Semester - II

**Course Title : Marketing Management**

**Course Code : MSPS 21**

**Course Credit : 4**

---

### **Course Objective:**

---

- CO1. Explain and connect the core concept of marketing and its approaches, from several perspectives.
  - CO2. Integrate the market environment, consumer buying behaviour and process of conducting market research for developing solutions to real-life problems.
  - CO3. Construct deep cognizance on product and brand management strategies and their implications on pricing mix.
  - CO4. List out elements of promotion mix, various channels of distribution and factors influencing choice of channels.
  - CO5. Discover special areas in marketing; identify opportunities and challenges in the upcoming markets.
- 

### **Course Syllabus:**

---

#### **BLOCK I: Introduction**

Marketing – Meaning – functions – Approaches to the study of marketing – Marketing segmentation – Systems approach – Features of industrial, consumer and services marketing – Marketing information system.

#### **BLOCK II: Marketing Mix**

Marketing environment – External factors – Demographic factors – Internal factors – Marketing mix – 4ps' in marketing.

Industrial Buyer Behaviour – Nature of Industrial Buying – Objectives in Organizational Buying – Product Analysis for identifying information needs of key influencers – Interpersonal dynamics of Industrial buying behaviour - Psychological Factors on decision making – Conflict and Resolution in Joint Decision Making – Supplier Choice and Evaluation. Marketing Research: Meaning - Objectives – Procedures

### **BLOCK III: Product Management**

Product Management – New Product –Meaning –Product Mix- Product Planning and Development – Product Policies – Product Line Decisions – Product Positioning And Targeting –Managing Product Life Cycle - Product Failures –Branding and Packaging.

Pricing –Meaning-Pricing factors – Objectives and policies – pricing methods and Procedure.

### **BLOCK IV: Physical Distribution Mix**

Physical Distribution Mix: Distribution channel policy –Choice of channel – Channel Management –Conflict and cooperation in channels – Middlemen functions - Logistics Promotion Mix decision –Advertising role – Budgeting copywriting, media selection measuring Advertising effectiveness – Sales promotion tools and techniques, personal selling –salesman qualities –sales force determination – determining sales territory, fixing sales quota and target, public relations on role and methods.

### **BLOCK V: Special Areas in Marketing**

Special areas in Marketing –Rural marketing-Societal Marketing –Relationship Marketing – Direct Marketing - Green Marketing:- Evolution, Concept and Strategies- green product- Enviropreneur Marketing .

### **References:**

1. Adrian Palmer, (2013), Introduction to Marketing, Theory and Practice, 3<sup>rd</sup> Edition, Oxford India
2. Arunkumarand N. Meenakshi (2012) Marketing Management, latest Edition, Vikas, New Delhi
3. Govindarajan.M, (2012),Marketing Management, concept, cases, challenges and trends, 2<sup>nd</sup>edition PHI, India
4. Karunakaran.K. (2012) Marketing Management (Text and Cases), 2/e, Himalaya PublishingHouse ,New Delhi
5. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, and Ehsan UL Haque, (2012), principles ofmarketing, south Asian perspective, 13/Edition, Pearson Education,India
6. RajanSaxena, (2013), Marketing Management, 4/edition, TMH, India
7. RajendraP.Maheswari, (2013), Marketing Management (Text & Cases) an Indian Perspective,Latest Edition, IBH, India
8. RamaswamyNamakumari,(2013), “Marketing Management”, 5th Edition TMH, India

9. Sherlekar S.A., and R.Krishnamoorthy, (2012), Marketing Management concept and cases, LatestEdition, HPH, India
10. Srinivasan.R, (2014), case studies in Marketing the Indian context, 6th edition PHI, India

**Web Resources:**

1. <https://www.managementstudyguide.com/market-segmentation.htm>
2. <https://www.geektonight.com/marketing-environment/>
3. <https://mailchimp.com/en-gb/marketing-glossary/marketing-mix-7ps/>
4. <https://www.projectmanager.com/blog/what-is-marketing-management>
5. <https://study.com/academy/lesson/physical-distribution-in-marketing-definition-functions-importance.html>

---

**Course Outcome:**

- CLO 1. Formulate an organisation's marketing strategies and assess its strategic, operational and tactical marketing decisions.
- CLO 2. Relate marketing mix as a framework for marketing decision-making. Also use application skills to design, build and evaluate quality market research.
- CLO 3. Summarize product development and be able to compose a conceptual framework for building and managing strong brands. For-by able to point out ideal pricing strategies.
- CLO 4. Critically evaluate decision-making process in distribution and channel management.
- CLO 5. Examine areas such as green marketing, rural and societal marketing, its need and dynamic nature.

\*\*\*\*\*

**Course Title : Financial Management**

**Course Code : MSPS 22**

**Course Credit : 4**

---

**Course Objective:**

- CO 1. Demonstrate the importance of the finance function and differentiate profit and wealth maximisation. State the overview and changing scenario of Indian financial system
- CO 2. Identify the various sources of long term and short-term finance and international finance
- CO 3. Discuss capital budgeting and time value of money; apply discounted and non-discounted techniques to appraise the project. Examine significance and methods to compute cost of capital.
- CO 4. Outline the concept, its determinants and theories of capital structure. Explain dividend policies and apply appropriate theory to dividend
- CO 5. Explain working capital management, its types for formulating policies and the factors affecting. Illustrate the management of cash by using Miller and Orr model.

---

**Course Syllabus:**

**BLOCK I: Financial Management**

Finance functions – Its Nature and Scope- objectives; -Profit vs. Wealth maximization-Role of financial manager in decision making - Significance of financial management – Changing scenario of financial management in India- Overview of Indian financial system.

**BLOCK II: Sources of Finance**

Sources of long term finance-Equity Shares, Preference shares, Debentures, borrowing from lending institutions: short term finance: money market, Gilt edged securities- International sources -GDR(Global Depository Receipts) and ADR (American Depository Receipts)

**BLOCK III: Capital Budgeting & Cost of Capital**

Capital budgeting- Concept- objectives Significance - Methods/ techniques: PB, ARR, NPV and IRR- risk analysis in capital budgeting - CAPM methods- Capital rationing. Cost of capital - Concept- objectives, Significance-computation of cost of capital- Cost of debt, Equity, Preference share Capital, Retained earnings, Weighted average cost of Capital(WACC) .(Simple Problems).

**BLOCK IV: Capital Structure & Dividend Policies**

Capital Structure- Determinants-Optimal Capital Structure- Capital Structure theories- Net income approach- Net operating income approach - MM approach – Dividend policies: -- Types

– Dividend theories - Valuation under Gordon and Walther Theory - Dividend irrelevance - MM theory - Factors affecting dividend decisions.(simple problems)

### **BLOCK V: Working Capital Management**

Working Capital Management-Definition -Types-Working Capital for Policies - Factors affecting working Capital requirements - Management of cash – optimum level of cash - stochastic models, Miller and Orr model- Management of receivables -Print policies, Period, Terms - Collection Policies-Inventory Management-Inventory Level- Inventory Management Techniques.

#### **References:**

1. Brigham and Ehrhardt, (2015), Financial Management Text and cases, latest Edition, Cengage Learning, India
2. Chandra & Iyer, (2012), Financial Management, latest Edition, IBH, India
3. James C Van Horne, and Sanjay Dhamija,(2012), “Financial Management and Policy” latest Edition, Pearson Education, India
4. Khan. M.Y., and P K Jain (2012), “Financial Management-Text and Problems”, 6th Edition, TMH, India
5. Pandey IM, (2014),Financial Management, 10th Edition, Vikas, India
6. Prasanna Chandra, (2012), Financial Management Theory and Practice, 8th Edition. TMH , India
7. Preeti Singh, (2015), Financial Management, Latest Edition, Ane books Pvt. Ltd., Chennai.
8. Rajiv Srivastava, and Anil Mishra , (2012), Financial Management, latest Edition, Oxford University Press, New Delhi
9. ShashiK.Gupta, and R.K.Sharma,(2012), Financial Management,Kalyani Publishers, Chennai
10. Tulsian P.C., and C.A. Bharat Tulsian, (2019), Financial Management,S.Chand Publications, New Delhi.

#### **Web Resources**

1. <https://www.wallstreetmojo.com/wealth-maximization-vs-profit-maximization/>
2. <https://commerceease.com/international-financing/>
3. <https://emeritus.org/in/learn/what-is-financial-management/>
4. <https://nptel.ac.in/courses/110107144>
5. <https://commerceease.com/international-financing/>
6. [https://onlinecourses.nptel.ac.in/noc22\\_mg66/preview](https://onlinecourses.nptel.ac.in/noc22_mg66/preview)
7. <https://tallysolutions.com/accounting/cost-of-capital/>

---

**Course Outcome:**

---

- CLO 1. Comprehend importance of financial management and the contrast between profit and wealth maximisation. Recognize the significance of financial system in India and relate it with changing scenario.
- CLO 2. Examine the various sources of finance, international finance and their pros & cons.
- CLO 3. Recognize the concept of capital budgeting and recommend whether and why an investment should be accepted or rejected. Apply appropriate methods to compute cost of capital.
- CLO 4. Summarise concept and theories of capital structure. Analyse dividend policies and theory to evaluate dividend.
- CLO 5. Review the working capital management, the measures of managing cash and receivables by using Miller and Orr model.

\*\*\*\*\*

**Course Title : Human Resource Management**

**Course Code : MSPS 23**

**Course Credit : 4**

---

**Course Objective:**

---

- CO1. Develop strong association with the concepts and Practices of human resources management that aids to achieve organisational objectives.
  - CO2. Create a conceptual understanding of planning, deployment and maintaining of human capital.
  - CO3. Recognize the importance of Training-need analysis and designing training programs keeping in view of current and future requirements.
  - CO4. Identify the crucial issues in compensation management and study various salary structures. List out various employee retention techniques.
  - CO5. Discuss quality of work life, work life balance and theories underlying employee relations.
- 

**Course Syllabus:**

---

**BLOCK 1 INTRODUCTION TO HRM**

Human Resource Management: Meaning, Nature, Objectives, Scope and Functions, Difference between Personnel Management & Human Resource Management- Policy and Procedures of the HRM - Department Structure and Functions –Managerial and Operating Functions – HRM as a Profession –Environmental Influence of HRM. Qualification of HR Manager, Line & Staff Roles and Responsibilities of HR Manager/Departments, HR as a factor of Competitive Advantage- e – HRM-GHRM-SHRM

**BLOCK 2 HRP AND EMPLOYEE HIRING**

Human Resource Planning: Manpower Planning – Strategy consideration of Planning –Job Analysis – Job Specification – Job Description – Approaches to Job Design – Job Simplifications – Job Enlargement – Job Rotation – Job Enrichment – Absenteeism and Labour Turnover.

Recruitment & Selection: Recruitment Policy - Problems - Source of Recruitment – Recruitment Practices in India – Selection – Placement and Induction –Promotions and Transfers – Demotions and Separations.

**BLOCK 3 TRAINING AND DEVELOPMENT**

Training & Development: Training – Need and Importance – Steps in Training Programme – Evaluation of Training Programmes – Concept of Management Development Programme – Techniques of Training and Development – Group Discussion- Conferences and Seminar – Case Studies – Role Playing – Business Games – Sensitivity Training – Stages of Career Development-,Competency Mapping, Talent Management.

#### **BLOCK 4 PERFORMANCE MANAGEMENT**

Performance Appraisal – Meaning - Need and Importance – Objectives – Methods and Modern Techniques of Performance Appraisal – Requisite of Good Appraisal Plan – Problems in Performance Appraisal-Wage & Salary Administration: Compensation Plan – Job Evaluation – Individual – Group – Incentives – Bonus – Fringe Benefits- ESOP (Employee Stock Ownership Plan)

#### **BLOCK 5 EMPLOYEE RELATIONS**

Quality of working life – Issues in Quality of Working life – Obstacles in QWL – Quality Circles – Management By Objectives –Grievance Handling and Conflict resolution - Participation in Management - Employee Collective Bargaining – Labour Welfare- Case Studies

#### **References:**

1. Anjali Ghanekar, (2010), Essentials of Human Resource Management, latest Edition, Everest Publishing House, New Delhi
2. Aswathappa,K (2013) Human Resource Management, Text and Cases, McGraw Hill Education; Seventh edition, India.
3. Indranil Mutsuddi, (2011), Essentials of Human Resource Management, latest Edition, Newage Publishing House, New Delhi.
4. Kahok, M.A. (2012),Illustrated Case Studies in Indian Management, latest Edition, Everest Publishing House, New Delhi.
5. Mamoria, C.B. &V.S.P.Rao, (2012),Personnel Management, latest Edition, HPH, India
6. Nick Wilton, (2012), An Introduction to Human Resource Management, latest Edition, Sage India,
7. Rao, V S P (2014), Human resource Management Text and Cases, latest Edition, Excel Books, India
8. Robert L Mathis, John H Jackson, Manas Ranjan Tripathy (2012),Human Resource Management- A South Asian Perspective , latest Edition, Cengage Learning, India
9. Seema Sanghi, (2012) Human Resource Management , latest Edition, Macmillan, Chennai



10. Shyamkant Gokhale (2012), Personnel Management, latest Edition, Everest Publishing House, New Delhi.

**Web Resources:**

1. <https://borgenproject.org/topic-1-introduction-to-human-resources-management/>
2. <https://archive.nptel.ac.in/courses/122/105/122105020/>
3. <https://www.hrhelpboard.com/training-development/training-methods.htm>
4. <https://www.managementstudyguide.com/performance-appraisal-tools.htm>
5. <https://www.whatishumanresource.com/quality-circles>

---

**Course Outcome:**

- CLO 1. Summarize the strategies, policies and systems for managing people professionally in the context of rapidly evolving aspirations of individuals and changing business scenarios.
- CLO 2. Recommend how the tasks of human resources planning, job analysis, recruitment and selection can be executed. Also apply the same in organisational context.
- CLO 3. Appraise various training methods and design a training program.
- CLO 4. Evaluate the components of a compensation package, how to structure them, and develop a company's compensation policy.
- CLO 5. Apply different labour laws for harmonious employee-management relations.

\*\*\*\*\*

**Course Title : Applied Operation Research**

**Course Code : MSPS 24**

**Course Credit : 6**

---

**Course Objective :**

- 
- CO1. Apply OR techniques in management and linear programming in the graphical solution.
  - CO2. Illustrate transportation model in different cases to check initial basic feasible solutions. Use appropriate techniques to analyse the optimal solution of the model.
  - CO3. Analyse Queuing theory and its elements. State the applications of the single and multi-channel server system.
  - CO4. Illustrate network analysis and critical path. Explain the review technique for project scheduling.
  - CO5. Discuss strategies of game theory and techniques to develop mixed strategies with and without saddle point.

---

**Course Syllabus:**

---

**BLOCK I: Operation Research**

Introduction to Application of OR techniques in functional areas of management -Linear programming –Formulation, Graphical solution – Simplex method — concept of duality –Special cases in linear programming.

**BLOCK II: Transportation Model**

Transportation model – Balanced and Unbalanced cases -initial basic feasible solution using North West corner rule method, least cost and Vogel's Approximation method – Check for Optimum solution – MODI/Stepping Stone method - Simple problems — Assignment problem – Hungarian model -Travelling sales man problem.

**BLOCK III: Queuing Theory**

Queuing theory – Elements of Queuing system – Characteristics of Queuing System – Single and multi channel server system – Single channel multi server system – Applications

## **BLOCK IV: Network Analysis**

Network Analysis – Rules for constructing a network – Different time calculations – Resource levelling – Resource smoothing – Critical Path Method (CPM) and Project Evaluation and Review Technique PERT for project scheduling.

## **BLOCK V: Game Theory**

Game theory and strategies – Mixed Strategies games without Saddle point - Algebraic method – Arithmetic method – Graphical and L.P.P. Method – Applications of Game theory - Simulation – Monte Carlo Simulation – Applications.

### **References:**

1. Billy E. Gillett, (2010), Introduction to operations Research, latest Edition, TATA Mcgraw hill, India.
2. Fredrick S. Hiller and Gerald J. Lie Berman, (2009), Operations Research concepts and cases, latest Edition, TATA Mc-Graw Hill company, India
3. Kalavathy, S. (2010), Operation Research with C programs, latest Edition, Vikas publishing, India
4. Kapoor, V.K., (2011), Operations Research, latest Edition, Sultan Chand & Sons, New Delhi
5. Panneerselvam.R. (2011), Operations Research, latest Edition, PHI learning, India
6. Panneerselvam, (2004) Operations Research, latest Edition, Prentice Hall of India, New Delhi
7. Rathindra P. Sen, (2010), Operation Research, latest Edition, PHI learning India.
8. Srinivasan, G.(2010), Operations Research principles and Applications, latest Edition, PHI learning, India
9. Taha, (2010), Operations Research – An Introduction, Pearson; 9 edition, New Delhi
10. Wayne.L. Winston, (2008), Operation Research , India fourth edition Cengage learning, USA

### **Web Resources:**

1. <https://nptel.ac.in/courses/110106062>
2. <https://notendur.hi.is/kth93/3.20.pdf>
3. [https://www.mathcity.org/msc/notes/operation\\_research](https://www.mathcity.org/msc/notes/operation_research)
4. <https://www.slideshare.net/msn007/transportation-model-51910883>
5. <https://www.stechies.com/difference-between-pert-cpm/>
6. <https://www.britannica.com/science/game-theory/Two-person-constant-sum-games>

---

**Course Outcome:**

---

- CLO 1. Comprehend operational research models. Review linear programming with special cases.
- CLO 2. Apply appropriate methods to compute optimum solution in transportation problem.
- CLO 3. Analyse the queuing theory and application of server system.
- CLO 4. Construct critical path by using network analysis. Identify the review techniques for Project evaluation.
- CLO 5. Summarise the strategies of game theory and the techniques for constructing mixed strategies without saddle point.

\*\*\*\*\*

**Course Title :Research Methods in Business**

**Course Code : MSPS 25**

**Course Credit : 6**

---

**Course Objective:**

---

- CO1. Elaborate process, problems of research and also significance of research in social sciences.
  - CO2. Discuss methods of sampling design and techniques used for constructing scale.
  - CO3. List out the methods of data collection; differentiate between primary and secondary data and state advantages and limitations of schedule and questionnaire.
  - CO4. Illustrate parametric and non-parametric methods for testing the significance.
  - CO5. Examine the procedure, significance of report writing and also ethical issues in research.
- 

**Course Syllabus:**

---

**BLOCK I: Research**

Research: Meaning – Scope and Significance – Types of Research – Research Process - Problems in Research – Significance of Research in Social Sciences –Identification –Selection and formulation of problem – Review of Literature -Research Hypothesis –Meaning – Sources – Types – Formulation of Research Design – Features of Good Design – Factors affecting Research Design – Evaluation of Research Design.

**BLOCK II: Sampling Design & Techniques**

Sampling Design: Senses Method and Sampling Method – Principles of Sampling –Methods of Sampling –Probability and Non-Probability Sampling Methods – Selection of a sample – Size – Criteria of Good Sample Design.

Scaling Techniques: Meaning Types of Scale - Scale Construction Techniques.

**BLOCK III: Data Collection**

Data Collection: Types of Data – Sources of Data – Primary Data and Secondary Data -Data Collection Methods – Observation – Survey – Questionnaire – Interview Schedule - Effective in Interview Techniques and Limitations of Interview –Constructing Questionnaire – Format of Good Questionnaire – Advantages and Limitations of Schedules and Questionnaire – Pilot Study. Analysis and Processing of Data: Meaning – Editing – Coding– Diagrams – Data Analysis – Transcription – Tabulation – Construction of Tables – Components of Tables – Principle of Table Construction – Types of Tables.

#### **BLOCK IV: Parametric & Non - Parametric Tests**

Tests of Significance – Assumption about parametric and non-parametric tests –Parametric Tests –Chi Square, T-Test, F-Test and Z Test. Non-Parametric Tests UTests– Kruskal Wallis – Introduction to ANOVA – One Way –Two Way –Multivariate Analysis –Correlation and Regression only - Role of Software packages– Uses of Software in Data Preparation and Analysis.

#### **BLOCK V: Report Writing & Ethical Issues in Research**

Report Writing: Significance-Tests in Report Writing –Layout of report – Types of Reports – Oral Presentation –Mechanics of writing Research Report –Norms for using tables – Charts and Diagrams – Appendix – Index and Bibliography – Ethical issues in Research - Ethical issues in Research- Concept of Ethics – Stakeholders in Research – Ethical Issues to Concerning Research Participants - Ethical Issues to consider Relating to the Researcher - Ethical Issues to consider Relating to the Sponsoring Organization.

#### **References:**

1. Arora, P.N. & S. Arora, (2007) ,Statistics for Management, latest Edition, S. Chand & Company Ltd., New Delhi.
2. Dwiedi, R., (2011), Research Methods in Behaviour Science, latest Edition, Macmillan India Ltd., New Delhi.
3. Kothari, C.R., (2019), Research Methodology, Fourth Edition, New Age International (P) Ltd, New Delhi.
4. Krisnasamy, O.R. and M. Ranganathan, (2010), Methodology of Research in Social Science, latest Edition, Himalaya Publishing House, Mumbai.
5. Panneerselvam, R., (2010), Research Methodology, latest Editon, Prentice Hall of India, New Delhi,
6. Vohra, N.D., (2017) Business Statistics, latest Editon, McGraw Hill, New Delhi,
7. Gupta S L (2017), Business Research Methods, latest Edition, McGraw Hill, India
8. Ranjit Kumar (2014), Research Methodology, latest Edition, Sage, India
9. Mukul Gupta &Deepa Gupta (2013), Research Methodology, latest Edition, PHI, India.
10. Wayne I Winston,(2013), Excel Data Analysis and Business Modeling, latest Edition, PHI, India.

#### **Web Resources:**

1. <https://nptel.ac.in/courses/121106007>
2. <https://open.umn.edu/opentextbooks/textbooks/75>
3. <https://www.scribbr.com/methodology/sampling-methods/>

4. <https://www.questionpro.com/blog/business-research/amp/>
5. <https://www.google.com/amp/s/www.geeksforgeeks.org/difference-between-parametric-and-non-parametric-methods/amp/>
6. <https://www.skillsyouneed.com/learn/research-ethics.html>

---

**Course Outcome:**

---

- CLO 1. Comprehend the research methods and provide with the knowledge and skill to undertake research.
- CLO 2. Analyse methods of sampling and the procedure to construct a scale.
- CLO 3. Apply appropriate techniques to collect data and suitability of such tool for presenting data.
- CLO 4. Interpret the statistical data by applying parametric and non-parametric techniques.
- CLO 5. State the significance of report writing and ethical issues in research.

\*\*\*\*\*

## **MBA General - II Year Syllabus**

### **Semester - III**

**Course Title : Operations Management**

**Course Code : MSPS 31**

**Course Credit : 6**

---

#### **Course Objective:**

- 
- CO 1. Describe the evolution of operations management and its strategic importance.
  - CO 2. Develop association with the production Planning and Controlling procedure of a typical manufacturing organisation.
  - CO 3. Explain the impact of inventory control models on inventory management decisions.
  - CO 4. Compile various quality management frameworks and distinguish the differences between them.
  - CO 5. Describe the need for, role of ergonomics and application of its principles to design industrial workplaces.
- 

#### **Course Syllabus:**

---

##### **BLOCK I: Introduction**

Operations management – Meaning, Importance, Objectives and Evolution – Long term and Short term issues- a Systems View of Operation Management – Functions of Operations Management – Types of production Systems

##### **BLOCK II: Layout & Production Planning**

Facility or Layout Planning and Analysis: Introduction- Objectives of Layout- Classification of Facilities- Basis for Types of Layouts- Why Layout decisions are important- Nature of layout problems- Redesigning of a layout- Manufacturing facility layouts- Types of Layouts- Layout Planning- Evaluating Plant Layouts- Assembly Line Balancing.

Production Planning Controls – Aggregate planning – Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP II – Capacity Requirements Planning.

##### **BLOCK III: Inventory Control**

Inventory Control – Functions & Types of Inventory – Safety Stock – Service Level – Inventory control system – Economic Order Quantity Models – Batch Production, Quantity Discounts – Just In Time – Bottlenecks in Implementing Just In Time in Indian Industries.

##### **BLOCK IV: Quality Control Measures**

Inspection in Quality control – Purpose – Control charts for measuring variables – Control chart for measuring attributes – Acceptance sampling, Acceptance Quality Limit LTPD – Quality



Circle – Total Quality Management – Six sigma concept – ISO 9000 concepts – ISO 14000 concepts.

### **BLOCK V: Ergonomics**

Ergonomics – Meaning – Importance – Work study – Time study – Motion study – Standard time – Time study analysis – Job designs

#### **References:**

1. Adam, EE & Ebert, R., (1995), Production and Operations Management, PHI Learning, 6th ed., New Delhi.
2. Ashwathappa.K, SreedharBhat, (2015), Production and Operations Management, latest Edition, HPH, India
3. Chary, S.N., (2010)Production and Operations Management, latest Edition,Tata McGraw Hill, New Delhi
4. Chase, Aquilano, Jacobs Production and Operations Management, Tata McGraw Hill, India
5. Dutta, A.K., (2000), Integrated Materials Management, latest Edition, PHI Learning, India
6. Everest E Adam, Ebert, (2010) – Production and Operations Management , Latest Edition, PHI – publication, India
7. GopalakrishnanSundaresan, (2004), Materials Management, latest Edition, PHI Learning, New Delhi.
8. Joseph G Monks, (2011), Operations Management (Theory and Problems ), latest Edition, –McGraw Hill Intl, India
9. PaneerSelvam, R., (2007), Production and Operations Management, latest Edition, PHI Learning, India.
10. Richard B. Chase, Ravi Shankar, (2018), Operations and Supply Management 15th Edition, TMH, India.

#### **Web Resources:**

1. <https://www.investopedia.com/terms/o/operations-management.asp>
2. <https://www.managementstudyguide.com/production-planning-and-control.htm>
3. <https://nptel.ac.in/courses/110105123>
4. <https://www.netsuite.com/portal/resource/articles/inventory-management/what-are-inventory-management-controls.shtml>
5. <https://www.google.com/amp/s/www.geeksforgeeks.org/difference-between-time-study-and-motion-study/amp/>

---

**Course Outcome:**

---

- CLO 1. Evaluate the input–process–output framework, the extensions of it, and apply them to a wide range of operations. Identify the operational issues in the value addition processes of a firm.
- CLO 2. Apply analytical skills and problem-solving tools to resolve the operational issues with context to production planning and control.
- CLO 3. Comprehend the dynamics of inventory management concepts and able to locate the suitable inventory control practice that fits the business.
- CLO 4. Assess to handle various quality control tools and list out the bottlenecks of JIT.
- CLO 5. Analyse and synthesize the fundamentals of ergonomics.

\*\*\*\*\*

**Course Title : Entrepreneurship Development**

**Course Code : MSPS 32**

**Course Credit : 4**

---

**Course Objective:**

---

- CO 1. Create wisdom in the field of entrepreneurship, and classify the types of entrepreneur.
  - CO 2. Point out the vital entrepreneurial skills and competencies to run a business profitably.
  - CO 3. Paraphrase the factors affecting entrepreneurial mobility and issues of entrepreneurship failure.
  - CO 4. Discover various public/private agencies involving in entrepreneurship development.
  - CO 5. Illustrate the process of entrepreneurial project development, thereby gaining insight on concepts such as idea generation, feasibility study and elements of business plan.
- 

**Course Syllabus:**

---

**BLOCK I: Overview Entrepreneurship**

Entrepreneur: Evolution, Meaning and Importance - Factors influencing Entrepreneurship: Psychological, Social, Economic, And Environmental Factors - Differences between Entrepreneur and Intrapreneur - Characteristics of an entrepreneur- Types of Entrepreneur: Based on Type of Business, Based on use of Technology, Based on Motivation, Based on Growth, Based on Stages- New Generation of Entrepreneur.

**BLOCK II: Entrepreneurial Competency**

Entrepreneurial Competency- Meaning and Importance- Developing Entrepreneurial Competencies- Entrepreneurial Motivation -Entrepreneurial Values, Ethics and Attitudes- Risk Taking Behaviour- creativity and entrepreneurship, steps in creativity-Entrepreneur skills: Decision Making and Problem solving.

**BLOCK III: Entrepreneurial Mobility**

Entrepreneurial Mobility - Factors Affecting Entrepreneurial Mobility -Types of Entrepreneurial Mobility-Barriers to Entrepreneurship - Concepts and Issues of Entrepreneurship Failure

**BLOCK IV: Entrepreneurship Development Institutions**

Entrepreneurship Development Support- Agencies for Policy Formulation and Implementation: SISI, EDII, NIESBD, National Institute of Small Industry Extension and Training- Support of other financial institutions: SFC, SIDCO, TIIC, Women Development Corporations and TAHDCO – DRDA- Marketing support: Export houses- Export oriented zone – Trade houses -

E-Commerce.

### **BLOCK V: Project Development**

Idea generation -Feasibility Study- Elements of Business Plan- Preparing an elementary Business Plan-Project preparation: Project Identification- Project Formulation - Project Design- Network analysis- Project Evaluation- Start-Up Policy Framework and Incentives.

#### **References:**

1. Khanka.S.S, (2014), Entrepreneurial Development, 5<sup>th</sup> Edition, S.Chand Publication, New Delhi.
2. NuzhathKhatoon, (2016), Entrepreneurial Development, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi.
3. Murthy C.S.V. (2011),E-Commerce: Concepts, Models, Strategies, Himalaya Publishing House, New Delhi.
4. Steven Rogers, (2014), Entrepreneurial Finance, 3<sup>rd</sup> edition, McGraw Hill Education, New Delhi.
5. Dr.P.T. Vijayashree&M.Alagammal, (2016), Entrepreneurial Development & Small Business Management, Margham Publication, Chennai.
6. Prasanna Chandra, (1987), Project Preparation, Appraisal and Implementations, Tata McGraw Hill publication, New Delhi.

#### **Web Resources:**

1. <https://www.toppr.com/guides/business-studies/entrepreneurship-development/process-of-entrepreneurship-development/>
2. <https://nptel.ac.in/courses/127105007>
3. <http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/entrepreneurial-competency/>
4. <https://www.pmi.org/learning/library/project-management-entrepreneur-3760>

---

#### **Course Outcome:**

- CLO 1. Critically analyse the business environment in order to identify business opportunities. Also recall the difference between intrapreneur and entrepreneur.
- CLO 2. Demonstrate the ability to discern distinct entrepreneurial traits, ethics and values.
- CLO 3. Assess the success and failures of entrepreneurship.
- CLO 4. Summarize and categories the roles of Central/state entrepreneurial development and support institutions.
- CLO 5. Apply skills to the systematic process of selection and screening business ideas. Design strategies for successful implementation of ideas and write a business plan.

\*\*\*\*\*

**Course Title : Legal Aspects of Business**

**Course Code : MSPS 33**

**Course Credit : 4**

---

**Course Objective:**

---

- CO1. Discuss Indian contract Act, Concept of discharge and breach of contract. Contrast indemnity and guarantee.
  - CO2. Elaborate sales of goods act 1930 and negotiable instruments. State law of agency and the right and duties of parties.
  - CO3. Construct an overview of companies act 2013, its procedure for incorporation and winding up.
  - CO4. List out various Act under industrial law.
  - CO5. Describe Consumer protection act 1986 and intellectual property rights.
- 

**Course Syllabus:**

---

**BLOCK I: Indian Contract Act**

Indian Contract Act 1872: Contract – Meaning – Essential elements of valid contract – Nature of contract – Performance of contract-Essential elements of a valid contract – Discharge of contract – Breach of Contract and the remedies - Quasi contracts. Indemnity and guarantee – Bailment and Pledge.

**BLOCK II: Sales of Goods Act & Law of Agency**

Sale of Goods Act, 1930- Sale and Agreement to sell. Condition and Warrantee, Transfer of Ownership – Performance of Contract of Sale – Remedies for Breach of Contract – Sale by Auction. Negotiable Instruments Act 1881: Kinds of Negotiable Instruments – Parties' to Negotiable Instrument – Negotiation, Presentment for Payment – Dishonour, discharge of Negotiable Instrument.

Law of Agency: Definition, Kinds of Agents – Agents' Authority – Rights of Agents, Rights and Duties of Principal, Liabilities of Principal – Termination of Agent.

**BLOCK III: The Companies Act**

The Companies Act, (Amended) 2013 - Company definition, meaning, features and types of Companies- Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus- Management and Meetings- Winding up of companies

**BLOCK IV: Industrial Law**

Factories Act, Payment of Wages Act, Industrial Dispute Act, Payment of Bonus Act, Maternity Benefit Act and EPF Act.

### **BLOCK V: Consumer Protection and IPR**

Consumer Protection Act, 1986- Competition Act, 2000- Cybercrime and IT Act -Intellectual Property Rights (IPR) – Copy rights, Trade marks, Patent Act.

#### **References:**

1. Kapoor, N.D (2014). Business Law. New Delhi: Sultan Chand & Sons.
2. Saravanavel, S. Mohapatra, S.R. and Balakumar,S. (2018). Business and Corporate Law, Mumbai: Himalaya Publishing House Pvt.Ltd
3. Garg K.C, V.K Sareen, Mahesh Sharma and Chawla R.C. Business Regulatory Framework, New Delhi: Kalyani Publishers
4. Tulsian, P.C.(2017). Business Laws. New Delhi: Tata McGraw- Hill Publishing Co. Ltd
5. Avtar Singh (2016) Company Law. Lucknow: Eastern Book Co.
6. Gulshan S.S. &Kapoor G.K.(2018) – Business Law Including Company Law – New Age International (P) Ltd.

#### **Web Resources:**

1. <https://nptel.ac.in/courses/129106006>
2. <https://www.google.com/amp/s/blog.ipleaders.in/types-of-agreements-under-indian-contract-act-1872/%3famp=1>
3. <https://www.mondaq.com/india/employee-rights-labour-relations/631074/a-brief-guide-to-labour-and-industrial-laws-of-india>

---

#### **Course Outcome:**

---

- CLO 1. Comprehend Indian contract act, the distinguishing feature of indemnity and guarantee. Recognize the concept of bailment and pledge.
- CLO 2. Examine sale of goods act out and negotiable instruments. Illustrate the duties of agent and principal according to law of agency.
- CLO 3. Summarise companies act 2013 and the procedure for incorporating company as per act.
- CLO 4. Infer the acts of industrial law.
- CLO 5. Recognize consumer protection act 1986 and intellectual property rights.

\*\*\*\*\*

**Course Title : Strategic Management**

**Course Code : MSPS 34**

**Course Credit : 4**

---

**Course Objective:**

---

CO 1. Create wisdom in the field of entrepreneurship, and classify the types of entrepreneurs.

CO 2. Point out the vital entrepreneurial skills and competencies to run a business profitably.

CO 3. Paraphrase the factors affecting entrepreneurial mobility and issues of entrepreneurship failure.

CO 4. Discover various public/private agencies involving in entrepreneurship development.

CO 5. Illustrate the process of entrepreneurial project development, thereby gaining insight on concepts such as idea generation, feasibility study and elements of business plan.

---

**Course Syllabus:**

---

**BLOCK I: Introduction to Strategic Management**

Strategic Management: Meaning and definition- Strategic Planning and Strategic Management – Strategic Management process – Mission – Vision and Objectives-Approaches to Strategic Decision Making; Strategic Role of Board of Top Management-Global Strategic Management; Strategic flexibility and learning organization.

**BLOCK II: Environment Analysis**

Analysis of Environment and Resources - Environmental Analysis-Industry Analysis-competitive Analysis –Internal Analysis - Constructing Scenarios-Techniques of Environmental Scanning: ETOP, PEST and SWOT – scenario planning –Creating an Industry Matrix.

**BLOCK III: Strategy Formulation and Analysis**

Strategy Formulation and Analysis: Strategy Formulation – Strategic factor analysis Corporate level strategy – Global Strategy – Business strategy-TOWS matrix - Strategic Analysis and choice.

**BLOCK IV: Strategy Implementation**

Strategy Implementation: Structural Implementation – Corporate Culture –Matching Organisation Structure to Strategy –Mergers and Acquisition and Diversification –Strategic Leadership.

**BLOCK V: Strategy Evaluation and Control**

Strategy Evaluation and Control: Overview – Strategic control process – Operational control – Techniques – Dupont control model – Quantitative and qualitative tools – Porters Approach for globalization – Emerging Strategic Management issues- Strategic Information System.

**References:**

1. Charles W.L.Hill & Gareth R.Jones (2007), Strategic Management Theory, An Integrated approach, Biztantra, Wiley India.
2. Hill, Charles W.L. and Gareth R. Jones, (2012), Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, India.
3. Davidson, W.H., (2018), Global Strategic Management, 4th Edition, Macmillan Publishers, India
4. Thompson, Arthur A. and A. J. Strickland (2003), Strategic Management, McGraw Hill, New York.
5. Kazmi, A., (2014), Business Policy and Strategic Management, Third Edition reprint, Tata McGraw Hill, New Delhi.
6. Subbarao, (2017), Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House. Reprint Edition.
7. Rao, V.S.P., & Harikumar, V., (2014), Strategic management, First Edition, Excel Books, New Delhi.
8. Wheelen, T.L. & Hunger, J. D., (2012), Essentials of Strategic Management, Fourth Edition, Prentice Hall India, New Delhi.

**Web Resources:**

1. <https://nptel.ac.in/courses/110108047>
2. <https://pestleanalysis.com/what-is-environmental-analysis/>
3. <https://www.wallstreetmojo.com/strategic-management/>
4. <https://www.iedunote.com/organizational-environment-elements>
5. <https://onestrategy.org/strategy-evaluation-and-control/>

---

**Course Outcome:**

---

- CLO 1. Critically analyse the business environment in order to identify business opportunities.  
Also recall the difference between intrapreneur and entrepreneur.
- CLO 2. Demonstrate the ability to discern distinct entrepreneurial traits, ethics and values.
- CLO 3. Assess the success and failures of entrepreneurship.
- CLO 4. Summarize and categorise the roles of Central/state entrepreneurial development and support institutions.
- CLO 5. Apply skills to the systematic process of selection and screening business ideas.  
Design strategies for successful implementation of ideas and write a business plan.

\*\*\*\*\*



**Course Title : International Business Management**

**Course Code : MSPS 35**

**Course Credit : 4**

---

**Course Objective**

---

CO 1. Identify the influence of various environmental factors on international business operations. Paraphrase the nature, scope, regulation and structure of international business.

CO 2. Discuss the role and impacts of various trade theories and trade agreements.

CO 3. Recognize policy for foreign collaborations and joint ventures. Discuss the advantages and types of collaborations/joint ventures.

CO 4. Develop association with emerging global trends in business environment and role of WTO

CO 5. List out the types of conflicts in international business and national differences in ethics.

---

**Course Syllabus:**

---

**BLOCK I: International Business**

International Business: Definition, Importance, Nature and Scope -Concept of international business – Classification of international business – Factors influencing international business – Economic, Political, Cultural and policy environment – Regulation of international business- Liberalization of Global business environment.

**BLOCK II: Trade Theory & Trade Agreement**

International Trade Theory Overview – Mercantilism - Absolute advantage –Comparative Advantage- Heckscher- ohlin theory-the new trade theory – National competitive advantage – Porters Diamond – WTO and role in world trade- Structure of various regional economic agreements such as ASEAN, SAARC / SAPTA, NAFTA, EC - their procedure and impact on the trading activities of the member states.

**BLOCK III: Foreign Collaborations and Joint Ventures**

Foreign Collaborations and Joint Ventures: Industrial policy and foreign direct investment in the World Economy – Horizontal and Vertical Foreign Direct Investment and its advantages - Kinds of collaboration and joint ventures – Negotiating foreign collaboration / joint venture – Drafting of agreement – Restrictive clauses in the foreign collaboration / joint venture – UN Code of conduct of transfer of technology –Indian joint ventures abroad.

**BLOCK IV: World Trade & Foreign Exchange**

World Trade in Goods and services – Major trends and developments – World Trade and Protectionism – Tariff and Non-Tariff barriers – Movements in Foreign Exchange and Interest rates and their impact on Trade and Investment flow – Functions of Foreign Exchange Market.

### **BLOCK V: Conflict, Negotiation & Ethics in International Business**

Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – Drafting of arbitration agreements – Procedure for international commercial arbitration- International Business and Ethics, National Differences in Ethics, Ethical issues in international business – Ethical decision making.

#### **References:**

1. John D. Daniels and Lee H. Radebaugh (2010), International Business, Pearson Education Asia, New Delhi.
2. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak (2008), International Management, 13th edition, Tata McGraw Hill, India.
3. Crane, A. and Matten, D.,(2007). Business Ethics. 2nd edition, Oxford University Press, India.
4. OdedShenkar and YaongLuo, (2007), International Business, 2nd edition, John Wiley Inc, Noida.
5. Devendra Thakur, (2009), Globalisation and International Business ,Balaji World of Books, New Delhi.
6. Francis Cherunilam,(2011), International Business, 5th Edition, PHI Learning, New Delhi.
7. K Aswathappa,(2017), International Business,6th Edition, Tata McGraw Hill Education private limited, 7<sup>th</sup> west Patel Nagar, New Delhi.
8. BimalJaiswal,(2017), International Business, 2nd revised Edition, Himalaya Publication, New Delhi.

**Web Resources:**

1. <https://www.geektonight.com/international-business-management-pdf/>
2. <https://theintactone.com/2019/09/29/kmb302-international-business-management/>
3. <https://www.investopedia.com/insights/what-is-international-trade/>
4. <https://www.investopedia.com/terms/f/foreign-exchange.asp>
5. <https://www.liveabout.com/what-is-international-arbitration-4160392>
6. [https://www.youtube.com/watch?v=7b-P\\_MNWavY](https://www.youtube.com/watch?v=7b-P_MNWavY)

---

**Course Outcome:**

---

- CLO 1. Summarize the most widely used international business terms and concepts.
- CLO 2. Apply skills to evaluate the business environment in terms of economic, social and legal aspects.
- CLO 3. Analyse the principle of international business and strategies adopted by firms to expand globally.
- CLO 4. Assess and Integrate trade theories in international business concepts with the functioning of global trade.
- CLO 5. Demonstrate the ability to manage international conflicts and make ethical decisions.

\*\*\*\*\*

**Semester - IV**  
**MBA General - Electives**  
**Finance**

**Course Title** : Investment Analysis & Portfolio Management

**Course Code** : MSPSE 41

**Course Credit** : 6

---

**Course Objective** :

- 
- CO 1. Define investing and list out alternatives of investment. Illustrate the measurement and the relationship between risk and return.
- CO 2. Explain Indian stock market, and the regulations of SEBI towards capital market.
- CO 3. Interpret economic and industry analysis and construct industry life cycle. Analyse the company value by applying Graham and Dodds investor ratios.
- CO 4. Differentiate fundamental and technical analysis and list out tools for technical analysis.
- CO 5. Discuss capital market theory, evaluation and revision of portfolio.
- 

**Course Syllabus:**

---

**BLOCK I: Investment**

Investment – Concept - objectives - factors affecting - investment alternatives –bank deposits - LIC schemes - government securities- mutual fund schemes-post office schemes-provident fund-company deposits-real estate-Gold and Silver.

Risk and Return: Concepts of risk and return, measurement of risk in terms of standard deviation and variance, the relationship between risk and return and protection against risk.

**BLOCK II: Indian Stock Market**

Indian Stock Market – Primary and Secondary markets – origins, growth, role membership, management and methods of trading system in secondary markets – listing requirements and regulation in stock exchange – SEBI regulation towards capital market –Depository Participants.

### **BLOCK III: Economic & Industry Analysis**

Economic Analysis – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

### **BLOCK IV: Fundamental Analysis**

Fundamental Analysis Vs Technical Analysis- tools of technical analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

### **BLOCK V: Capital Market Theory**

Capital market theory – Efficient set with risk free lending and borrowing – CAPM – APT – Evaluation of Portfolio performance – alternative measures and application of evaluation techniques – Portfolio revision.

### **References:**

1. Donald E Fischer, Ronald J Jordan, (2012), Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson, India.
2. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann, (2013), Modern Portfolio Theory and Investment Analysis, Wiley, India.
3. Jones (2012) Investment Analysis and Management, 12th edition, Wiley, India.
4. Kevin, (2011), SAPM, PHI, New Delhi.
5. M. Ranganatham, R. Madhumathi, (2012), Security Analysis and Portfolio Management, 2<sup>nd</sup>Edition , Pearson, India.
6. Prasanna Chandra, (2012), Investment analysis and Portfolio Management, 4<sup>th</sup> Edition, TMH, India.
7. PunithavathiPandian, (2012), Security Analysis and Portfolio Management, VikasPublishing House Pvt Ltd, Chennai.
8. Reilly, Brown, (2012), Analysis of Investment and Management of Portfolios, 10<sup>th</sup> Edition, Cengage, India.
9. William. F.Sharpe, Gordon j Alexander & Jeffery V Bailey, (2012), Fundamentals of Investments, Prentice Hall, India.
10. ZVI Bodie, AlexKane, Alan J Marcus, (2019), Investments, McGraw-Hill; Eleventh edition, India.

**Web Resources:**

1. <https://nptel.ac.in/courses/110107154>
2. <https://www.fortunebuilders.com/primary-vs-secondary-market/>
3. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/industry-life-cycle/>
4. <https://www.investopedia.com/ask/answers/difference-between-fundamental-and-technical-analysis/>
5. [https://www.economicsonline.co.uk/competitive\\_markets/arbitrage-price-theory-vs-capital-asset-pricing.html/](https://www.economicsonline.co.uk/competitive_markets/arbitrage-price-theory-vs-capital-asset-pricing.html/)

---

**Course Outcome:**

---

- CLO 1. Recognize the Concepts and Practical applications of investment Analysis. Demonstrate relationship between risk and return.
- CLO 2. Comprehend the scope of Indian stock market, and point out SEBI regulations in capital market.
- CLO 3. Examine economic analysis and Graham and Dodds investors ratios for valuing the company.
- CLO 4. Contrast fundamental and technical analysis and list out methods of technical analysis.
- CLO 5. Examine the capital market theory, construct CAPM and APM. State the procedure for analysing the portfolio.

\*\*\*\*\*

**Course Title : Management of Financial Services**

**Course Code : MSPSE 42**

**Course Credit : 4**

---

**Course Objective :**

---

- CO1. Discuss concept of financial services and merchant banking in India.
  - CO2. Explain Non-banking financial company and mutual funds services. Illustrate the role of SEBI.
  - CO3. Differentiate leasing and hire purchase. State legal framework, taxation and valuation of hire purchase finance.
  - CO4. Discuss factoring and forfeiting in India. and demonstrate the role of insurance services.
  - CO5. State challenges of managing financial intermediaries and list out credit rating agencies. Explain venture capital and its growth in India.
- 

**Course Syllabus:**

---

**BLOCK I: Financial Services**

Financial Services: Concept and scope of financial services – functions concerning public and private placement of capital issues – Merchant banking – functions – modes of earning capitals from domestic and foreign markets – recent development in capital markets – SEBI guidelines of merchant banking in India.

**BLOCK II: Non-Banking Financial Company**

NBFC: Scope and meaning – importance of NBFC's in India and their growth. Mutual fund services – concept, need and scope – types of schemes – SEBI guidelines for mutual funds.

**BLOCK III: Leasing & Hire Purchase**

Leasing: Overview – Legal and tax aspects, Evaluation of leasing. Hire purchase: Legal framework and taxation aspects – financial evaluation of Hire Purchase Finance, consumer credit.

#### **BLOCK IV: Other Financial Services**

Other financial services: Factoring and forfeiting factoring in India – concepts and forms of Bills discounting – Bills discounting Vs. Factoring – Housing finance – Insurance services – venture capital financing.

#### **BLOCK V: Management of Financial Intermediaries**

Strategic Issues in the Management of Financial Intermediaries: Capital policy, liquidity policy, credit and investment policy – Credit rating: features and advantages – credit rating process - Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols -Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India.

#### **References:**

1. Avadhani, 2017, marketing of financial services, 3rd edition, Himalaya Publications
2. Sinha&Sahoo, 2011, Services marketing, 1st edition, Himalaya Publishing house
3. Gordon &Natarajan, 2013, Financial markets and services, 8th edition, Himalaya publishing house
4. P. Pandian, 2010, Financial services and markets, Vikas Publishing House Pvt.,Ltd.,
5. Gomez, 2013, Financial Marketing- Institutions and Financial Services, PHI
6. Khan. M.Y., P K Jain (2012), “Financial Management-Text and Problems”, 6th Edition, TMH, India

#### **Web Resources:**

1. <https://archive.nptel.ac.in/courses/110/105/110105121/>
2. <https://www.taxmann.com/post/blog/mutual-funds-an-introduction-structure-its-types-role-in-capital-market-development/>
3. <https://efinancemanagement.com/sources-of-finance/difference-between-lease-financing-vs-hire-purchase>
4. <https://www.smbcompass.com/factoring-vs-forfaiting/>
5. <https://www.5paisa.com/stock-market-guide/stock-share-market/credit-rating-agencies>
6. <https://corporatefinanceinstitute.com/resources/knowledge/finance/financial-intermediary-transactions/>

---

#### **Course Outcome :**

- 
- CLO 1. Examine scope of financial services and the role of SEBI in merchant bank of India.
  - CLO 2. Comprehend non-banking financial company and the services of mutual funds.



CLO 3. Interpret the features that distinguish leasing and hire purchase and the procedure for valuation of hire purchase finance.

CLO 4. Trace out factoring and forfeiting in India and contrast bill discounting and factoring.

CLO 5. Analyse strategic issues in financial intermediaries and role of credit agencies. Illustrate the growth of venture capital in India.

\*\*\*\*\*

**Course Title : Business Analysis & Valuation**

**Course Code : MSPSE 43**

**Course Credit : 6**

---

**Course Objective :**

---

- CO1. Discuss business valuation, its approaches and principles for valuation.
  - CO2. Explain the methods to evaluate the business and overview of option pricing valuations.
  - CO3. Describe the concept of business strategy, the theories of mergers and acquisitions. List out the challenges for successful merger.
  - CO4. Explain standards for Accounting of Share Based Payments and procedure for computing the fair value of instrument. List out international valuation standards.
  - CO5. Illustrate valuation of business during distressed scale. Construct life cycle of declining companies. Demonstrate Indian scenario of business valuation.
- 

**Course Syllabus:**

---

**BLOCK I: Business Valuation**

Overview of Business Valuation: The nature and scope of Valuation -Need for Valuation; Hindrances/ Bottlenecks in Valuation; Business Valuation Approaches; Principles of Valuation (Cost, Price and Value).

**BLOCK II: Methods of Business Valuation**

Business Valuation Methods: Discounted Cash Flow Analysis (DCF); Comparable transactions method; Comparable Market Multiples method; Market Valuation; Economic Value Added Approach; Free Cash Flow to Equity; Dividend Discount Model; Net Asset Valuation; Relative Valuation; Overview of Option Pricing Valuations.

**BLOCK III: Mergers & Acquisition**

Business Strategy- Basic Concepts in Mergers and Acquisitions -Theories of Mergers and Acquisitions -Valuation of Mergers and Acquisitions-The Merger Process - Major Challenges to Success of Mergers - Restructuring and Financial Engineering - Take-Over Defenses.

**BLOCK IV: Accounting for Share Based Payments**

Accounting for Share Based Payments: Applicability of Ind AS IND AS-102 - Share Based Payment- Highlights of Ind AS 102- Contents of Ind AS 102 -- Important Definitions - Objective, Scope- An Equity-Settled Share-Based Payment Transactions - Transactions in Which Services are Received - Difficulties in Evaluating the Fair Value of the Equity Instruments- International

Valuation Standards Overview: Introduction -Arrangements of IVS - Compliance with Standards  
- Assets and Liabilities

### **BLOCK V:Valuations of Business During Distressed Sale**

Valuations of Business During Distressed Sale: Introduction - Life Cycle of Declining Companies - Features of Declining Companies -Valuation Issues of Declining Companies - Valuation Uncertainty - Distressed Assets – The Indian Scenario.

#### **References :**

1. McKinsey & Company, (2010), Valuation: Measuring and Managing the Value, 15th Revised Edition, John Wiley & Sons, United States.
2. AswathDamodara, (2011), The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit, 1st Edition, John Wiley & Sons, United States.
3. Registered Valuers: Study Material for Educational Course- Asset class: Organisation A wholly Securities or Financial Assets. owned subsidiary of ICSI and registered with IBBI)
4. David Parker, (2016) International Valuation Standards: A Guide to the Valuation of Real Property Assets, 1st Edition, Wiley-Blackwell, United States.
5. Kamal Garg : Valuation by Registered Valuers under Companies Act, 2013 & Insolvency & Bankruptcy Code, 2016.
6. D.N.Banerjee, (2015) Principles and Practice of Valuation, 6th Edition, Eastern Law House, Kolkata.

#### **Web Resources:**

1. <https://www.tutorialsduniya.com/notes/business-analysis-and-valuation-notes/>
2. <https://www.investopedia.com/terms/b/business-valuation.asp>
3. <https://www.wallstreetmojo.com/ma-process/>
4. <https://www.mca.gov.in/Ministry/pdf/INDAS102.pdf>
5. <https://uhy-us.com/insights/2020/february/how-to-value-distressed-companies>

---

#### **Course Outcome:**

---

CLO 1. Comprehend business valuation and its different approaches.

CLO 2. Compute business value by applying appropriate technique and also by considering the option price method.

CLO 3. Analyse business strategy and the challenges for successful merger.

CLO 4. Interpret the accounting standards used for share-based payments and procedure for international valuation.

CLO 5. Examine the valuation of business during distressed span of time and Indian scenario of business valuation.

\*\*\*\*\*

**Course Title : International Financial Management**

**Course Code : MSPSE 44**

**Course Credit : 4**

---

**Course Objective :**

- 
- CO1. Develop an international financial strategy and institutional structure. Evaluate information within the global financial environment of foreign exchange to make informed decisions.
- CO2. Analyse international project and the challenges in investing. Illustrate cross border investment strategy and asset pricing model
- CO3. Evaluate methods for international capital budgeting and investment. Explain cost of capital and capital structure decisions
- CO4. Explain different exposure of exchange rate changes and technique to manage risk in foreign exchange
- CO5. Discuss international financial marketing and sources of funds and interpret the working capital for appraising the project.

---

**Course Syllabus:**

---

**BLOCK I: Global Financing**

Designing a Global Financing Strategy – institutional Structure – Euro Currency Loan – International Equity Markets – International Financing Decision – Financing Overseas Subsidiary – Borrowing International Equity Investment – Syndicated Loans – Block Funds – Subsidized Financing.

**BLOCK II: Investment Analysis**

International Project Appraisal – Issues involved in Investment Analysis – Profit and Rent Maximisation – Cross Border Investment Analysis – Discounted Cash Flows – Capital Asset Pricing Model (CAPM) – International Asset Pricing Model (IAPM).

**BLOCK III: International Capital Budgeting & Capital Structure**

International Capital Budgeting – Methods – Present Value Analysis – Decision Tree Analysis – Contingent Claim Analysis.

Cost of Capital and Capital Structure – Cost of Debt and equity Across Countries – Weighted Average Cost of Capital and Assessment of Foreign Projects – Capital Structure Decision across the countries.

## **BLOCK IV: Foreign Exchange Risk & Exposure Management**

Foreign exchange risk and exposure management - measuring and managing transaction and translation exposure - Measuring and managing economic exposure - Management of interest rate exposure.

## **BLOCK V: International Financial Markets**

International Financial Markets - International Financial Centres - sources of funds - long term and short term sources including GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repose, NIFs, CPs - Development Banks- International working capital management - International project appraisal.

### **References:**

1. Alan C.Shapiro, (2008), Multinational Financial Management, John Wiley, India.
2. Ephraim Clark, (2002), International Finance, 2<sup>nd</sup> Edition, Thomson.
3. Jeff Madura, (2012), International Corporate Management, Cengage, India.
4. MadhuVij, (2010), International Financial Management, Excel, India.
5. P.G.Apte, (2011), International Financial Management, TMH, India.
6. Reid. W.Click& Joshua D. Coval, (2002), The Theory and Practice of International Financial Management, Prentice Hall, India.
7. S.EunChoel and Risnick Bruce, (2012), International Financial Management, TMH, India.
8. Sharan.V, (2012), International Financial Management, 5Th Edition, PHI, New Delhi.

### **Web Resources:**

1. <https://www.wallstreetmojo.com/international-finance/>
2. <https://www.investopedia.com/terms/i/international-capm.asp>
3. <https://nptel.ac.in/courses/110105156>
4. <https://corporatefinanceinstitute.com/resources/knowledge/finance/what-is-capm-formula/>
5. <https://theintactone.com/2018/07/21/ifm-u3-topic-1-foreign-exchange-risk-exposure-types-of-risk/amp/>

---

### **Course Outcome:**

CLO 1. Interpret the financial strategy of global business for making decisions and stages of expansion overseas that multinational corporations utilize in order to benefit from globalization.

- CLO 2. Critically analyse international project and the issues in investment. Demonstrate capital asset pricing model (CAPM) and international asset pricing model (IAPM).
- CLO 3. Review the technique of international capital budgeting, cost of capital by evaluating the Projects and capital structure decisions.
- CLO 4. Analyse the effect of interest rate in financial decision making and the techniques to measure risk.
- CLO 5. Comprehend international financial markets, centers and sources of fund. Illustrate management of working capital.

\*\*\*\*\*

## **MBA General - Electives**

### **Marketing**

**Course Title : Marketing Research & Consumer Behaviour**

**Course Code : MSPSE 51**

**Course Credit : 6**

---

#### **Course Objective:**

---

- CO1. Identify the basic skills to conduct professional marketing research.
  - CO2. Develop cognisance of applications of business research tools in marketing decision making.
  - CO3. Discuss and highlight the importance of understanding consumer behaviour in marketing.
  - CO4. Discover the environmental and individual influences on consumers and their buying behaviour.
  - CO5. Categories the activities of domestic and industrial buyers through the stages of purchase decision process.
- 

#### **Course Syllabus:**

---

##### **BLOCK I: Marketing Research & Its Applications**

Marketing Research and Scope of Marketing Research – Marketing Research – Types, An aid to marketing decision making – The Marketing Research process - Marketing Research Design — Exploratory, Descriptive and Experimental. Applications of Marketing Research – Product Research – Media and Advertising Research – Sales and Forecasting Research

##### **BLOCK II: Data Collection & Sampling techniques in Marketing**

Primary and Secondary methods of data collection – Construction of Questionnaire – Methods of Sampling techniques – Data Analysis and Research Report Writing. Rural Marketing Research, Services Marketing Research, International Marketing Research, Branding and Brand Equity Research

##### **BLOCK III: Consumer Behaviour**

Consumer Behaviour: Need to study Consumer Behaviour – Applications of Consumer Behaviour principles to strategic marketing. Models of Consumer Behaviour – Market segmentation and Consumer Behaviour. Factors influencing consumer behaviour – social, economic, psychographic, group influences – Influence of religion, culture and language & status. Motivation and Consumer Behaviour.



## **BLOCK IV: Buying Behaviour**

Buying behaviour: Consumer Personality, Perception, Learning, Attitude. New product purchase, repeat purchase, consumer spatial behaviour – consumption analysis – product usage rates – expenditure pattern – Howard-Seth Model of Buyer behaviour – Organisational Behaviour of buyer.

## **BLOCK V: Consumer Decision Process**

Consumer decision processes – Problem recognition – search and evaluation – purchasing processes – post – purchase behaviour – Consumerism – Industrial and Domestic consumer characteristics.

### **References:**

1. Bennet and Kassarian, (1993) Consumer Behaviour, Prentice Hall of India, New Delhi
2. Berkman & Gilson, (1986), Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.
3. Donald R. Cooper & Schindler, (2006), Marketing Research Concept & Cases, Tata McGraw- Hill Publishing Company Limited, New Delhi,
4. Efraim Turban, Jae Lce, David King, & I-I. Michael Chung, (2018) Electronic Commerce: Managerial Perspective, Pearson Education Inc.,.
5. Loudon and Della Bitta, (2007) Consumer Behaviour: Concepts and Applications, Tata McGraw Hill. New Delhi.
6. Michael R. Solomon, (2011) Consumer Behaviour, PHI Learning Private Limited, New Delhi,
7. Naresh K. Malhotra, (2018), Marketing Research: An Applied Orientation, 7th Edition, Pearson Education, Asia.
8. Paul E. Green & Donald S. Tull, (2009) Research For Marketing Decisions, PHI Learning Private Limited, New Delhi,
9. RamanujMajumdar, (2011) Consumer Behaviour, Prentice Hall of India, New Delhi,
10. S.C. Gupta, (2007), Marketing Research, Excel Books India.

### **Web Resources:**

1. <https://archive.nptel.ac.in/courses/110/107/110107080/>
2. <https://www.tutor2u.net/business/reference/marketing-research-sampling>
3. <https://www.businessmanagementideas.com/consumer-behavior/consumer-behaviour-models/20335>
4. <https://www.marketing360.in/howard-sheth-model-of-consumer-behavior/>
5. <https://www.lucidchart.com/blog/consumer-decision-making-process>

---

**Course Outcome:**

---

- CLO 1. Recognise the concepts and methodology of conducting research in marketing domain.
- CLO 2. Apply the analytical tools in real life situations and ability to write research report.
- CLO 3. Analyse consumer behaviour in enhancing the effectiveness of marketing programs.  
Use them in designing marketing strategies.
- CLO 4. Relate buyers' motivation, behaviour (pre-purchase, purchase and post purchase),  
impact of social and cultural variables on consumption decisions.
- CLO 5. Formulate strategies to influence buyers at various stages of decision-making process.

\*\*\*\*\*

**Course Title : Integrated Marketing Communications**

**Course Code : MSPSE 52**

**Course Credit : 4**

---

**Course Objective :**

CO1. Describe nature of IMC and provide overview of the range of tools available for marketing communications.

CO2. Examine the communication process and how to integrate it with various marketing models.

CO3. Explain how to set IMC objectives and formulate an IMC budget.

CO4. Develop cognizance on Media planning and evaluation of promotional tools. Thereby analyse and evaluate the cost effectiveness of various forms of media.

CO5. Discuss the emerging concepts of Digital media, social media and mobile advertising.

---

**Course Syllabus:**

---

**BLOCK I : Integrated Marketing Communication**

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process - Communication Process – Communication models for urban and rural Communication - Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship - Advertising – Organizational structure of advertising agency and its function - Evaluation of agency functioning - perspective on consumer behaviour

**BLOCK II: Communication Process in Marketing**

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model - Brand objectives, -Consumer attitude and market structure - Brand position and brand image strategy development

**BLOCK III : Planning for Marketing Communication**

Planning for Marketing Communication (MARCOM): Establishing MARCOM Objectives and Budgeting for Promotional Programmes-Setting communication objectives - Sales as MARCOM objective - DAGMAR approach for setting ad objectives - Budgeting for MARCOM-Factors influencing budget - Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, -Method to determine MARCOM budget.

## **BLOCK VI : Developing the Integrated Marketing Communication Programme**

Developing the Integrated Marketing Communication Programme: Planning and development of creative MARCOM - Creative strategies in advertising, sales promotion, publicity, event - Creative strategy in implementation and evaluation of MARCOM- Types of appeals and execution styles - Media planning and selection decisions- steps involved and information needed for media planning - Measuring the effectiveness of all Promotional tools and IMC

## **BLOCK V: Digital Media & Advertising**

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

## **References**

1. George Belch, Michael Belch & Keyoor Purani, (2009), Advertising & Promotion- An Integrated Marketing Communications Perspective, 7th Edition, TATA McGraw Hill, US.
2. Jaishri Jethwaney & Shruti Jain (2009) Advertising Management, , Oxford University Press
3. Kruti Shah and Alan D'Souza, (2008), Advertising & Promotions: An IMC perspective, Tata McGraw Hill, US
4. Aakar, Batra and Myers, (1995) Advertising Management, 5th edition, Prentice Hall, India
5. S H Kazmi and Satish K Batra, (2008), Advertising & Promotions, 3rd Revised Edition, Excel Books, New Delhi.
6. Terence A. Shimp Pub., (2020), Advertising & Promotion: An IMC approach, 10th Edition, Cengage Learning, US

## **Web Resources:**

1. <https://archive.nptel.ac.in/courses/110/107/110107158/>
2. <https://www.digihunts.academy/blog/integrated-marketing-communications-strategy/>
3. <https://www.managementstudyguide.com/integrated-marketing-communications.htm>
4. <http://marketingcommunicationmodels.blogspot.com/2008/07/dagmar-model.html>
5. <https://www.digitallogic.co/blog/what-is-digital-media/>
6. <https://www.mbaknol.com/marketing-management/advertising-standards-council-of-india-asci-and-the-code-of-the-advertising-standards/?amp>

---

## **Course Outcome:**

CLO 1. Critically analyse how IMC fits into the marketing mix.

- CLO 2. Demonstrate how the communication process fits into and works with consumer behaviour with emphasis on the consumer decision-making process.
- CLO 3. Construct marketing plans and set ad objectives through DAGMAR approach.
- CLO 4. Appraise the importance of IMC programmes.
- CLO 5. Summarise the trends and advertising techniques on digital and social media.

\*\*\*\*\*

**Course Title : Services Marketing**

**Course Code : MSPSE 53**

**Course Credit : 6**

---

**Course Objective :**

- 
- CO1. Recognize the significance of services marketing in the global economy and locate the challenges and opportunities in services marketing
  - CO2. Develop profound and in-depth association with the elements of service marketing mix.
  - CO3. Discuss the differences between goods and services marketing and recommend how to market the services internally and externally.
  - CO4. Explain the service lifecycle as well as the criteria for service quality measurement and implementation.
  - CO5. Describe and point out the services under special services sectors.

---

**Course Syllabus:**

---

**BLOCK I: Marketing Services**

Marketing Services: Nature and Definitions- Characteristics – Classification of Services - Role in service Economy – Difference between goods and services – Marketing of services- Growth of Service Sector-Trends and Challenges in Services Marketing.

**BLOCK II: Marketing Mix**

Marketing Mix in Service Marketing: Marketing mix Decisions – 7Ps: Product Decision, Pricing, Strategies and tactics, Promotion of Service and placing of Distribution methods for Services – Additional Dimension in Service Marketing –People, Physical evidence and Process

**BLOCK III: Effective Management of Service Marketing**

Effective Management of Service Marketing: Marketing demand and supply through Capacity Planning and Segmentation -- Internal marketing of Services –Internal Vs External Orientation of Service Strategy

**BLOCK IV: Service Life Cycle**

Service Life Cycle, Service Blueprinting - Service quality dimensions – Gap model customer satisfaction- SERVQUAL - Service Triangle - Service delivery – Employee and customer role in service delivery- Retention – Building customer relationship -Services Environment.

Gaps in Service: Quality Standards –Factors and Solution

**BLOCK V: Special Services of Marketing**

Marketing of Service with special References: Marketing of Entertainment Services - Financial Services - Health care Services-Hospitality Services including Tourism and Hotel -

Transportation services – Professional Services – Education Services – Media- Public Utility Services.

**References:**

1. Bateman, J.E. and Hoffman, D., (2011), Services Marketing, 4thEdition, Cengage Learning.
2. Gronoos, C., (2011), Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, Wiley India.
3. Iacobucci, D. and Swartz, T., (1999), Handbook of Services Marketing and Management, Sage Publications, US.
4. Jauhari, V. and Dutta, K., (2009), Services: Marketing, Operations and Management, Oxford University press.
5. Lovelock, C., Wirtz, J. and Chatterjee, J., (2011), Services Marketing, 7thEdition, Pearson, India.
6. Srinivasan, R., (2012), Services Marketing: Indian Context, PHI Learning.
7. Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A.,(2010), Services Marketing, 5thEdition, Tata McGraw-Hill Education, India

**Web Resources:**

1. <https://nptel.ac.in/courses/110105038>
2. <https://www.marketing91.com/service-marketing-mix/>
3. <https://orthothrive.com/the-difference-between-internal-and-external-marketing/>
4. <https://www.marketingstudyguide.com/understanding-the-servqual-model/>
5. <https://theintactone.com/2019/02/26/rmbmk04-marketing-of-services/amp/>

---

**Course Outcome:**

---

- CLO 1. Comprehend the role of positioning and differentiation in services marketing.
- CLO 2. Assess and apply 7 Ps of marketing mix in real life situations.
- CLO 3. Critically analyse the management perspective of services marketing.
- CLO 4. Design and deliver product services through application of various service –quality models.
- CLO 5. Demonstrate the ability to measure the service gaps and design appropriate solutions.

\*\*\*\*\*

**Course Title : Digital Marketing**

**Course Code : MSPSE 54**

**Course Credit : 4**

---

**Course Objective :**

CO1. Describe the history and trends of digital marketing in a rapidly changing business landscape.

CO2. Discuss the key elements of a digital marketing strategy.

CO3. Explain the Role of social media. Further compare and contrast various social media platforms.

CO4. enumerate and elaborate on the key digital marketing activities needed for competitive success

CO5. Illustrate how a digital marketing campaign can be budgeted and evaluated.

---

**Course Syllabus :**

---

**BLOCK I: Introduction to Digital Marketing**

Introduction to Digital Marketing: Meaning and Concept- Evolution of digital marketing – significance of digital marketing -Difference between traditional and digital marketing – categories of digital marketing for business.-recent trend in digital marketing

**BLOCK II: Search Engine Operations**

Search engine optimization – introduction – tools used for Search engine optimization – PPC – Google ad Word-display advertising-techniques.

**BLOCK III: Social Media Optimisation**

Social media optimisation-Introduction-meaning-understanding a website-difference between blog, -Introduction – meaning-understanding a website-difference between blog, portal, Website.

**BLOCK IV: Additional Models**

Additional models– Email marketing-affiliate marketing-Google analytics-GEO marketing – strategies involved in digital marketing– Email marketing-affiliate marketing-Google analytics-GEO marketing – strategies involved in digital marketing.

**BLOCK V: Web Design**

Web design-optimization of website – business opportunities-digital marketing budgeting-cost estimating-cost budgeting-cost control.



**References:**

1. Damian Ryan (2019) Understanding Digital Marketing Strategies for Engaging the Digital Generation, 4th edition, Brilliance Publishing inc.
2. Dawn McGruer(2019)Dynamic Digital Marketing: Master the World of Online and Social Media Marketing to Grow Your Business, John Wiley & Sons publications.
3. Puneet Bhatia (2017) Fundamentals of Digital Marketing, 2nd edition, Pearson Education India.
4. Ryan Deiss, Russ Henneberry (2016) Digital Marketing for Dummies, John Wiley & Sons publications.
5. Simon Kingsnorth (2016) Digital Marketing Strategy: An Integrated Approach to Online Marketing, 2nd edition, Kogan Publications.
6. Stephanie Diamond (2019), Digital Marketing All- in- one For Dummies,6th edition, John Wiley & Sons publications

**Web Resources:**

1. <https://mailchimp.com/marketing-glossary/digital-marketing/>
2. <https://www.geeksforgeeks.org/difference-between-traditional-marketing-and-digital-marketing/>
3. <https://www.marketing-schools.org/types-of-marketing/geomarketing/>
4. [https://vwo.com/websiteoptimization/#:~:text=Website%20optimization%20is%20the%20process,search%20engine%20optimization%20\(SEO\).](https://vwo.com/websiteoptimization/#:~:text=Website%20optimization%20is%20the%20process,search%20engine%20optimization%20(SEO).)
5. <http://www.digimat.in/nptel/courses/video/110104070/L42.html>

---

**Course Outcome:**

---

- CLO 1. Summaries what social media is, the various channels through which it operates, and its role in marketing strategy.
- CLO 2. Assess principles of consumer and social psychology to develop social media content and campaigns that engage consumers.
- CLO 3. evaluate and measure the impact of a social media campaign in terms of a specific marketing objective.
- CLO 4. Apply the emerging digital marketing strategies for creating awareness amongst targets.
- CLO 5. Plan and design a cost-effective digital marketing campaign.

\*\*\*\*\*

**MBA General - Electives**

**Human Resource**

**Course Title : Human Resource Development**

**Course Code : MSPSE 61**

**Course Credit : 6**

---

**Course Objective :**

- 
- CO1. Develop the comprehensive exposition of the concept of HRD and HR audit. Also Discuss theoretical foundations of key areas associated with HR development.
- CO2. Explain the importance of the performance management system in enhancing employee performance.
- CO3. Identify the training needs and reason out why cross-cultural training is essential in current scenario.
- CO4. State and elaborate the core fundamentals of management development and succession planning.
- CO5. Recall different types of OD interventions, OD techniques and cross-cultural diversity.

---

**Course Syllabus:**

---

**BLOCKI: Human Resource Development**

Human Resource Development –Meaning, Scope and importance - Vision, Mission and Values – HRM and HRD – Strategic Framework for HRD- Role Analysor’s and Human Resource Development – Key performance areas, critical attributes and role effectiveness- Bench Marking and HR Audit

**BLOCKII: Performance Appraisal**

Performance Appraisal and its objectives – Considerations in performance appraisal – The Appraisal process – Appraisal methods – Development oriented appraisal system – Interpersonal feedback and performance counseling – Emerging trends, opportunities and challenges in performance appraisal.

### **BLOCK III: Training**

Concepts of Training – Learning Principles – Identification of training needs – Training objectives – Training Programme Design – Training methods – Evaluation of Training and follow-up training- e-training – Cross culture.

### **BLOCKIV: Management Development**

Need and Importance of Management Development – Management Process – Components of Management Development programmes – Techniques of Management Development – Merits and Demerits of Management Development Techniques-Individual Development through Non-training-Methods- competency mapping model and succession planning-Career Planning and Development

### **BLOCKV: Organisational Effectiveness**

Organisational Effectiveness – Organisational Culture –Managing change through OD HRD and TQM -Diversity of Work Force- HRD programs for diverse employees- Impact of Globalization on HRD.

### **References:**

1. Donelson, R. Forsyth (2008), Group processes, Cengage learning, India
2. Khardelwal Anil K., Abraham, S.J., Verma K.K., (2010), Alternative Approaches and Strategies of HRD, National HRD Network, Rawat Publications, Jaipur,
3. Maheshwari, B.L., Dharni, P. Sinha, (1991), Management of Change through HRD, National HRD Network, Hyderabad, Tata McGraw Hill, New Delhi
4. Pareek Udai, Rao, T.U., (2008), Designing and Managing Human Resource Systems, Oxford & IBH Publication, New Delhi,
5. Pareek, Udai, R.P. Lynton, (2006) Training for Development, Vistar Publications, New Delhi,
6. V.P. Michael , (2018), Human Resource Management & Human Relations, 1st Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
7. Wendell, L. French & Cell H. Bellor Jr.(2017) Organisational Development., Revised 6th Edition, Pearson Education, UK.
8. Ramnarayan.s, T.V.Rao&Kuldeep Singh,(2009), Organisation Development(interventions & Strategies), 7<sup>th</sup> edition, Response Books, New Delhi

**Web Resources:**

1. <https://www.whatishumanresource.com/human-resource-development>
2. <https://www.hrhelpboard.com/performance-management/performance-appraisal-its-purpose.htm>
3. <https://hrdailyadvisor.blr.com/2019/05/22/the-most-effective-training-methods/>
4. <https://www.economicdiscussion.net/management/management-development-in-hrm-meaning-concept-need-techniques-and-programme/31485>

---

**Course Outcome:**

---

- CLO 1. Critically Evaluate the conceptual background to undertake any activity to facilitate and manage the HRD functions in an organisation
- CLO 2. Demonstrate the ability to use different performance management techniques, such as coaching, mentoring, career development.
- CLO 3. Apply the training strategies and specifications for the delivery of training programs.
- CLO 4. Plan and design the job analysis and competency mapping required for strategic HRM.
- CLO 5. Recognise change in a cultural context and summarize the causes and context of change.

\*\*\*\*\*

**Course Title : Labour Legislation**

**Course Code : MSPSE 62**

**Course Credit : 4**

---

**Course Objective:**

---

- CO1. Explain the development and the judicial set up of labour laws.
  - CO2. Recognise the salient features of welfare and wage legislations.
  - CO3. Enumerate the laws relating to industrial relations, social security and working conditions.
  - CO4. Discuss the statutory provisions related to industrial relations, health, safety & hygiene, social security and labour welfare.
  - CO5. State the Acts with special reference to Tamilnadu.
- 

**Course Syllabus:**

---

**BLOCK I: Factories Act**

Factories Act, 1948- Concept and Structure- Definitions of factory- manufacturing process-worker, occupier-provisions under health, safety and welfare- working hours- annual leave with wages-prohibition of employment of young children- Industrial Hygiene & Occupational Health.

**BLOCK II: Industrial Dispute Act & Trade Union Act**

Industrial Dispute Act, 1947 – Industrial employment – Standing Orders Act, 1946 – Trade Union Act, 1926- Trade Union Movement in India-Position of Trade Union in India-Roles and Functions of Trade Union.

**BLOCK III: Workmen Compensation Act**

Workmen Compensation Act, 1923, Employees State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provision Act, 1952, Payment of Gratuity Act, 1972-The Maternity Benefit Act, 1961- Maternity Benefit (Amendment) Act, 2017.

**BLOCK IV: Payment of Wages Act**

Payment of Wages Act 1936, Minimum wages Act, 1948 – Equal remuneration Act , 1976- Payment of Bonus Act, 1965.

## **BLOCK V: Tamil Nadu Shops and Establishments Act**

Tamil Nadu Shops and Establishments Act 1947– Tamilnadu catering Establishment Act, 1958  
– Plantation workers Act, 1951, Information Technology Act, 2000

### **References:**

1. P.R.N. Sinha, Indubala Singh and SeemaPriyadarshini Shekhar (2013), Relations, Trade Unions and Labour Legislation, Pearson, UK
2. Kapoor. N. D. (2016) Elements of
3. Company Law, 30th Edition, New Delhi: Sultan Chand & Sons.
4. Tulsian, P.C. (2014), Bharat Tulsian, Second Edition, McGraw Hill Education, New Delhi,
5. Gulshan and Kapoor (2012) Principles of Company Law, S Chand & Co., New Delhi.
6. Maheswari, S.N and Maheswari, S.K. (2012). Elements of Corporate Laws. HPH Pvt Ltd., Mumbai.
7. Gupta Sarla, (2008), Cyber Crime: Law Relating To Information Technology, Premier Publishing Co, Allahabad.

### **Web Resources:**

1. <https://www.whatishumanresource.com/the-factories-act-1948---commentary---explained>
2. [https://hrylabour.gov.in/staticdocs/labourActpdfdocs/Workmen\\_Compensation\\_Act.pdf](https://hrylabour.gov.in/staticdocs/labourActpdfdocs/Workmen_Compensation_Act.pdf)
3. <https://www.slideshare.net/AkankshaBartakke/the-payment-of-wages-act-1936-69633688>
4. <https://www.deskera.com/blog/objectives-of-payment-of-wages-act-1936/amp/>
5. <https://vakilsearch.com/blog/what-is-tamilnadu-shops-and-establishments-act/amp/>
6. <http://www.bareactslive.com/TN/tn968.htm>

---

### **Course Outcome:**

---

- CLO 1. Comprehend the judicial set up of labour laws.
- CLO 2. Appraise the role of trade unions.
- CLO 3. Demonstrate ability to judge the underlying legislations.
- CLO 4. Apply the legal rules which regulate Indian labour laws with initiative to propose judgment to problem questions.
- CLO 5. Critically analyse the legal rules and acts which regulate Tamil Nadu labour welfare.

\*\*\*\*\*

**Course Title : Organisational Development**

**Course Code : MSPSE 63**

**Course Credit : 6**

---

**Course Objective :**

- 
- CO1. Develop deep exposition about fundamental concepts in organizational development.
  - CO2. Discuss the significance of diagnostic tools used to assess organizational effectiveness.
  - CO3. Explain how to implement change: cultural change, change in emergency, crisis management, plan for change and manage the process, programs and projects of organizational change, and describe change classification frameworks.
  - CO4. Identify the major types of organizational development interventions.
  - CO5. Point out the strategic interventions that facilitate complete transformation of the organisation.

---

**Course Syllabus:**

---

**BLOCK I: Overview and process of Organisation Development**

Organisation Development - Nature, Models and Theories of planned change – Change management process -Entering and Contracting – Diagnosing Organisations – Diagnosing Groups and jobs – Collecting and analysing diagnostic information – feeding back diagnostic information – designing interventions – leading and managing change – Evaluating and institutionalizing Organisation Development interventions.

**BLOCK II: Human Process Interventions**

Human Process Interventions- OD interventions technique- Interpersonal and group process approaches – Organisation Process approaches- Organizational culture: Definition, importance and components- Organizational development for managing organizational culture- Management of organizational culture and employee effectiveness

**BLOCK III: Socio-Technical Systems**

Socio-Technical Systems-Techno-structural interventions - Types of Techno-Structural Interventions- Physical Settings and OD - Restructuring Organisations – Employee involvement – Work design.

**BLOCK IV: Human Resource management Interventions**

Human Resource management Interventions - Performance management – Developing and assisting members- Managing Workforce Diversity-Employee Wellness.

**BLOCK V: Strategic Interventions**

Strategic interventions - Organisation and environment relationships – Organisation transformation.-Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD.

**References:**

1. Cummings, Thomas G. & Christopher G. Worley (C & W), (2020), Organization Development and Change, 10<sup>th</sup> Edition, Cengage Learning, US.
2. Dipak Bhattacharyya, (2011) Organizational Change and Development, Oxford University Press, New Delhi,.
3. French, W. H. and Bell; CH. (1999), Organisation Development, 6th Edition, Prentice Hall of India, New Delhi
4. Kondalkar, (2009), Organization Effectiveness And Change Management, PHI Learning, New Delhi,
5. Ramnarayan.s, T.V.Rao& Kuldeep Singh, (2009), Organisation Development(interventions & Strategies), 7th edition, Response Books, New Delhi.

**Web Resources:**

1. <https://nptel.ac.in/courses/110102016>
2. <https://www.geektonight.com/14-od-interventions-type-meaning-process-importance-examples/>
3. <https://www.managementstudyguide.com/importance-of-organization-culture.htm>
4. <https://www.theburningofrome.com/helpful-tips/what-are-technostructural-interventions/>
5. <https://www.breathehr.com/en-gb/blog/topic/business-leadership/what-is-organisational-development>

---

**Course Outcome:**

---

- CLO 1. Demonstrate the ability to diagnose organization and manage change.
- CLO 2. Design and construct models for organizational change.
- CLO 3. Critically analyse how to support and/or control change and Initiate response to change.
- CLO 4. Assess Systems-Techno-structural interventions and demonstrate the ability to restructure organisation.
- CLO 5. Apply and organise strategic intervention to aid organization transformation.

\*\*\*\*\*



**Course Title : Strategic Human Resource Management**

**Course Code : MSPSE 64**

**Course Credit : 4**

---

**Course Objective :**

- 
- CO1. Describe the strategic issues surrounding people at the work front.
  - CO2. Explain the feasibility and nature of the link between business strategy and HR strategy.
  - CO3. Examine and illustrate the enduring global contexts of strategic HRM.
  - CO4. Develop cognizance about key aspects of E-HRM
  - CO5. Discuss the emerging issues and multidimensional competitive forces affecting strategic HR decisions.
- 

**Course Syllabus:**

---

**BLOCK I: Understanding SHRM**

Meaning and definition of SHRM- Traditional Vs. strategic HR- Typology of HR activities- Changing Business Environment – Globalisation – Technological Changes – Market Changes – Business Strategy and Human Resource – Strategic Human Resource practices – Strategic responses of Organisations to Changing Environment.

**BLOCK II: Aligning HR Systems with Business Strategy**

Strategic Role of HRM- Alternative HR systems- Linking HRM practices to organizational outcomes- Human Resource Strategy Formulation- HR Strategy in workforce utilization- Strategic Performance Management- HR Strategy for Training and Development

**BLOCK III: SHRM in Global Context**

Multinational, Global, and Transnational Strategies in HRM Multinational- Global, and Transnational Strategies-Strategic Alliances- Sustainable Global Competitive Advantage- Globally Competent Managers- Location of Production Facilities- Expatriation and repatriation management in global HRM- Evaluating HR functions in International Context- HR Scorecard

**BLOCK IV: E-HRM Practices**

E-HRM Meaning- Objective- Types,- E-HRM outcomes- E-HRM Functions- E-HRM tools and software- benefits- Influences of E-HRM on HR Practices

**BLOCK V: Emerging Issues in Strategic HRM**

Multi Source Feedback- Competency Development- HR Strategy in workforce diversity- Organizational HR in the future- The corporations of tomorrow, Information age, Virtual corporation, Diversity, and Social responsibility- virtual teams flexi time and telecommuting HR outsourcing contingent and temporary workers- Employee Engagement Strategies.

**References:**

1. Armstrong, M. (2000), "Strategic Human Resource Management", London: Kogan Page
2. Aswathappa, K. (2007), "Human Resource and Personnel Management, Tata McGraw Hill.
3. Audea, T., S. Teo, et al. (2005), "HRM professionals and their perceptions of HRM and firm performance in the Philippines." International Journal of Human Resource Management
4. Dessler/Varkkey, (2015), " Human Resource Management", 14th edition, Pearson Education India.

**Web Resources:**

1. <https://emeritus.org/in/learn/what-is-strategic-human-resource-management-shrm/>
2. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/hr-strategy-globalization.pdf>
3. <https://talentedge.com/articles/types-international-business-strategies/>
4. <https://www.iedunote.com/e-hrm>
5. <https://www.ukessays.com/essays/commerce/emerging-issues-in-strategic-human-resource-management-commerce-essay.php>

---

**Course Outcome:**

---

- CLO 1. Appraise the integration between corporate strategy and human resource management from a general managerial perspective.
- CLO 2. Critically analyse the key HR areas where strategies can be implemented in the long run to improve the overall employee productivity.
- CLO 3. Comprehend the transnational strategies to create sustainable competitive advantage globally.
- CLO 4. classify and analyse data through E-HRM
- CLO 5. Demonstrate the ability to address issues of strategic human resource management.

\*\*\*\*\*

## MBA General – Electives - Operations

**Course Title** : Project Management

**Course Code** : MSPSE 71

**Course Credit** : 4

---

### **Course Objective:**

---

- CO1. Demonstrate phases of Product life cycle and types for selecting project models. Explain project management and the functions of Project manager.
  - CO2. Examine project organisation, project life cycle under conflict and principles of negotiation.
  - CO3. Explain Budgeting, Network Techniques and resource management.
  - CO4. Analyse monitoring and project management of information systems.
  - CO5. Evaluate project and purposes of auditing. Illustrate project life cycle, its termination process.
- 

### **Course Syllabus:**

---

#### **BLOCK I: Product Life Cycle**

Introduction – Characteristics of Project – Concept of Project Management – Types of Projects - Project life cycle – Phases of project life cycle – Project selection – Types of project selection models – project manager – Selection of Project Manager – Skills of Project Manager - Functions of Project Manager

#### **BLOCK II: Project Organisation**

Project Organisation – types – Project planning. Sorting out the project – Work breakdown structure and Linear Responsibility charts – Conflict and Negotiation – Conflict and causes for Conflict – Types of Conflict in Project Management – Functional and Dysfunctional aspects of Conflict- some requirements and principles of negotiation.

#### **BLOCK III: Budgeting & Network Techniques**

Budgeting and cost estimation – Scheduling – Network techniques: PERT and CPM – Gantt charts – Resource allocation – Resource loading – Resource Levelling.

#### **BLOCK IV: Monitoring Information Systems**

Monitoring and Information Systems – Elements of Project Information Systems – Types of Information – Objectives of Project Information – Characteristics of Project Information Systems - Project Information Reports - Project Control – Types of control processes – Control as a function of Management – Principles of Controlling – Requirements of an effective control system.

## **BLOCK V: Project Audit**

Concept of Management Audit - Project Auditing – Project Audit Process - Purposes of evaluation – Project Audit Life Cycle – Concept of Project termination - Conditions for Project Closure – External factors of Project Closure – Barriers to Project Success – Closure Decision - Termination process

### **References:**

1. Bhavesh .M Patel (2008) Project Management, latest Edition, Vikas Publishing House PVT Ltd.,
2. Choudhury.S, (2009), Project Management, 32nd Reprint, Tata Mcgraw Hill Co. New Delhi
3. Cido I Clements, (2010) Project Management, Cengage learning, US.
4. Gopalakrishnan.P&VE. Ramamoorthy, (2009), project management, latest Edition, Macmillan India Ltd.,
5. Gray D.F. and Erik .w Carson (2012),Project Management, latest edition, Tata Mcgraw Hill Co, New Delhi
6. Joy PK. (2010) Total project Management The Indian context, latest Edition, Mac millan India Ltd.,
7. Panneerselvam.R and P. Senthilkumar (2009), Project Management latest Edtion, PHI learning India PVT Ltd.,
8. Prasanna Chandra (2010), Projects, Planning, analysis, selection financing, Implementation and Review, TataMcgraw Hill Co. New Delhi.

### **Web Resources:**

1. <https://www.adeaca.com/blog/faq-items/what-is-the-project-lifecycle/>
2. <https://www.manage.gov.in/studymaterial/PM.pdf>
3. <https://theintactone.com/2019/03/12/pm-u2-topic-8-project-scheduling-network-techniques-in-project-management-cpm-and-pert-analysis/amp/>
4. <https://www.arc-it.net/html/security/control47.htm>
5. <https://prezi.com/m4leqaonzcdp/123-the-project-audit-life-cycle/>

---

### **Course Outcome:**

CLO 1. Apply the PM processes to initiate various phases of product life cycle, and to coordinate the types of project selection models.

- CLO 2. Demonstrate project planning and linear responsibility chart. Construct a project life cycle and map each stage in the cycle.
- CLO 3. Analyse budgeting network techniques and phases of resources management.
- CLO 4. Examine monitoring information systems in project management.
- CLO 5. Demonstrate the evaluation of project life cycle and termination process.

\*\*\*\*\*

**Course Title : Total Quality Management**

**Course Code : MSPSE 72**

**Course Credit : 6**

---

**Course Objective :**

---

- CO1. Explain dimensions, barriers and tools utilized for quality improvement.
  - CO2. Discuss management of process quality, types of bench marking.
  - CO3. Examine the technique to organize total quality management and COQ by applying juran's model.
  - CO4. Develop the concept of processes and application of tools for quality improvement.
  - CO5. List out criteria programs and universal standards of quality.
- 

**Course Syllabus:**

---

**BLOCK I: Introduction to Total Quality Management**

Introduction to Total Quality Management – Evolution, Definition, Elements and Dimension – QC, BQA & QP concepts-Deming's 14 points –TQM Tools and Techniques-Planning Phase – Barriers to TQM Implementation.

**BLOCK II: Management of Process Quality**

Human Resource Development and Management – Management of process quality – Customer focus and satisfaction – Bench marking-Types and Process.

**BLOCK III: Organising for Total Quality Management**

Organising for Total Quality Management – Productivity and Quality – Cost of Quality –Juran's Model-Analysis for COQ for development.

**BLOCK IV: Processes & Quality tools**

Processes and Quality tools – The Concept of a process – Total Quality Management and data – Quality improvement tools – Understanding process variation.

**BLOCK V: Quality Programs**

Criteria for Quality programs –: Universal Standards of Quality – Reengineering-Recent trends

**References:**

1. Ansari, A. and B. Modarress, (1990), JIT Purchasing, Free Press, New York
2. Dale H. Besterfield, Carol Besterfield-Michna (2012), Total Quality Management: et al, Pearson, New Delhi.
3. Gopal K. Kanji and Mike Asher, (1996), 100 Methods for Total Quality Management, Sage Publication, New Delhi
4. Gupta. N, Valarmathi, B(2010), Total Quality Management, latest Edition, Tata McGraw Hill
5. James R Erans, David A Collier, (2007), Operation Management, latest Edition, Cengage Learning, New Delhi
6. Palpandi. A, U. Surya Rao, D. Jeyathilagan, (2009), Total Quality Management, latest Edition, Vrinda Publication, New Delhi
7. Poornima M Charantimath (2009), Total Quality Management, latest Edition, Pearson, New Delhi
8. ShridharaBhat, K., (2004), Total Quality Management, latest Edition, Himalaya Publishing House, Mumbai.
9. Suresh Dalela&Saurabh, (2004) ISO 9000 A Manual for Total Quality Management, latest Edition, S. Chand & Company Ltd., New Delhi.

**Web Resources:**

1. <https://asq.org/quality-resources/total-quality-management>
2. [https://www.mindtools.com/pages/article/newSTR\\_75.htm](https://www.mindtools.com/pages/article/newSTR_75.htm)
3. <https://www.juran.com/approach/the-juran-model/>
4. <https://www.managementstudyguide.com/quality-management-tools.htm>
5. <https://www.mddionline.com/design-engineering/7-basic-tools-can-improve-quality>
6. <https://www.nibusinessinfo.co.uk/content/what-are-quality-management-standards>

---

**Course Outcome:**

---

- CLO 1. Recognize the basic concept of Total Quality (TQ) and use appropriate techniques for improving processes quality.
- CLO 2. Review project quality management and concept of benchmarking.
- CLO 3. Analyse total quality management and cost of quality by applying juran's model.
- CLO 4. Comprehend processes and techniques for improving quality.
- CLO 5. Examine International Quality Certification Systems.

\*\*\*\*\*

**Course Title : Supply Chain Management**

**Course Code : MSPSE 73**

**Course Credit : 6**

---

**Course Objective:**

---

- CO1. Develop a framework for achieving strategic performance of supply chain.
  - CO2. Illustrate demand and supply and forecasting technique in supply chain.
  - CO3. Discuss inventories management during uncertainty and optimal level of product availability.
  - CO4. Illustrate network design and the significance of information technologies in supply chain.
  - CO5. Explain the contemporary trends and financial evaluation of supply chain decisions.
- 

**Course Syllabus:**

---

**BLOCK I: Introduction to Supply Chain Management**

Introduction to Supply Chain Management –Concept of SCM Building –Components of Supply Chain - a strategic framework to analyze supply chains. Understanding the supply chain – Supply chain performance: Achieving strategic fit and scope –Supply chain Drivers and Obstacles-Value Chain Management.

**BLOCK II: Supply Chain Management**

Customer Focus in SCM -Planning demand and supply in a supply chain. Demand forecasting in a supply chain – Aggregate planning in a supply chain – Planning supply and demand in a supply chain. Managing predictable variability.

**BLOCK III: Managing Inventories**

Planning and managing inventories in a supply chain - Managing Economies of scale in a supply chain: Cycle inventory – Managing uncertainty in a supply chain. Safety inventory – Determining optimal level of product availability.

**BLOCK IV: Network Design**

Transportation, Network design and information technology in a supply chain- Facilities decisions. Network Design in a supply chain – Information Technology in a supply chain.



## **BLOCK V: Recent Trends in Supply Chain**

Coordinating a supply chain and the role of E-Business - Coordination in a supply chain- E-business and the supply chain- Financial evaluation of supply chain decisions-Best Practice in Supply Chain.

### **References:**

1. Bowersox, Closs, Cooper, (2012), Supply Chain Logistics Management, latest Edition, McGraw Hill, New Delhi
2. Burt, Dobbler, Starling, (2003), World Class Supply Management, latest Edition, TMH, New Delhi
3. Chopra, S, and P. Meindl, (2010), Supply Chain Management Strategy, Planning and Operation, latest Edition, Pearson Education New Delhi
4. D. Simchi-Levi, P. Kaminski and E. Simchi-Levi, (2012), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, latest Edition, McGraw-Hill, New Delhi.
5. Donald J Bowersox, David J Closs, (2010), Logistical Management (The integrated Supply Chain Process), latest Edition, TMH, New Delhi
6. Janat Shah , (2010), Supply Chain Management latest Edition, Pearson Education, New Delhi
7. Joel D. Wisner, G. Keong Leong, KeahChoon Tan (2010), Principles of Supply Chain Management: A Balanced Approach, latest Edition, Cengage Learning, India
8. Raghuram, G. and N. Rangaraj, (2010), Logistics and Supply Chain Management: Cases and Concepts, latest Edition, Macmillan, New Delhi
9. Sunil Chopra, Peter Meindl,(2012), Supply Chain Management (Strategy, Planning and Operation), latest Edition, Pearson Education, India.
10. Sunil Sharma, (2010), Supply Chain Management, latest Edition, Oxford University Press, New Delhi

### **Web Resources:**

1. <https://www.oracle.com/in/scm/what-is-supply-chain-management/>
2. <https://www.scmglobe.com/five-supply-chain-drivers/>
3. <https://www.ibm.com/in-en/topics/supply-chain-management>
4. <https://manufacturing-software-blog.mrpeasy.com/cycle-inventory/>
5. <https://www.vskills.in/certification/blog/e-business-and-supply-chain-management/>
6. <https://www.panorama-consulting.com/trends-in-supply-chain-management/>

---

**Course Outcome:**

---

CLO 1. Comprehend supply chain management and illustrate the techniques for strategic fit

CLO 2. Elaborate demand and supply analysis in the supply chain

CLO 3. Analyse management of inventories and optimum level of product availability

CLO 4. Demonstrate network analysis and recognize the importance of information technologies in the supply chain

CLO 5. Consider the role of E-Business and interpret financial decisions in the supply chain

\*\*\*\*\*

**Course Title : Materials Management**

**Course Code : MSPSE 74**

**Course Credit : 4**

---

**Course Objective :**

---

- CO1. Analyse the approaches of materials management and forecasting techniques.
  - CO2. Examine procurement of material management and thereby illustrate quality assurance by applying value analysis.
  - CO3. Examine material quality and the government procedures for import and export.
  - CO4. Discuss inventory management and techniques for optimizing inventory.
  - CO5. Illustrate materials handling and storage. state out various tariff and claim on material management.
- 

**Course Syllabus:**

---

**BLOCK I: Overview of Materials Management**

Introduction – Role of Store and Materials Management – Functions of Materials Management – Scope of Materials Management – Objectives of Materials Management - Materials Planning - Systems approach to Materials Management – Forecasting, objectives and the Materials Organisation – Forecasting Techniques – Qualitative Models – Quantitative Models – Worked Examples.

**BLOCK II: Purchasing & Value Analysis**

Purchasing – Purchasing in Materials Management – System Concept – Purchasing and Procurement activities under Materials management – Value Analysis and Value Engineering – Purchasing and Quality Assurance.

**BLOCK III: Material Quality Control**

Incoming Material Quality Control – Statistical Quality Control – Purchasing capital equipment, plant and machinery – International Buying and Import purchasing – Governmental purchasing practices and procedures-

**BLOCK IV: Inventory Management & Control Systems**

Inventory Management and Control Systems – Types of Inventories - Inventory optimizing: ABC, FSN and VED – Two – Bin System – Maxi – Mini System – Economic Order Quantity – Safety or Buffer Stock.

Stores Management and Operation – Material Accounting, Flow of Costs and Inventory Valuation, Physical Verification, Security and Materials Audit- Inventory optimizing: ABC, FSN and VED.

### **BLOCK V: Materials Handling & Storage Systems**

Materials Handling and Storage Systems - Material Handling Equipments - Physical Distribution Logistics – Transportation, Traffic and Claims Management – Operations Research and Related Techniques - Transportation Problems – Obtaining an Initial, Feasible, Basic Solution – Ascertain the Optimality of the Initial Solution – PERT.

#### **References:**

1. Arnold, Ramakrishnan (2010), Introduction to Materials Management, latest Edition, Pearson Publication, New Delhi
2. Dobler D.W., Lee, L. and Burt D.N., (2012), Purchasing and Materials Management, latest Edition, McGraw Hill, New Delhi
3. Gopalakrishna and Sundaresan (2008), “Materials Management”, latest Edition, Tata McGraw Hill, New Delhi.
4. J. R. Tony Arnold, Stephen N. Chapman (2008), Introduction To Materials Management, latest Edition, Prentice Hall, New Delhi
5. Max Muller, (2011), Essentials of Inventory Management, 2nd Edition, AMACOM/American Management Association, New York, US.
6. Menon, (2008), Store Management, latest Edition, Macmillan, New Delhi.
7. Richard J. Tersine (2010), Principles of Inventory and Materials Management , latest Edition, Prentice Hall, India
8. Seetharama. L Narsimhan, Dennis W McLeavy, Peter J Billington, (2009), Production Planning And Inventory Control, latest Edition, Prentice Hall Of India Pvt Ltd, New Delhi.
9. Westing J.H. , Fine I.F. and Zens G.J., (2010), Purchasing Management, latest Edition, Eastern Ltd., New Delhi.
10. Zipkin, (2008), Foundations of Inventory Management, latest Edition, McGraw Hill, New Delhi

#### **Web Resources:**

1. <https://www.twi-global.com/technical-knowledge/faqs/what-is-material-management>
2. <https://dpar.mizoram.gov.in/uploads/attachments/e99dcbb0dcfa79072f0af04d0c318569/pages-74-ebook-of-inventory-management-system.pdf>
3. <https://www.clear.in/s/inventory-control>
4. <https://theintactone.com/2019/06/17/pom-u3-topic-6-abc-analysis-ved-analysis-sde->

analysis-hml-and-fsn-analysis/

5. <https://rebstorage.com/articles-white-papers/what-is-material-handling/>

---

**Course Outcome:**

---

- CLO 1. Identifying the scope for integrating materials management functions over the logistics and supply chain operations.
- CLO 2. Recommend the techniques for procuring materials and to point out quality assurance
- CLO 3. Demonstrate application of statistical methods to analyze material quality and the procedure for import and exports.
- CLO 4. Review the optimization of inventory management and control systems.
- CLO 5. Analyse the materials in storage, handling, packaging, shipping distribution and standardizing.

\*\*\*\*\*

## **MBA General – Electives-Information Technology**

**Course Title : Managing Information Technology**

**Course Code : MSPSE 81**

**Course Credit : 4**

---

**Course Objective :**

---

- CO1. Describe the role of information technology and information systems in business.
  - CO2. Explain how internet and other information technologies support business processes and innovation.
  - CO3. Identify the IT strategies, techniques and trends in system architecture.
  - CO4. Develop an overall perspective of the importance of application of internet technologies in business management.
  - CO5. Discuss the important aspects of developing IT master plans.
- 

**Course Syllabus:**

---

### **BLOCK I: Roles of Information Technology**

Roles of Information Technology (IT): Information Technology Management – Trends of Information Technology - Roles of Chief Information Officer (CIO) as Chief Technical Officer (CTO) – Responsibilities of CIO - Chief Asset Officer (CAO) – Roles of CAO - Chief Knowledge Officer (CKO) - Responsibilities of CAO – Role and Responsibilities of CKO

### **BLOCK II: Enterprise Innovation**

IT / CIO and Promotion of Enterprise Innovation: A Framework for Enterprise Innovation by IT – Business Innovation by IT – Product Supply Innovation by IT –Supply Chain Management (SCM) Innovation - IT Innovation Tools of SCM- Management Innovation by IT – Promotion of Enterprise Innovation by IT

### **BLOCK III: System Architecture**

IT Strategies: Information System Architecture – Important IT Techniques and Trends – Construction of Information System Architecture.

### **BLOCK IV: Management of IT**

CIO and Management of IT Management: Framework for IT Management – IT Asset Management – IT Process Management – System Cost Management – Innovation Strategies for IT Organisation – Management of IT Outsourcing.

### **BLOCK V: Preparation and Development of IT**

Preparation and Development of IT Master Plans: Security Policy - Preparation and Development of Security Policy- Overview of Computer Security – Computer Crime – Various

Security Problems - Risk Management – Risk Management and SDLC – Risk Assessment - Managing Information Systems – MIS and Management – Case Studies.

**References:**

1. ArpitaGopal, (2009), MIS for Strategic Business Processes, latest Edition, Excel Publication, India.
2. Brien, Marakas, Behl,( 2010), Management Information Systems, latest Edition, TMH, India.
3. Goyal .D P., (2010), Management Information Systems–Managerial Perspective, 3rd Edition MacMillan, Chennai.
4. Gupta A K, Sharma, (2012), Management of Systems, latest Edition, Macmillan, Chennai.
5. Jawadekar, (2012), MIS Text and Cases, latest Edition, TMH, India.
6. Joseph P T,( 2012), E-Commerce, an Indian Perspective, PHI, India.
7. Laudon&Laudon, Management Information Systems, latest Edition, Pearson, India.
8. Milind M Oka (2012), Cases in Management Information system, latest Edition, ‘Everest Publication, India.
9. Murthy, (2013), Management Information System, latest Edition, Himalaya Publication, India.
10. Nina Godbole&SunitBelapure, (2012), Cyber Security, latest Edition, Wiley India.
11. NirmalaBagchi, (2012), Management Information Systems, latest Edition, Vikas Publication, India.
12. Sandra Senf, (2012), Information Technology Control and Audit, 3<sup>rd</sup> Edition, CRC Press.

**Web Resources:**

1. <https://2012books.lardbucket.org/books/an-introduction-to-business-v1.0/s19-managing-information-and-techn.html>
2. <https://rebstorage.com/articles-white-papers/what-is-material-handling/>
3. <https://dai-global-digital.com/the-back-end-of-management-information-systems.html>
4. <https://www.ibm.com/in-en/topics/it-management#:~:text=IT%20management%20refers%20to%20the,make%20information%20systems%20operate%20efficiently>

---

**Course Outcome:**

---

- CLO 1. Apply the core aspects of information technology principles and roles, and manage their implementation in a business context.
- CLO 2. Demonstrate the ability to Design, assess and prioritize enterprise innovation.
- CLO 3. Plan and construct the architectural framework of information system.
- CLO 4. Illustrate the framework of IT management.
- CLO 5. Demonstrate the ability to develop IT master plans.

\*\*\*\*\*



**Course Title : Information Systems Development**

**Course Code : MSPSE 82**

**Course Credit : 4**

---

**Course Objective:**

---

- CO1. Describe the role of information technology and information systems in business.
  - CO2. Explain how internet and other information technologies support business processes and innovation.
  - CO3. Identify the IT strategies, techniques and trends in system architecture.
  - CO4. Develop an overall perspective of the importance of application of internet technologies in business management.
  - CO5. Discuss the important aspects of developing IT master plans.
- 

**Course Objective:**

---

**BLOCK I: Introduction to Information Systems Development**

Introduction to Information Systems Development - Framework and Definitions – Types of Information systems - System Development Life Cycle – System Development Process Paradigms/ Approaches. System Analysis Skills: System Analysis – Role of System Analyst - Skills Needed for System Analysis - Analytical Skills – Management Skills – Interpersonal Skills – Other Skills Needed.

**BLOCK II: Managing Information Systems Projects**

Managing Information Systems Projects: Initiating and Planning the Project – Executing the project – Gantt and PERT charts – Critical Path and Slack Time - Project management software. CASE tools: Diagramming tools – Form and report generator tools – Analysis tools – CASE Repository. Identifying and Selecting Systems Development Projects: Corporate Strategic planning – Information Systems Planning – Types of Information Systems Planning – Challenges in Information Systems Planning.

**BLOCK III: Initiation and Planning**

Initiation and Planning: Assessing Project Feasibility – Cost / Benefit Analysis and ROI – Building a Baseline Project Plan. Preparing and Presenting the Project Proposal: Organising the Proposal – Effective Written Communication – Presenting the Proposal.

**BLOCK IV: Requirements Determination**

Requirements Determination: Interviewing – Advantages and Disadvantages of Interviews - Types of Interviews and Questions – Procedure to Conduct an Interview - Questionnaires –

Advantages and Disadvantages of Questionnaires – Types of Questionnaires – Developing a Questionnaire – Prototyping – Steps in Prototyping - Advantages and Disadvantages of Prototyping. Requirements Structuring: Process modeling – Logic modeling – Conceptual data modeling. Designing the Interface: Forms and Reports – Interface design technique.

### **BLOCK V: Implementation**

Implementation: Coding - Verification and validation - Testing – Goals and Classification of Testing -Test Automation - Installation – Documentation – User training. Maintenance: Types of maintenance – Cost of maintenance – Managing maintenance – Personnel Maintenance – Measuring effectiveness of maintenance – Change Management – Controlling maintenance requests – Configuration management.

### **References:**

1. Kenneth E. Kendall, Julie E. Kendall, (2013), System Analysis and Design, 9th Edition, Pearson Education, India
2. J.L. Whitten, L.D. Bentley &K.C.Dittman,(2003), System Analysis and Design, 6th Edition,McGraw Hill, New Delhi
3. Donald C.Gause& Gerald M.Weinberg, (2011), Exploring Requirements, Dorset House, Taikoo
4. Ian Sommerville, (2016), Software Engineering, 10th Edition, Pearson Education, India.

### **Web Resources**

1. <https://bus206.pressbooks.com/chapter/chapter-10-information-systems-development/>
2. <https://nptel.ac.in/courses/106105218>
3. <https://open.umn.edu/opentextbooks/textbooks/189>
4. [http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\\_content/S000023MA/P001400/M022337/ET/1504603509Module40Quadrant-I.pdf](http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001400/M022337/ET/1504603509Module40Quadrant-I.pdf)
5. <https://theintactone.com/2019/04/06/wcm-u5-topic-3-types-of-maintenance-system/amp/>

---

### **Course Outcome:**

- CLO 1. Apply the core aspects of information technology principles and roles, and manage their implementation in a business context.
- CLO 2. Demonstrate the ability to Design, assess and prioritize enterprise innovation.
- CLO 3. Plan and construct the architectural framework of information system.
- CLO 4. Illustrate the framework of IT management.
- CLO 5. Demonstrate the ability to develop IT master plans.

**Course Title : Data Mining & Big Data Analytics**

**Course Code : MSPSE 83**

**Course Credit : 6**

---

**Course Objective :**

- 
- CO1. Compare and contrast basic descriptive and predictive data mining techniques.
  - CO2. Develop application skills of data mining tool on different data sets.
  - CO3. Describe the role of classification and prediction under different methods.
  - CO4. Create deep insight on neural network prediction methods and clustering algorithms.
  - CO5. Discuss the big data platform and its uses.

---

**Course Syllabus:**

**BLOCK I: Data Mining**

Data Mining Definition and functionalities - Needs, Classifications of DM, Integration of a Data Mining system - Technologies used, Issues in Data Mining – Business Intelligence and Data warehouse – What is data warehouse – Data Marts – Metadata – Trends in data warehousing.

**BLOCK II: Online Analytical Processing**

Online Analytical Processing (OLAP) – Online Transaction Processing (OTP) - Data Cleaning – Data integration and transformation – Data reduction – Data compression – Data Mining primitives – Kind of knowledge to be mined – Discretisation and concept hierarchy.

**BLOCK III: Classification**

What is classification and prediction – Issues regarding classification and prediction – Classification methods - Decision Tree, Bayesian Classification, Rule based, CART, Neural Network Prediction methods – Linear and Non-linear regression.

**BLOCK IV: Business Application** Data Mining for business applications Like balance scorecard, fraud detection, click stream mining, Market segmentation, retail Industry, Telecommunication industry, Banking and Finance and CRM.

**BLOCK V: Big Data**

Big data: Definition -Characteristics, Big Data: Applications, Correlations and Predictions, Big data: Privacy concerns – Clustering, Spatial Mining, web mining, text Mining – Big data business analytics – role of data scientists – Main phases of life cycle – Developing core deliverables for stakeholders.

**References:**

1. AmbigaDhiraj Michael Minelli, Michele Chambers, (2013), "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley India.
2. Ian H. Witten and Eibe Frank, (2016), "Data Mining: Practical Machine Learning Tools and Techniques", 4<sup>th</sup> Edition, Morgan Kaufmann.
3. Jiawei Han and MichelineKamber,(2017), "Data Mining, Concepts and Techniques", Third Edition, Morgan Kaufmann Publishers.
4. Margaret H. Dunham, (2006), "Data Mining: Introductory and Advanced Topics", Pearson Education.
5. Phil Simon, (2015), "too Big to Ignore: The Business case for Big Data", Wiley India.
6. Ramesh Sharda, Efraim Turban, DursunDelen, (2018),"Business Intelligence and Analytics: Systems for Decision Support", 10<sup>th</sup> edition, Pearson,
7. Viktor Mayer, Schonberger, Kenneth Cukier, (2017), "Big Data: The essential guide to Work, Life and Learning in the Age of Insight", John Murray.

**Web Resources:**

1. <https://www.techtarget.com/searchbusinessanalytics/definition/big-data-analytics>
2. <https://www.ibm.com/cloud/blog/olap-vs-oltp>
3. [https://mrcet.com/downloads/digital\\_notes/CSE/IV%20Year/BIG%20DATA%20ANALYSIS%20NOTES.pdf](https://mrcet.com/downloads/digital_notes/CSE/IV%20Year/BIG%20DATA%20ANALYSIS%20NOTES.pdf)
4. <https://www.javatpoint.com/what-is-olap>
5. <https://www.upgrad.com/blog/what-is-big-data-types-characteristics-benefits-and-examples/>

---

**Course Outcome:**

---

- CLO 1. Critically analyse data mining algorithms to solve real world problems.
- CLO 2. Comprehend statistical data analysis techniques used in decision making.
- CLO 3. Assess different data mining techniques like classification, prediction, clustering and association rule mining.
- CLO 4. Summarise the concept of big data and its business implications.
- CLO 5. Apply basic data collection strategies and choose right algorithms.

\*\*\*\*\*

**Course Title : E-Commerce**

**Course Code : MSPSE 84**

**Course Credit : 4**

---

**Course Objective :**

- 
- CO1. Develop cognizance of the concepts and main activities of E-Commerce.
  - CO2. Explain the various components and application of E-Commerce in different sectors.
  - CO3. Discuss the e-commerce requirements of a business and develop a business plan / model.
  - CO4. Identify and examine security issues as well as channel conflicts of E-Commerce
  - CO5. Locate the ethical, social, and security issues of information systems.

---

**Course Syllabus:**

---

**BLOCK I: Introduction to E-Commerce**

E-commerce Technology: Principles – Potential – Categories of E-commerce – Categories of E-Commerce – Development and Growth of E-commerce – Advantages and Disadvantages of E-commerce - Data Warehousing – Temporal Coherency – Networking Infrastructure – Software Tools – IP, TCP HTTP, HTML – Cryptography – Consumer Interface Technologies – OALP & Data mining.

**BLOCK II: Applications of E-Commerce**

E-commerce: Effect on job, growth, trade, international co-operation – Tax problems – Applications of E-commerce in different sectors – service, industry, domestic etc., - multidisciplinary approach to E-commerce – Softwares.

**BLOCK III: E-commerce Management**

E-commerce Management: Net Centrism – Navigation – Website Design – Website Design Model - Web Metrics – Business models – The Internet Service Provider (ISP) Model – Creating Gateways Model – Building Communities – Meeting Information Needs Models - E-Selling of Products and Services -The E-blit Services Model - Hyper Markets – Intelligent Agents – Auctions – Design, Protocol.

## **BLOCK IV: Channel Conflict Management**

Channel conflict management: Security and Encryption – Abuse and Netiquette – Internet Governance – Dimension of Quality – Total Quality Management (TQM) Definitions - Evaluation of TQM – Elements of TQM – Benefits Of TQM – Obstacles Associated with the TQM Implementation - Economics of E-commerce – Equilibrium price – Electronic Marketing – Taxing – e-business – Road map for success.

## **BLOCK V: Legal Aspects**

E-commerce – Legal Issues: Software Intellectual property law – Copyright – Trademark – Patent - Contract law for E-commerce, warranties and new products – Cyber law issues – Privacy and Trans border flows, fraud – Security of Information and Risks – Electronic Highway Robbery – Consumer Protection.

### **References:**

1. Dave chaffey, (2013), e-business & e-commerce management- strategy, implementation and practice, 5<sup>th</sup> Edition, Pearson, New Delhi.
2. Elias M Awad,(2012), Electronic Commerce, latest Edition, PHI, India.
3. Jawadekar, (2012), MIS Text and Cases, latest Edition, TMH, India.
4. Kulkarni et al., (2012), E-Business, latest Edition, Oxford Press, India.
5. Milind M Oka (2012), Cases in Management Information system, Latest Edition, Everest Publication, India.
6. Napier et al., (2012), Creating A Winning E-Business, latest Edition, Cengage, India.
7. ParadDiwan, Sunil Sharma, (2013) e-commerce A Manager's Guide to e-business, latest Edition, Excel Publication, New Delhi.

### **Web Resources:**

1. <http://www.simplynotes.in/e-notes/mbabba/electronic-commerce/>
2. <https://www.geeksforgeeks.org/difference-between-data-mining-and-olap/>
3. <https://lilacinfotech.com/blog/120/What-is-E-commerce-and-what-are-its-Applications>
4. <https://www.elasticpath.com/blog/6-ecommerce-business-models-b2b-b2c>
5. <https://enterslice.com/learning/e-commerce-legal-issues/amp/>

---

### **Course Outcome:**

CLO 1. Apply the know- how of the electronics transactions like business to business, business to commerce, for sharing, processing the business activities.

CLO 2. Demonstrate how to transact financial and document interchange between two or more business parties.

CLO 3. Critically analyse the impact of IT in business and list out its dynamic nature.

CLO 4. Assess changes in the business framework due to IT innovations.

CLO 5. Summarise the Legal issues and important laws relating to cyber security and intellectual property.

\*\*\*\*\*



**Course Title** : Project Report

**Course Code** : MSPSP -40

**Course Credit** : 8

---

**GUIDELINES FOR PROJECT COURSE MSPSP - 40**

Students can register for the Project Course with Course Code **MSPSP-40** in the second year. For registration purposes, the Project Course is treated as one Course, carrying a weight of 6 credits.

**OBJECTIVE**

The objective of the Project Course is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.

## Annual Academic Calendar for MBA Programme (Semester Scheme)

AY -2021-2022 Batch

Sl. No.	Academic Activities	Date & Month
01	Last date for MBA admission	--
02	Distribution of SLM (Study Material)	Immediately once admission is over.
<b>FIRST SEMESTER</b>		
03	PCP / Counselling	6 <sup>th</sup> to 22 <sup>nd</sup> April 2022
09	Examination Notification	April 2022
10	Submission of Assignments	May 31 <sup>st</sup> 2022
11	Examination	August 2022
12	Results	October 2022
<b>SECOND SEMESTER</b>		
13	PCP/Counselling	6 <sup>th</sup> to 22 <sup>nd</sup> April 2022
14	Submission of Assignments	May 31 <sup>st</sup> 2022
15	Examination Notification	April 2022
16	Examination	August 2022
17	Declaration of Results	Oct 2022
<b>THIRD SEMESTER</b>		
18	PCP / Counseling	--
19	Examination Notification	Dec 2022
20	Submission of Assignments	--
21	Examination	Feb-2023
22	Results	May, 2023
<b>FOURTH SEMESTER</b>		
23	PCP/ counseling	---
24	Submission of Assignments	July 31 <sup>st</sup> 2023
25	Examination Notification	August 2023
26	Submission of Project Report	September 2023
26	Examination	September 2023
27	Declaration of Results	Oct 2023

**Accounted audited statement for the  
last three years**

**TNOU**  
**AUDIT REPORT**  
**2019 – 20**

  
 FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



**LOCAL FUND AUDIT**

**From**  
**Thiru. G.Rajendran, M.Com., M.Phil.,**  
**Deputy Director**  
**Local Fund Audit**  
**University of Madras**  
**Chennai – 600 005.**

**To**  
**The Registrar,**  
**Tamil Nadu Open University,**  
**Saidapet,**  
**Chennai – 600 035.**

**R.C. No. 283 / A3 / 2021, Date: 26.11.2021 .07.2021**

Sir,

Sub: Audit – Tamil Nadu Open University – Audit Report for the year 2019 – 20 issued under Sec (12) 4 of Local Fund Audit, Act, 2014 – Reg.

\*\*\*\*\*

The Audit Report on the Annual Accounts of the Tamil Nadu Open University for the year 2019 – 20 is issued with reference to Sec (12) 4 of Local Fund Audit Act, 2014 and requested to take further action as stipulated in Sec 13 of the Act. The replies to the Audit Report may be sent to this Office within two months from the date of receipt of this Audit Report as per Rule 13 (1) of Local Fund Audit Act. The Receipt of Audit Report may kindly be acknowledged.

  
**DEPUTY DIRECTOR**

Encl: Audit Report 2019 – 20 with Annexures.

Copy to :

1. The Director, Local Fund Audit, Chennai – 35. (we).
2. The Addl Chief Secretary, Finance Department, Chennai – 9 (woe).
3. The Secretary, Higher Education Department, Chennai – 9 (woe)
4. The Secretary UGC, New Delhi (woe).



31

TUITION FUND ACCOUNT  
SCHOLARSHIP A/c  
RECEIPTS & CHARGES ACCOUNT 2019-20

S. No.	RECEIPTS	AMOUNT	S. No.	EXPENDITURE	AMOUNT
1	SC / ST Scholarship	Nil	1	SC / ST Scholarship Paid	Nil
2	Bank Interest	2040	2	Contingencies	Nil
3	Transfer fund from Tuition Fee	Nil			
4	Interest (Sweep A/c)	39711			
<b>TOTAL</b>		<b>41751</b>	<b>TOTAL</b>		<b>0</b>
Opening Balance as on 01.04.2019		779773	Closing Balance as on 31.03.2020		821524
opening balance Rs.57,364/- Opening Balance as per sweep A/c Rs.7,22,409/-			Closing balance Rs.59,404/- Closing Balance as per sweep A/c Rs.7,62,120/-		
<b>GRAND TOTAL</b>		<b>821524</b>	<b>GRAND TOTAL</b>		<b>821524</b>

VB  
Bank Statement  
closing balance  
15/4/20

NO

15/02/2021  
D.D.

JA

FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

DR

Jashini

2019-20

TAMILNADU OPEN UNIVERSITY  
 ICSSR FELLOWSHIP  
 RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020

RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
Grant Received	56000	1	Payment of fellowship	Nil
BANK INTEREST	2516	2	Advance	56000
Transfer of fund from General Fund	Nil			
TOTAL	58516		TOTAL	56000
OPENING BALANCE AS ON 1.04.2019	59814		CLOSING BALANCE AS ON 31.03.2020	62330
GRAND TOTAL	118330		GRAND TOTAL	118330

*Dushippi*

*[Signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>
<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>	<i>[Signature]</i>



TAMILNADU OPEN UNIVERSITY.  
DEB GRANTS ACCOUNTS  
RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020

SN	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	Development Grant	Nil	1	Purchase of Study material	Nil
2	Bank Interest	1111	2	Staff Training & Development	Nil
3	Advance Adjustment	Nil	3	Research and Development	Nil
4	Refund of unspent Advance	Nil	4	Contingency(Bank charge)	Nil
5	Other Receipts	Nil	5	Advance	Nil
6	Interest (Sweep A/c)(73400+6402)	79802	6	Vocational Education & Training	31343
	<b>TOTAL</b>	<b>80913</b>		<b>TOTAL</b>	<b>31343</b>
	<b>OPENING BALANCE AS ON 1.04.2019</b>	<b>1304028</b>		<b>CLOSING BALANCE AS ON 31.03.2020</b>	<b>1353598</b>
	opening balance Rs.32,376/-			Closing balance Rs.32,347	
	Opening Balance as per sweep A/c Rs.12,71,652/-			Closing Balance as per sweep A/c Rs.13,21,251/-	
	<b>GRAND TOTAL</b>	<b>1384941</b>		<b>GRAND TOTAL</b>	<b>1384941</b>

*E. Shripa*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-16.



(3)

TAMILNADU OPEN UNIVERSITY  
 SPECIFIC GRANT ACCOUNT  
 RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020

RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
REST ON BANK	2057	1	BANK CHARGE	
TOTAL	2057		TOTAL	
OPENING BALANCE AS ON 1.04.2019	57846		CLOSING BALANCE AS ON 31.03.2020	59903
GRAND TOTAL	59903		GRAND TOTAL	59903

*[Signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Handwritten marks]*  
 KMY  
 SUPA

*[Handwritten signature]*

*[Handwritten signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Handwritten signature]*  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
 CLASSICAL TAMIL FUND  
 RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020

RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
BANK INTEREST	30049	1	Honoraiam Paid	20000
		2	Advance	Nil
		3	Bank charge	35.40
<b>TOTAL</b>	<b>30049</b>		<b>TOTAL</b>	<b>20035.40</b>
OPENING BALANCE AS ON 1.04.2019	859408		CLOSING BALANCE AS ON 31.03.2020	869421.60
<b>GRAND TOTAL</b>	<b>889457</b>		<b>GRAND TOTAL</b>	<b>889457.00</b>

FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*Supt.*

*1000000*

*15/03/2020*

*[Signature]*

FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 Registrar

Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.



**TAMILNADU OPEN UNIVERSITY**  
**CORPUS FUND**  
**RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020**

SN	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	INTEREST ON BANK	1834			
2	INTEREST ON BANK (Sweep A/c)	57064			
	TOTAL	58898		TOTAL	
	OPENING BALANCE AS ON 1.04.2019	1091606		CLOSING BALANCE AS ON 31.03.2020	1150
	Opening balance Rs.51,606/- Opening Balance as per sweep A/c Rs.10,40,000/-			Closing balance Rs.53,440/- Closing Balance as per sweep A/c Rs.10,97,064/-	
	GRAND TOTAL	1150504		GRAND TOTAL	1150

*[Handwritten initials]*

*[Handwritten initials]*

*[Handwritten initials]*

*[Handwritten signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Handwritten signature]*  
 J.D. DOLIP

*[Handwritten signature]*

*[Handwritten signature]*

FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Handwritten signature]*  
 Registrar

Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
CONTRIBUTORY PENSION SCHEME  
RECEIPT AND CHARGES FOR THE YEAR OF 2019-20

RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
CPF Recovery from G.F / B.ED	8166604	1	CPS Settlement of Terminal Benefit	319931
Transfer of fund from General fund	6000000	2	CPS Paid Retirement Benefits	6205521
Bank Interest (SB A/c)	5656	3	CPS Paid (Working Period)	61574
Interest (Sweep A/c) 219005+13690)	232695	4	Investment	900000
Total	14404955		Total	1614120
OPENING BALANCE AS ON 1.04.2019	8799368		CLOSING BALANCE AS ON 31.03.2020	706311
opening balance Rs.54,979/-			Closing balance Rs.54,634/-	70,88,482
Opening Balance as per sweep A/c Rs.87,44,389/-			Closing Balance as per sweep A/c Rs.69,94,792	
GRAND TOTAL	23204323		GRAND TOTAL	23204323

*ASST*

*ASST*

*ASST*

*S. Maheswari*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
- CHENNAI-15.

*VLD*

*DR*

*DR*

*DR*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
- CHENNAI-15.

*DR*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

17

TAMILNADU OPEN UNIVERSITY  
SPECIAL PROVIDENT FUND ACCOUNT  
RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020

RECEIPTS	AMOUNT	CHARGES	AMOUNT
Special Provident fund Recovery	92050	SPF Retirement Benefits Paid	43344
Bank Interest	1788		
Interest (Sweep A/c)	54612		
TOTAL	148450	Total	43344
OPENING BALANCE AS ON 1.04.2019	970387	CLOSING BALANCE AS ON 31.03.2020	1075494
opening balance Rs.55,129/-		Closing balance Rs.50,624/-	
Opening Balance as per sweep A/c Rs.9,15,258/-		Closing Balance as per sweep A/c Rs.10,24,870/-	
GRAND-TOTAL	1,188,838	GRAND TOTAL	1,118,838

*Handwritten signature*

*Handwritten signature*

*Handwritten signature*

*Handwritten signature*

S. Mahalingam  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*Handwritten notes:*  
V/D  
S. Mahalingam  
ASST. FINANCE OFFICER

*Handwritten notes:*  
DR

*Handwritten signature*

FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*Handwritten signature*

Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



(16)

**TAMILNADU OPEN UNIVERSITY**  
**GPF ACCOUNT**  
**RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020**

N	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	GPF RECOVERY	1398991	1	GPF Part final Close	2470557
2	GPF RECOVERY FROM ARREARS	18041	2	GPF Part Payment	466460
3	BANK INTEREST	2175	3	Investment	2500000
4	INTEREST (Sweep a/c)	181787			
	TOTAL	1600994		Total	5437017
	OPENING BALANCE AS ON 1.04.2019	5125336		CLOSING BALANCE AS ON 31.03.2020	1289313
	opening balance, Rs.53,879/-			Closing balance Rs.26,480/-	
	Opening Balance as per sweep A/c Rs.50,71,457/-			Closing Balance as per sweep A/c Rs.12,62,833/-	
	GRAND TOTAL	6726330		GRAND TOTAL	6726330

D.D.

*S. Mahalingam*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*MD*  
*ASST. Supt.*  
*05/09/20*

*ASST. Supt.*  
*05/09/20*

*DR*  
*05/09/20*

*Dudumigga*

*ASST. Supt.*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*my*  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

13

TAMILNADU OPEN UNIVERSITY  
PENSION FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020

RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
TRANSFER OF FUND FROM EXAM FUND	8500000	1	PENSION PAID	548000
TRANSFER OF FUND FROM ONLINE SPOT COMMISSION	2000000	2	RETIREMENT BENEFIT PAID	490710
BANK INTEREST	3109	3	DA AREARS PENSION PAID	113920
TRANSFER OF FUND FROM FEE COLLECTION C/D	550000	4	CONTINGENCIES (Bank charge)	Nil
INTEREST (sweep A/c)	43267			
TOTAL	11096373		TOTAL	11465300
PENDING BALANCE AS ON 1.04.2019	1008646		CLOSING BALANCE AS ON 31.03.2020	639000
Opening balance - Rs.58,646/-			Closing balance Rs.32,501/-	
Opening Balance as per sweep A/c Rs.9,50,000/-			Closing Balance as per sweep A/c Rs.6,07,130/-	
GRAND TOTAL	12105019		GRAND TOTAL	12105010

*S. Mahalingam*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*ASST. Supr.*  
*DR*  
*DR*

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 016.

C  
C  
F  
A  
C  
L  
B



TAMIL NADU OPEN UNIVERSITY  
 EARMARKED FUND ACCOUNT  
 RECEIPTS AND CHARGES FOR THE YEAR 2019-20

NO	RECEIPTS	AMOUNT(Rs.)	S. NO	CHARGES	AMOUNT(Rs.)
1	Security Deposit	10000	1	Refund of Security Deposit-LRC	4720000
2	LRC & CPC Deposit	Nil	2	Refund of EMD Deposit	Nil
3	EMD Deposit	Nil	3	Refund of LRC & CPC Deposit	Nil
4	Bank Interest	20570	4	Refund of Inspection fee	Nil
5	Recognition fee	Nil	5	Transfer of Fund to Tuition fee	Nil
6	Interest (Sweep A/c)	104618	6	Contingencies(Bank charge)	505.04
7	Transfer of fund from tuition fee	2000000			
8	Transfer of fund from General Fund	Nil			
	TOTAL	2135188		TOTAL	4720505.04
	Opening Balance as on 01.04.2019	5185974.40		Closing Balance as on 31.03.2020	2600657.35
	Opening balance Rs.11,99,520.40/-			Closing balance Rs.-403918.64	
	Opening Balance as per sweep A/c Rs.39,86,454/-			Closing Balance as per sweep A/c Rs.30,04,576/-	
	Grand Total	7321162.40		Grand Total	7321162.40

*[Signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.



**TAMILNADU OPEN UNIVERSITY  
RESEARCH PROGRAMME FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020**

N	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	TUITION FEES	1299620	1	REFUND OF TUITION FEES	10000
2	EXAM FEE	400	2	TA/ DA	Nil
3	SALE OF APPLICATIONS	43100	3	ADVERTISEMENT	Nil
4	BANK INTEREST (SB A/C)	3356	4	RESEARCH GUIDE REMUNERATION	5200
6	UNSPENT ADVANCE	5200	5	QUESTION PAPER SETTERS REMN	Nil
0	OTHER RECEIPTS	11250	6	CONDUCT OF EXAMINATION	22184
7	Advance Adjustment	91816	7	CONDUCT OF SEMINARS	106848
8	INTEREST (SWEEP A/C)	94987	8	ADVANCES	61366
			9	CONTINGENCIES	160250
			10	INVESTMENT	3300000
	<b>Total</b>	<b>1549729</b>		<b>Total</b>	<b>3665848</b>
	OPENING BALANCE AS ON 1.04.2019	3560032		CLOSING BALANCE AS ON 31.03.2020	1443913
	opening balance Rs.1,07,505/-			Closing balance Rs.1,11,257/-	
	Opening Balance as per sweep A/c Rs.34,52,527/-			Closing Balance as per sweep A/c Rs.13,32,656/-	
	<b>GRAND TOTAL</b>	<b>5109761</b>		<b>GRAND TOTAL</b>	<b>5109761</b>

*J. Shriniji*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*S. Mahalingam*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*WJ*  
Registrar  
Tamil Nadu Open University  
No:577, Anna Salai,  
Saidapet, Chennai-600 078

*SA SA SA SA SA*

*WJ*

*15/03/2020*

**TAMILNADU OPEN UNIVERSITY  
BED & PROSPECTUS ACCOUNT  
RECEIPT AND CHARGES FOR THE YEAR OF 2019- 2020**

SN	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	Sale of Prospectus ✓	33500	1	Salary for B.Ed. Staff ✓	14709269
2	Tuition Fees ✓	16204863	2	Printing of Lessons & Prospectus ✓	218160
3	Advance Adjustment ✓	575842	3	Postage ✓	Nil
4	Refund of Unspent Advance ✓	93438	4	Conduct of Examination ✓	485783
5	Sale of Study Materials	NIL	5	Counselling/Study Centre Remuneration ✓	3502000
6	Bank Interest ✓	11742	6	Course Writer Remuneration ✓	Nil
7	FD Matured	NIL	7	T/DA ✓	10327
8	Transfer of fund from Exam fund ✓	2000000	8	Refund of Tuition Fees ✓	30300
9	Other Receipts ✓	206100	9	Advertisement ✓	Nil
10	Salary Adjustments ✓	13000	10	Teaching practice Claim/Assignment Valuation ✓	Nil
11	Interest (sweep A/c) ✓	245103	11	Contingencies ✓	11177
12	Transfer of fund from General fund ✓	10000000	12	Question Paper Setters Remuneration ✓	Nil
			13	Transfer of fund to G.F A/c ✓	10000000
			14	Transfer of fund to Exam fund ✓	Nil
			15	Infrastructure Facility (Equipment&Furniture) ✓	Nil
			16	Workshop Expenses/Seminar ✓	166002
			17	Royalty ✓	Nil
			18	Board of Studies ✓	Nil
			19	Advances ✓	756852
			20	INVESTMENT ✓	6736744
			21	RGI Subscription ✓	661300
	<b>TOTAL</b>	<b>29383588</b>		<b>TOTAL</b>	<b>37287914</b>
	OPENING BALANCE AS ON 1.04.2020	13340175.50		CLOSING BALANCE AS ON 31.03.2020	5435849.50
	opening balance Rs.18,46,077.50			Closing balance Rs.18,78,280.50	
	opening balance as per sweep A/c Rs.1,14,94,098/			Closing balance as per sweep A/c Rs.35,57,569/	
	<b>GRAND TOTAL</b>	<b>42723763.50</b>		<b>GRAND TOTAL</b>	<b>42723763.50</b>

*J. Srinivasan*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*S. Mahalingam*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*M. Jeyapalan*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



General Fund (Consolidated-03), Exam Fee 2019-20

SN	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	EXAM FEE	57163866.66	1	POSTAGE	152883
2	BANK INTEREST	42127	2	QUESTION PAPER SETTERS REMUNERATION	2328916
3	ADVANCE ADJUSTMENT	4284001	3	CENTRAL VALUATION	908770
4	UNSPENT ADVANCE	223206	4	PRINTING OF EXAM FORM/ANSWER SHEET	145924
5	SALE OF WASTE PAPER	Nil	5	ONLINE EXAMINATION PROCESS	1165729
6	OTHER RECEIPTS	7200	6	STATIONARY	11092
7	CAUTION DEPOSIT	50000	7	ASSIGNMENT VALUATION	52877
8	Interest ( Sweep A/c)	210480	8	ADVERTISEMENT CHARGES	76558
9	UNCASHED CHEQUE TAKEN AS RECEIPT	39587	9	TA/DA	Nil
			10	CONTINGENCIES	155689.28
			11	CONDUCT OF EXAMINATION	4909704
			12	GUIDES REMUNERATION	Nil
			13	ADVANCE	7801945
			14	XII CONVOCATION EXPENSE	15345
			15	PRINTING OF QUESTION PAPER	1139374
			16	INVESTMENT	Nil
			17	TRANSFER OF FUND TO PENSION FUND	8500000
			18	TRANSFER OF FUND TO B.ED FUND	2000000
C	TOTAL	62020767.66		TOTAL	29410806.28

*S. Manojan*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*Dr. Anshu*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*WJ*  
**Registrar**  
**Tamil Nadu Open University**  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

(3)

268

General Fund (Consolidated-02), Tuition Fee 2019-20					
S. No.	RECEIPTS	AMOUNT	S. No.	EXPENDITURE	AMOUNT
1	Tuition Fee	88753674	1	Salary	Nil
2	Inspection Charges	17000	2	(a)-Printing of Study Materials	4313200
3	SC/ST Scholarship	Nil		(b)-Costs of Purchases (Purchase of Papers from TNPL)	Nil
4	Sale of Book Materials	Nil	3	Postage	2551002
5	Interest on Investment	Nil	4	Stationery / Packing Machine Maintenance	Nil
6	SB Interest	88012	5	Purchase of Packing Machine	Nil
7	Other Receipts 935750	1099422	6	Purchase of Study Materials	Nil
8	Unspent Advance 221017 (10722+50295)	60295	7	Remuneration / Incentives for Study Centres (Student Councelling)	13062698.72
9	Advance Adjustment	195322	8	Computer Stationery	Nil
10	Transfer of Funds from G.F	Nil	9	Course Writer Remuneration	285085
	(a) From DEC Grant A/C	Nil	10	Inspection Charges / T.A & D.A.	71149
	(b) TF_IB to ICB_MHRD	Nil	11	Advertisement	1242310
	(c) Transfer of Fund to Earmark Fund	Nil	12	Refund of Tuition Fees	109260
11	Realisation of FD	Nil	13	Contingencies	21034
12	Recognition Fees	Nil	14	Workshop Expenses	403847
13	UNCASHED CHEQUE TAKEN AS RECEIPT	11310	15	Electrical Charges / Electrical Repairs / Telephone Charges	Nil
14	Interest ( Sweep A/c)	382765	16	EMPRC Equipment & Maintenance / E-Content / Mobile Learning & etc.	12744
			17	Rent for MPDD Godown	Nil
			18	Library - (Purchase of Books)	Nil
			19	(a) - Establishment charges of Co-ordinating Centres / Zonal Centres	nil
				(b) - Maintenance & Infrastructure charges of Zonal Centres	897063
			20	Contribution to TamilNadu State Council	750000
			21	(a)Transfer of Funds_ TF to GF A/c.	2500000
				(b)Transfer of Funds to Earmark Fund A/c.	2000000
				(c)Transfer of Funds_ TF to Scholarship A/c.	Nil
			22	Investment	Nil
			23	Establishment Charges of Community Colleges	Nil
				(b) - Maintenance & Infrastructure charges of Community Colleges	Nil
			24	Royalty	Nil
			25	Bank Charges	4725.1
			26	Board of Studies	Nil
			27	Advances Paid	1911482
B	TOTAL	90605800.00	TOTAL	TOTAL	30135597.82

*[Signature]*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*[Signature]*  
**Registrar**  
**Tamil Nadu Open University**  
**No.577, Anna Salai,**  
**Saidapet, Chennai-600 015.**

**FINANCE OFFICER**



TAMIL NADU OPEN UNIVERSITY  
GENERAL FUND

RECEIPTS & EXPENDITURE FOR THE YEAR OF 2019 -2020

S.No	RECEIPTS	AMOUNT	S.No	EXPENDITURE	AMOUNT
<b>General Fund (Consolidated-01)</b>					
1	GOVT GRANT	10932000	1	SALARY	99211372
2	S.B A/C INTEREST	112293	2	OUTSOURCING STAFF WAGES	15418545
3	TRANSFER OF FUNDS FROM B.ED FUNDS	10000000	3	TA/DA	177416
4	TRANSFER OF FUND FROM TUITION FUND	2500000	4	BUILDING MAINTENANCE	192795
5	UNSPENT ADVANCE REMITTANCE	347631	5	LEAVE TRAVEL CONCESSION	Nil
6	ADVANCE ADJUSTMENT	2476596	6	AUDITOR FEE	959926
7	DISPOSAL OF WASTE PAPERS	187450	7	PURCHASE OF NEW VEHICLE	Nil
8	SALE OF TEACHING & NON - TEACHING POST APP	8000	8	CPF CONTRIBUTION	Nil
9	OTHER RECEIPTS -	807052	9	LEAVE SALARY & PENSION CONTRIBUTION (LS&PC)	657396
10	UNCASHED CHEQUE TAKEN AS RECEIPT	42443	10	POSTAGE	392847
11	SALARY ADJUSTMENTS	607849	11	VEHICLE MAINTENANCE	317484
12	RENT & OTHERS INCOME	237392	12	PRINTING & STATIONERY	460753
13	FD MATURITY WITH INTEREST	259722600	13	FUEL CHARGES	548641
14	INTEREST (SWEEP A/C)	569053	14	EQUIPMENTS	2282661
			15	MOTOR VEHICLE INSURANCE	123700
			16	CONFERENCE / SEMINAR (TO ATTEND)	66674
				CONFERENCE / SEMINAR (TO CONDUCT)	239227
			17	TELEPHONE CHARGES	207004
			18	ELECTRICITY CHARGES	1628808
			19	EQUIPMENT MAINTENANCE	678575
			20	LEGAL EXPENSES	105000
			21	RENT	693700
			22	BOOKS AND LIBRARY	18040
			23	COMPUTER STATIONERY	352955
			24	INTERNET	17430
			25	FURNITURE	47379
			26	CIVIL WORK	342595
			27	ADVERTISEMENT	139180
			28	UNIFORM	72000
			29	REGISTRATION FEE	Nil
			30	CONTINGENCIES	983413
			31	SYNDICATE / COMMITTEE MEETING	896966
			32	CONSTRUCTION OF BUILDING	114900000
			33	BANK CHARGES	1525
			34	HOLIDAY DUTY & LATE HOUR ALLOWANCES	96400
			35	PUBLIC RELATION HOSPITALITY	402122
			36	SECURITY SERVICE CHARGES	1272045
			37	CEREMONIES & FUNCTIONS (IND. DAY, REP. DAY)	16711
			38	UNIVERSITY CONTRIBUTION	210032
			39	ADVANCES	2744544
			40	TRANSFER OF FUNDS TO PENSION FUND	Nil
			41	NEW HEALTH INSURANCE	240170
			42	INVESTMENT	42941722
			43	TRANSFER OF FUNDS TO CPS	6000000
			44	TRANSFER OF FUND TO B.ED FUND	10000000
			45	PROPERTY TAX & WATER TAX	1518165
A	TOTAL	288550359.00		TOTAL	307575918.00

*[Signature]*  
FINANCE OFFICER


*[Signature]*

**3 (B) AUDIT NOTES.**

Major defects, which call for immediate attention, are incorporated in this Audit Report. Defects which are of minor nature are incorporated in the Audit Notes and after discussion with the Registrar, the audit para were unclaimed in the audit.

Hence, the question issue of Audit Notes does not arise.



 FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.



Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

### 3 (A) CONTENTS OF AUDIT REPORT

According to Sec 12 of the Local Fund Audit Act, 2014 the Audit Report contains 7 parts as detailed below :

Part - 1	contains the review of Annual Accounts, Receipts & Charges Statements etc.
Part - 2	contains the details of objections in Receipts or Revenue Items.
Part - 3	contains the details of objections in Payment or Expenditure.
Part - 4	contains the details of objections relating to Grants, Loans and the similar items utilized for Execution of Works or Schemes.
Part - 5	contains the details of observations and objections relating to Deposits and Advances.
Part - 6	contains the details of observations and objections relating to Provident Fund, Contributory Pension Scheme and other Miscellaneous Funds.
Part - 7	contains computation of Audit Fees due, Result of audit and Details of pending objections.

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



**2 (B). OFFICERS OF THE UNIVERSITY DURING THE PERIOD OF AUDIT**

The Office of the Vice-Chancellor, Registrar and Finance Officer of the Tamil Nadu Open University was held by the following officers during the year under report:

S. NO	NAME OF THE OFFICER	DESIGNATION	PERIOD OF OFFICE	
			FROM	TO
1.	Syndicate Committee	-	01.04.2019	02.06.2019
2.	Dr.K.ParthaSarathy	Vice Chancellor	03.06.2019	31.03.2020
3.	Dr.P.Thiyagarajan	Registrar (i/c)	01.04.2019	31.03.2020
4	Tmt.K.Gomathy	Finance Officer	01.04.2019	31.07.2019
	Tmt.S.Maheswari		01.08.2019	31.03.2020

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



**2(A). NAME OF THE AUDITOR :**

SL NO.	NAME OF THE OFFICER	DESIGNATION	PERIOD OF OFFICE	
			FROM	TO
1.	<b>Thiru. G.Rajendran,M.Com., M.Phil.,</b>	Deputy Director	26.02.2021	Till Date

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

**AUDIT REPORT ON THE ACCOUNTS OF THE**  
**TAMIL NADU OPEN UNIVERSITY FOR THE YEAR 2019 - 20**

**PART -1**

**1. ENTRUSTMENT OF AUDIT :**

The accounts of the Tamil Nadu Open University are audited by an audit party consisting of one Inspector, two Assistant Inspectors and reviewed by Deputy Director, University of Madras, Local Fund Audit, with reference to the Government orders issued in Go.Ms.No.171/Finance (F2) Department, dated 02.05.2005. Meanwhile the Tamil Nadu Legislature has enacted the Tamil Nadu Local Fund Audit Act, 2014, as per clause (g) and (h) of section 2 and the schedule Sl. No. - I (7), in which all Universities are made Auditable Institutions of Local Fund Audit, Director of Local Fund Audit. The Director of Local Fund Department is now functioning as the Statutory Auditor of all Universities.

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

33

TAMIL NADU OPEN UNIVERSITY  
TAMIL NADU DIGITAL LIBRARY  
RECEIPTS AND CHARGES FOR THE YEAR 2019-20

RECEIPTS	AMOUNT (Rs.)	S.NO	CHARGES	AMOUNT (Rs.)
1 Bank Interest	1263	1	Remuneration Paid to Staff	Nil
2 Unspent Advance	Nil	2	TN Digital Library Project	Nil
3 Interest (sweep A/c)	56749	3	TA/DA Paid	Nil
		4	Contingencies	Nil
<b>TOTAL</b>	<b>58012</b>		<b>TOTAL</b>	<b>0</b>
Opening Balance as on 01.04.2019	962491		Closing Balance as on 31.03.2020	1020503
opening balance Rs.35,330/-			Closing balance Rs.36,593/-	
Opening Balance as per sweep A/c Rs.9,27,161/-			Closing Balance as per sweep A/c Rs.9,83,910/-	
<b>Grand Total</b>	<b>1020503</b>		<b>Grand Total</b>	<b>1020503</b>

*Handwritten notes:*  
V/A Bank  
2019-20

*Handwritten notes:*  
103  
12/3/2020

*Handwritten initials:* V/A

*Handwritten signature:* V/A

**FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.**

*Handwritten initials:* V/A

**FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.**

*Handwritten signature:* M

**Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.**



TAMIL NADU OPEN UNIVERSITY  
TAMIL NADU DIGITAL LIBRARY  
RECEIPTS AND CHARGES FOR THE YEAR 2020-21

(7)

S. NO	RECEIPTS	AMOUNT (Rs.)	S. NO	CHARGES	AMOUNT (Rs.)
1	Bank Interest	1070	1	Remuneration Paid to Staff	132978
2	Unspent Advance	Nil	2	TN Digital Library Project	Nil
3	Interest (sweep A/c)	46022	3	TA/DA Paid	Nil
			4	Contingencies	Nil
	TOTAL	47092		TOTAL	132978
	Opening Balance as on 01.04.2020	1020503		Closing Balance as on 31.03.2021	934617
	opening balance Rs.36,593/- Opening Balance as per sweep A/c Rs.9,83,910/			Closing balance Rs.34,969/- Closing Balance as per sweep A/c Rs.8,99,648/	
	Grand Total	1067595		Grand Total	1067595

*[Signature]*  
JA

*[Signature]*  
D.R (P)

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



TUITION FUND ACCOUNT  
SCHOLARSHIP A/c  
RECEIPTS & CHARGES ACCOUNT 2020-21

(16)

S. No	RECEIPTS	AMOUNT (Rs.)	S.No	EXPENDITURE	AMOUNT (Rs.)
1	SC / ST Scholarship	Nil	1	SC / ST Scholarship Paid	Nil
2	Bank Interest	1660	2	Contingencies	Nil
3	Transfer fund from Tuition Fee	Nil			
4	Interest (Sweep A/c)	31663			
	<b>TOTAL</b>	<b>33323</b>		<b>TOTAL</b>	<b>0</b>
	Opening Balance as on 01.04.2020	821524		Closing Balance as on 31.03.2021	854847
	opening balance Rs.59,404/- Opening Balance as per sweep A/c Rs.7,62,120/			Closing balance Rs.51,054/- Closing Balance as per sweep A/c Rs.8,03,783/	
	<b>GRAND TOTAL</b>	<b>854847</b>		<b>GRAND TOTAL</b>	<b>854847</b>

*[Handwritten Signature]*

SA  
JA

*[Handwritten Signature]*  
D.R.(F)

*[Handwritten Signature]*

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

(15)

TAMILNADU OPEN UNIVERSITY  
CLASSICAL TAMIL FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

SN	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	BANK INTEREST	28629	1	Honoraiaim Paid	Nil
			2	Advance	Nil
			3	Bank charge	Nil
	TOTAL	28629		TOTAL	0.00
	OPENING BALANCE AS ON 1.04.2020	869421.60		CLOSING BALANCE AS ON 31.03.2021	898050.60
	GRAND TOTAL	898050.60		GRAND TOTAL	898050.60

*(Handwritten initials)*

*(Handwritten initials)*  
JA

*(Handwritten signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.  
D.R (F)

*(Handwritten signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Handwritten signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
ICSSR FELLOWSHIP  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

(16)

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	Grant Received	Nil	1	Payment of fellowship	Nil
2	BANK INTEREST	2213	2	Advance	Nil
3	Transfer of fund from General Fund	Nil			
	TOTAL	2213		TOTAL	0
	OPENING BALANCE AS ON 1.04.2020	62330		CLOSING BALANCE AS ON 31.03.2021	64543
	GRAND TOTAL	64543		GRAND TOTAL	64543

*[Signature]*  
Sud  
S.A

*[Signature]*  
B.P (F)

*[Signature]*  
FINANCE OFFICER,  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



TAMILNADU OPEN UNIVERSITY  
RESEARCH PROGRAMME FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

13

S <sup>r</sup>	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	TUITION FEES	660520	1	RESEARCH GUIDE REMUNERATION/VIVA/DCM	72310
2	EXAM FEE	19200	2	QUESTION PAPER SETTERS REMN	Nil
3	SALE OF APPLICATIONS	101695	3	CONDUCT OF EXAMINATION	Nil
4	BANK INTEREST (SB A/C)	2948	4	TA/DA	1000
5	UNSPENT ADVANCE	3690	5	TA/DA TO VARIOUS COMMITTEE	Nil
6	OTHER RECEIPTS	27000	6	ADVERTISEMENT	Nil
7	ADVANCE ADJUSTMENT	8610	7	CONDUCT OF SEMINARS/SEED MONEY	Nil
8	INTEREST (SWEEP A/C)	42406	8	BOARD OF STUDIES MEETING	500
9	TRANSFER OF FUND FROM B.ED & PROSPECTUS ACCOUNT	1000000	9	CONTINGENCIES	Nil
10	UNCASHED CHEQUE TAKEN AS RECEIPTS	1450	10	CENTRAL VALUATION	5040
			11	REFUND OF TUITION FEE	Nil
			12	UNIVERSITY RESEARCH FELLOWSHIP	170000
			13	ADVANCES	Nil
			14	INVESTMENT	900000
			15	TRANSFER OF FUND TO B.ED & PROSPECTUS ACCOUNT	1000000
	Total	1867519		Total	2148850
	OPENING BALANCE AS ON 1.04.2020	1443913		CLOSING BALANCE AS ON 31.03.2021	1162582
	opening balance Rs.1,11,257/- Opening Balance as per sweep A/c Rs.13,32,656/			Closing balance Rs.34,924/- Closing Balance as per sweep A/c Rs.11,27,658/	
	GRAND TOTAL	3311432		GRAND TOTAL	3311432

*(Signature)*  
FINANCE OFFICER

TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
D.R.(R)

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Chennai-600 015

TAMIL NADU OPEN UNIVERSITY  
EARMARKED FUND ACCOUNT  
RECEIPTS AND CHARGES FOR THE YEAR 2020-21

(14)

S.No	RECEIPTS	AMOUNT(Rs.)	S.No	CHARGES	AMOUNT(Rs.)
1	Security Deposit	260000	1	Refund of Security Deposit-LRC	1195000
2	LRC & CPC Deposit	Nil	2	Refund of EMD Deposit	Nil
3	EMD Deposit	Nil	3	Refund of LRC & CPC Deposit	Nil
4	Bank Interest	21727	4	Refund of Inspection fee	Nil
5	Recognition fee	75000	5	Transfer of fund to B.Ed & Prospectus Account	2500000
6	Interest (Sweep A/c)	160153	6	Contingencies	259.60
7	Transfer of fund from B.Ed & Prospectus Account	2500000			
8	Unchased Cheque taken as Receipts	105000			
	TOTAL	3121880		TOTAL	3695259.60
	Opening Balance as on 01.04.2020	2600657.36		Closing Balance as on 31.03.2021	2027277.75
	opening balance Rs.-403918.64 Opening Balance as per sweep A/c Rs.30,04,576/			Closing balance Rs.19,03,632.76 Closing Balance as per sweep A/c Rs.1,23,645/	
	Grand Total	5722537.36		Grand Total	5722537.36

*(Signature)*

*(Signature)*  
D.R(F)

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
CONTRIBUTORY PENSION SCHEME  
RECEIPT AND CHARGES FOR THE YEAR OF 2020-21

(11)

Sl	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	CPF Recovery from G.F A/c	6483471	1	CPS Settlement of Terminal Benefit	451854
2	CPF Recovery from B.Ed & Prospectus A/c	1812037	2	CPS Paid Retirement Benefits	Nil
3	CPF Employer share amount transfer from G.F A/c	1786138	3	Investment	16313252
4	CPF Employer share amount transfer from B.Ed & Prospectus A/c	302629			
5	Transfer of fund from General fund	Nil			
6	Bank Interest (SB A/c)	3928			
7	Interest (Sweep A/c)	138958			
	Total	10527161		Total	16765106
	OPENING BALANCE AS ON 1.04.2020	7063116		CLOSING BALANCE AS ON 31.03.2021	825171
	opening balance Rs.54,634/- Opening Balance as per sweep A/c Rs.70,08,482/			Closing balance Rs.55,202/- Closing Balance as per sweep A/c Rs.7,69,969/	
	GRAND TOTAL	17590277		GRAND TOTAL	17590277

*(Signature)*

*(Signature)*  
ASST.

*(Signature)*  
D.R (P)

*S. Mahyuen*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
 SPECIFIC GRANT ACCOUNT  
 RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

10

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	INTEREST ON BANK	1821	1	BANK CHARGE	Nil
	TOTAL	1821		TOTAL	
	OPENING BALANCE AS ON 1.04.2020	59903		CLOSING BALANCE AS ON 31.03.2021	61724
	GRAND TOTAL	61724		GRAND TOTAL	61724

*[Handwritten signature]*

*[Handwritten signature]*  
 J.S.D

*[Handwritten signature]*  
 D.R (R)

*[Handwritten signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Handwritten signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Handwritten signature]*  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.



TAMILNADU OPEN UNIVERSITY  
CORPUS FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

9

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	INTEREST ON BANK	1467	1	INVESTMENT	1200000
2	INTEREST ON BANK (Sweep A/c)	54708			
	<b>TOTAL</b>	<b>56175</b>		<b>TOTAL</b>	<b>1200000</b>
	OPENING BALANCE AS ON 1.04.2020	1150504		CLOSING BALANCE AS ON 31.03.2021	6679
	Opening balance Rs.53,440/- Opening Balance as per sweep A/c Rs.10,97,064/			Closing balance Rs.6,679/- Closing Balance as per sweep A/c Rs. Nil	
	<b>GRAND TOTAL</b>	<b>1206679</b>		<b>GRAND TOTAL</b>	<b>1206679</b>

*[Handwritten signature]*

*[Handwritten signature]*

~~SA~~  
S.A

*[Handwritten signature]*  
D.R (R)

*[Handwritten signature]*  
**FINANCE OFFICER**  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten signature]*

*[Handwritten signature]*  
**FINANCE OFFICER**  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten signature]*  
**Registrar**  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
PENSION FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

(8)

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	TRANSFER OF FUND FROM GENERAL FUND	12000000	1	PENSION PAID	6742126
2	TRANSFER OF FUND FROM TUITION FEE FUND	2000000	2	RETIREMENT BENEFIT PAID	5369308
3	TRANSFER OF FUND FROM B.ED & PROSPECTUS A/C	3000000	3	DA AREARS PENSION PAID	Nil
4	IT RECOVERY FROM STAFF	400000	4	TRANSFER OF FUND TO B.ED & PROSPECTUS A/C	3000000
5	BANK INTEREST	3994	5	CONTINGENCIES (Bank charge)	Nil
6	INTEREST (sweep A/c)	56667		IT PAID	400000
	TOTAL	17460661		TOTAL	15511434
	OPENING BALANCE AS ON 1.04.2020	639631		CLOSING BALANCE AS ON 31.03.2021	2588858
	opening balance Rs.32,501/- Opening Balance as per sweep A/c Rs.6,07,130/			Closing balance Rs.31,607/- Closing Balance as per sweep A/c Rs.25,57,251/	
	GRAND TOTAL	18100292		GRAND TOTAL	18100292

*[Handwritten Signature]*

*[Handwritten Signature]*  
ASST.

*[Handwritten Signature]*  
D.R. (P)

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
SPECIAL PROVIDENT FUND ACCOUNT  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

(P)

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	Special Provident fund Recovery From General Fund A/c	80990	1	SPF Retirement Benefits Paid	21307
2	Special Provident fund Recovery From B.Ed & Prospectus A/c	10150	2	Investment	1000000
3	Bank Interest	1519			
4	Interest (Sweep A/c)	50938			
	<b>TOTAL</b>	<b>143597</b>		<b>Total</b>	<b>1021307</b>
	OPENING BALANCE AS ON 1.04.2020	1075494		CLOSING BALANCE AS ON 31.03.2021	197784
	opening balance Rs.50,624/- Opening Balance as per sweep A/c Rs.10,24,870/			Closing balance Rs.39,584/- Closing Balance as per sweep A/c Rs.1,58,200/	
	<b>GRAND TOTAL</b>	<b>1219091</b>		<b>GRAND TOTAL</b>	<b>1219091</b>

*(Handwritten initials)*

*(Handwritten signature)*  
ASST-

*(Handwritten signature)*  
D.R.(P)

*S. Maheswari*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Handwritten signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Handwritten signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
GENERAL PROVIDENT FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

6

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	GPF RECOVERY FROM GENERAL FUND A/C	1339899	1	GPF PART FINAL CLOSE	318796
2	GPF RECOVERY FROM ARREARS	Nil	2	GPF PART PAYMENT	181000
3	BANK INTEREST	1991	3	INVESTMENT	2000000
4	INTEREST (Sweep a/c)	66146			
	TOTAL	1408036		TOTAL	2499796
	OPENING BALANCE AS ON 1.04.2020	1289313		CLOSING BALANCE AS ON 31.03.2021	197553
	opening balance Rs.26,480/- Opening Balance as per sweep A/c Rs.12,62,833/			Closing balance Rs.-1,27,847/- Closing Balance as per sweep A/c Rs.3,26,400/	
	GRAND TOTAL	2697349		GRAND TOTAL	2697349

*(Signature)*

*(Signature)*  
ASST.

*(Signature)*  
B.R.(F)

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



TAMILNADU OPEN UNIVERSITY  
DEB GRANTS ACCOUNT  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

(5)

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	Development Grant	Nil	1	Purchase of Study material	Nil
2	Bank Interest	2186	2	Staff Training & Development	Nil
3	Advance Adjustment	59001	3	Research and Development	Nil
4	Refund of unspent Advance	90999	4	Contingency(Bank charge)	Nil
5	Other Receipts	Nil	5	Advance	Nil
6	Interest (Sweep A/c)	63846	6	Vocational Education & Training	59001
	<b>TOTAL</b>	<b>216032</b>		<b>TOTAL</b>	<b>59001</b>
	<b>OPENING BALANCE AS ON 1.04.2020</b>	<b>1363598</b>		<b>CLOSING BALANCE AS ON 31.03.2021</b>	<b>1510629</b>
	opening balance Rs.32,347 Opening Balance as per sweep A/c Rs.12,69,082/			Closing balance Rs.1,05,532/- Closing Balance as per sweep A/c Rs.14,05,097/	
	<b>GRAND TOTAL</b>	<b>1569630</b>		<b>GRAND TOTAL</b>	<b>1569630</b>

*(Signature)*

8/10  
J.B

*(Signature)*  
D.R.(F)


*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
BED & PROSPECTUS ACCOUNT  
RECEIPT AND CHARGES FOR THE YEAR OF 2020 - 2021

SN	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	Sale of Prospectus	106000	1	Salary for B.Ed. Staff	20436323
2	Tuition Fees	16481430	2	Printing of Lessons & Prospectus	5000
3	Advance Adjustment	273427	3	Postage	Nil
4	Refund of Unspent Advance	83755	4	Conduct of Examination	267035
5	Sale of Study Materials	NIL	5	Counselling/Study Centre Remuneration	5206218
6	Bank interest	11457	6	Course Writer Remuneration	530000
7	FD Matured	NIL	7	TA/DA	52553
8	Transfer of fund from General fund	14000000	8	Refund of Tuition Fees	13305780
9	Other Receipts	170000	9	Advertisement	Nil
10	Salary Adjustments	20000	10	Teaching practice Claim/ Assignment Valuation	Nil
11	Interest (sweep A/c)	109264	11	Contingencies	22885.16
12	Transfer of fund from Tuition fund	14000000	12	Question Paper Setters Remuneration	Nil
13	Transfer of fund from Pension fund	NIL	13	Transfer of fund to General Fund A/c	6000000
14	Transfer of fund from Research Programe A/c	1000000	14	Transfer of fund to Exam fund	Nil
15	Transfer of fund from Earmarked fund	2500000	15	Infrastructure Facility (Equipment&Furniture)	Nil
16	Transfer of fund from EXAM FUND	3000000	16	Workshop Expenses/Seminar	Nil
17	Transfer of fund from Pension fund	3000000	17	Royalty	Nil
18	IT Amount Recovery from Staff	204500	18	Board of Studies	Nil
19	Transfer of fund from SBI A/c to IB A/c	122000	19	Advances	91800
			20	Investment	Nil
			21	RCI Subscription	1787400
			22	Transfer of fund to Earmarked fund	2500000
			23	Transfer of fund SBI to IB A/c	122000
			24	Transfer of fund to Pension fund	3000000
			25	Transfer of fund to Research Programe A/c	1000000
	<b>TOTAL</b>	<b>55081833</b>		<b>TOTAL</b>	<b>54326994.16</b>
	OPENING BALANCE AS ON 1.04.2020	5435849.50		CLOSING BALANCE AS ON 31.03.2021	6190688.34
	Opening balance Rs.18,78,280.50 Opening Balance as per sweep A/c Rs.35,57,569/-			Closing balance Rs.29,88,577.34/- Closing Balance as per sweep A/c Rs.32,02,111/-	
	<b>GRAND TOTAL</b>	<b>60517682.50</b>		<b>GRAND TOTAL</b>	<b>60517682.50</b>

  
**FINANCE OFFICER**  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
**FINANCE OFFICER**  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

S. 03  
 D. 15  
 757  
 D.R (P)

  
**Registrar**  
 Tamil Nadu Open University



**GENERAL FUND III (CONSOLIDATED), EXAMINATION FEE FUND 2020-2021**

3

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	EXAM FEE	19098505	1	POSTAL EXPENDITURE	96287
2	SB INTEREST	25136	2	QUESTION PAPER SETTERS REMUNERATION	1443700
3	ADVANCE ADJUSTMENT	5154170	3	CENTRAL VALUATION	1311987
4	UNSPENT ADVANCE	150485	4	a) PRINTING OF EXAM FORMS/ANSWER SHEETS	4494672
5	SALE OF WASTE PAPERS	Nil		b) ONLINE EXAMINATION PROCESS	925392
6	OTHER RECEIPTS	Nil	5	STATIONERY EXPENDITURE	231933
7	CAUTION DEPOSIT	Nil	6	ASSIGNMENT VALUATION	77400
8	UNCASHED CHEQUE TAKEN AS RECEIPT	4690	7	ADVERTISEMENT CHARGES	Nil
9	INTEREST ON SWEEP A/C (IB+SBI)	116155	8	TA/DA	Nil
			9	CONTINGENCIES	79986.20
			10	CONDUCT OF EXAMINATION	2350809
			11	ADVANCES	2052365
			12	CONVOCATION EXPENSES	2239649
			13	QUESTION PAPER PRINTING	522021
			14	INVESTMENT	Nil
			15	TRANSFER OF FUND TO TUITION FEE FUND	1485000
			16	TRANSFER OF FUND TO PENSION FUND	Nil
			17	TRANSFER OF FUND TO B.ED FUND	3000000
C	TOTAL	24549141.00		TOTAL	20311201.20
A+B+C	TOTAL (A+B+C)	235809295.95	A+B+C	TOTAL (A+B+C)	322015407.79
	OPENING BALANCE AS ON 01.04.2020	101169655.50		CLOSING BALANCE AS ON 31.03.2021	14963543.66
	Opening balance Rs.3,,59,78,832.50			Closing balance Rs.42,57,248.66	
	Opening Balance as per sweep A/c Rs.6,51,90,823/			Closing Balance as per sweep A/c Rs.1,07,06,295/	
	GRAND TOTAL	336978951.45		GRAND TOTAL	336978951.45

*[Signature]*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*[Signature]*  
**D.R(F)**

*[Signature]*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*[Signature]*  
**Registrar**  
**Tamil Nadu Open University**  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

GENERAL FUND II (CONSOLIDATED), TUITION FEE FUND 2020-2021					
S. No.	RECEIPTS	AMOUNT (Rs.)	S. No.	EXPENDITURE	AMOUNT (Rs.)
1	Tuition Fee	111696606.95	1	Salary	Nil
2	Inspection Charges	Nil	2	(a) - Printing of Study Materials	4138379
3	SC / ST Scholarship	Nil		(b)-Costs of Purchases (Purchase of Papers from TNPL)	Nil
4	Sale of Book Materials	Nil	3	Postage	1311439
5	Interest on Investment	Nil	4	Stationery / Packing Machine Maintenance	Nil
6	SB Interest	110758	5	Purchase of Packing Machine	Nil
7	Other Receipts	515	6	Purchase of Study Materials	Nil
8	Unspent Advance	62416	7	Remuneration / Incentives for Study Centres (Student Councelling)	10448534.75
9	Advance Adjustment	438897	8	Computer Stationery	Nil
10	Transfer of Funds from G.F	Nil	9	Course Writer Remuneration	Nil
	(a) From DEC Grant A/C	Nil	10	Inspection Charges / T.A & D.A.	86868
	(b) TF_IB to IOB_MHRD	Nil	11	Advertisement	567794
	(c) Transfer of Fund to Earmark Fund	Nil	12	Refund of Tuition Fees	105015
11	Realisation of FD	Nil	13	Contingencies	65576
12	Recognition Fees	Nil	14	Workshop Expenses	20761
13	Uncashed Cheque taken as Receipt	598133	15	Electrical Charges / Electrical Repairs / Telephone Charges	Nil
14	Transfer of fund from Tuition fee fund SBI A/c to IB T.F A/c	9500000	16	EMPRC Equipment & Maintenance / E-Content / Mobile Learning & etc.	1527744
15	Interest on Sweep A/c (IB+SBI)	156630	17	Rent for MPDD Godown	Nil
16	Transfer of fund from Examination fee fund	1485000	18	Library - (Purchase of Books)	Nil
			19	(a) - Establishment charges of Co-ordinating Centres / Zonal Centres	4885814
				(b) - Maintenance & Infrastructure charges of Zonal Centres	1275759
			20	Contribution to TamilNadu State Council	750000
			21	NACC Expenditure	4833
			22	(a)Transfer of Funds_ TF to GF A/c.	36500000
				(b)Transfer of Funds to B.Ed Fund A/c.	14000000
				(c)Transfer of Funds_ TF to Scholarship A/c.	Nil
				(D)Transfer of Funds_ TF to Pension fund A/c.	2000000
			23	Transfer of fund from Tuition fee fund SBI A/c to IB T.F A/c	9500000
			24	Investment	15000000
			25	Establishment Charges of Community Colleges	123951
			26	(b) - Maintenance & Infrastructure charges of Community Colleges	Nil
			27	Royalty	Nil
			28	Bank Charges	6535.84
			29	Board of Studies	44446
			30	Advances Paid	400852
B	TOTAL	124048955.95		TOTAL	102764301.59

  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.



TAMIL NADU OPEN UNIVERSITY  
GENERAL FUND  
RECEIPTS & EXPENDITURE FOR THE YEAR OF 2020 -2021

S.No.	RECEIPTS	AMOUNT (Rs.)	S.No.	EXPENDITURE	AMOUNT (Rs.)
<b>GENERAL FUND I (CONSOLIDATED)</b>					
1	GOVT GRANT	13665000	1	SALARY	93213980
2	S.B A/C INTEREST	28797	2	OUTSOURCING STAFF WAGES	17755830
3	TRANSFER OF FUNDS FROM B.ED FUNDS	6000000	3	TA/DA	71922
4	TRANSFER OF FUND FROM TUITION FUND	36500000	4	BUILDING MAINTENANCE	160992
5	UNSPENT ADVANCE REMITTANCE	70023	5	LEAVE TRAVEL CONCESSION	Nil
6	ADVANCE ADJUSTMENT	659558	6	AUDITOR FEE	Nil
7	DISPOSAL OF WASTE PAPERS	220609	7	PURCHASE OF NEW VEHICLE	Nil
8	SALE OF TEACHING & NON - TEACHING POST APP.	Nil	8	CPF CONTRIBUTION(Employer Share)	1936926
9	OTHER RECEIPTS	1353651	9	LEAVE SALARY & PENSION CONTRIBUTION (LS&PC)	Nil
10	UNCASHED CHEQUE TAKEN AS RECEIPT	6000	10	POSTAGE	444498
11	SALARY ADJUSTMENTS	833940	11	VEHICLE MAINTENANCE	302075
12	RENT & OTHERS INCOME	Nil	12	PRINTING & STATIONERY	646412
13	INVESTMENT	18075509	13	FUEL CHARGES	574968
14	INTEREST ON INVESTMENT	2696087	14	PURCHASE OF EQUIPMENTS	2222152
15	TUITION FEE/EXAM FEE COLLECTION TRANSFER	6000000	15	MOTOR VEHICLE INSURANCE	32786
16	INTEREST ON SWEEP A/C	838914	16	CONFERENCE / SEMINAR (TO ATTEND)	Nil
17	IT AMOUNT RECOVERY FROM STAFF	265111		CONFERENCE / SEMINAR (TO CONDUCT)	80753
18	TRANSFER OF FUND FROM CPS A/C	Nil	17	TELEPHONE CHARGES	635438
			18	ELECTRICITY CHARGES	3370742
			19	EQUIPMENT MAINTENANCE	578555
			20	LEGAL EXPENSES	132500
			21	RENT	916700
			22	BOOKS AND LIBRARY	11309
			23	COMPUTER STATIONERY	284071
			24	INTERNET	851901
			25	FURNITURE	95000
			26	CIVIL WORK	236000
			27	ADVERTISEMENT	136854
			28	UNIFORM	72000
			29	REGISTRATION FEE	Nil
			30	CONTINGENCIES	966870
			31	SYNDICATE /COMMITTEE MEETING	125858
			32	CONSTRUCTION OF BUILDING	30000000
			33	CONSULTANT SALARY	240286
			34	BANK CHARGES	5164
			35	HOLIDAY DUTY & LATE HOUR ALLOWANCES	185200
			36	PUBLIC RELATION HOSPITALITY	348650
			37	SECURITY SERVICE CHARGES	1297652
			38	CEREMONIES & FUNCTIONS (IND. DAY, REP. DAY)	92242
			39	UNIVERSITY CONTRIBUTION	417805
			40	ADVANCES	906288
			41	TRANSFER OF FUNDS TO PENSION FUND	12000000
			42	NEW HEALTH INSURANCE	238267
			43	INVESTMENT	12845194
			44	TRANSFER OF FUNDS TO CPS	Nil
			45	TRANSFER OF FUND TO B.ED FUND	14000000
			46	PROPERTY TAX & WATER TAX	506055
A	TOTAL	87211199.00		TOTAL	198939905.00

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

3 (B) AUDIT NOTES.

Major defects, which call for immediate attention, are incorporated in this Audit Report. Defects which are of minor nature are incorporated in the Audit Notes and after discussion with the Registrar, the audit para were unclaimed in the audit.

Hence, the question issue of Audit Notes does not arise.

   
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.



### 3 (A) CONTENTS OF AUDIT REPORT

According to Sec 12 of the Local Fund Audit Act, 2014 the Audit Report contains 7 parts as detailed below :

Part - 1	contains the review of Annual Accounts, Receipts & Charges Statements etc.
Part - 2	contains the details of objections in Receipts or Revenue Items.
Part - 3	contains the details of objections in Payment or Expenditure.
Part - 4	contains the details of objections relating to Grants, Loans and the similar items utilized for Execution of Works or Schemes.
Part - 5	contains the details of observations and objections relating to Deposits and Advances.
Part - 6	contains the details of observations and objections relating to Provident Fund, Contributory Pension Scheme and other Miscellaneous Funds.
Part - 7	contains computation of Audit Fees due, Result of audit and Details of pending objections.



*Dishrishi*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-19.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



**2 (c). OFFICERS OF THE UNIVERSITY DURING THE PERIOD OF AUDIT**

The Office of the Vice-Chancellor, Registrar and Finance Officer of the Tamil Nadu Open University was held by the following officers during the year under report:

S. NO	NAME OF THE OFFICER	DESIGNATION	PERIOD OF OFFICE	
			FROM	TO
1.	Dr.K.ParthaSarathy	Vice Chancellor	01.04.2020	31.03.2021
2.	Dr.K. Rathnakumar	Registrar	01.04.2020	31.03.2021
3.	Tmt.S.Maheswari	Finance Officer	01.04.2020	31.03.2021

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



**2(A). NAME OF THE AUDITORS :**

SL NO.	NAME OF THE AUDITOR	DESIGNATION	PERIOD
1.	Thiru.R.Venkatesan	Inspector	11.11.2021 to 20.01.2022
2.	Thiru.K.Kamaraj	Inspector	15.11.2021 to 04.01.2022
3.	Thiru.A.Kanagaraj	Assistant Inspector	13.12.2021 to 20.12.2021
4.	Tmt.S.Reshma	Assistant Inspector	29.12.2021 to 19.01.2022

**2(B). NAME OF THE AUDIT REVIEW AUTHORITY :**

SL NO.	NAME OF THE OFFICER	DESIGNATION	PERIOD OF OFFICE	
			FROM	TO
1.	Thiru. G.Rajendran,M.Com., M.Phil.,	Deputy Director	26.02.2021	Till Date

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.


**AUDIT REPORT ON THE ACCOUNTS OF THE**  
**TAMIL NADU OPEN UNIVERSITY FOR THE YEAR 2020 - 21**

**PART -1**

**1. ENTRUSTMENT OF AUDIT :**

The accounts of the Tamil Nadu Open University are audited by an audit party consisting of two Inspectors, two Assistant Inspectors and reviewed by Deputy Director, University of Madras, Local Fund Audit, with reference to the Government orders issued in Go.Ms.No.171/Finance (F2) Department, dated 02.05.2005. Meanwhile the Tamil Nadu Legislature has enacted the Tamil Nadu Local Fund Audit Act, 2014, as per clause (g) and (h) of section 2 and the schedule Sl. No. - I (7), in which all Universities are made Auditable Institutions of Local Fund Audit Department. The Director of Local Fund Audit Department is now functioning as the Statutory Auditor of all Universities.

  
  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

**LOCAL FUND AUDIT**

From  
**Thiru. G.Rajendran, M.Com., M.Phil.,**  
**Deputy Director**  
**Local Fund Audit**  
**University of Madras**  
**Chennai – 600 005.**

To ✓  
**The Registrar,**  
**Tamil Nadu Open University,**  
**Saidapet,**  
**Chennai – 600 035.**

**R.C. No.23 / A3 / 2022, Date: <sup>29</sup>.06.2022**

Sir,

Sub: Audit – Tamil Nadu Open University – Audit Report for the year  
2020 – 21 issued under Sec (12) 4 of Local Fund Audit, Act, 2014 –  
Reg.

\*\*\*\*\*.

The Audit Report on the Annual Accounts of the Tamil Nadu Open University for the year 2020 – 21 is issued with reference to Sec (12) 4 of Local Fund Audit Act, 2014 and requested to take further action as stipulated in Sec 13 of the Act. The replies to the Audit Report may be sent to this Office within two months from the date of receipt of this Audit Report as per Rule 13 (1) of Local Fund Audit Act. The Receipt of Audit Report may kindly be acknowledged.

**DEPUTY DIRECTOR**

Encl: Audit Report 2020 – 21 with Annexures.

Copy to :

1. The Director, Local Fund Audit, Chennai – 35. (we).
2. The Addl Chief Secretary, Finance Department, Chennai – 9 (woe).
3. The Secretary, Higher Education Department, Chennai – 9 (woe)
4. The Secretary UGC, New Delhi (woe).

1

**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

**Registrar**  
**Tamil Nadu Open University**  
**No.577, Anna Salai,**  
**Saidapet, Chennai-600 035.**



**TNOU**  
**AUDIT REPORT**  
**2020 - 2021**  
**ANNEXURES**  
**&**  
**ACCOUNTS**

  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
UGC's GRANT TO SOU (TNOU)  
RECEIPT AND CHARGES FOR THE YEAR OF 2020- 2021

182

Sr.	RECEIPTS	AMOUNT	SN	CHARGES	AMOUNT
1	GRANT RECEIVED FROM UGC's TO SOU (TNOU)	10000000			
	TOTAL	10000000		TOTAL	0.00
	OPENING BALANCE AS ON 1.04.2020	0.00		CLOSING BALANCE AS ON 31.03.2021	10000000.00
	GRAND TOTAL	10000000.00		GRAND TOTAL	10000000.00

*(Signature)*

*(Signature)*  
JA

*(Signature)*  
D.R (P)

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
UGC's GRANT TO SOU (TNOU)  
RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	GRANT RECEIVED FROM UGC's TO SOU (TNOU)	1666666	1	TRANSFER OF FUND TO GENERAL FUND A/c	1128703
			2	TRANSFER OF FUND TO TUITION FUND A/c	5984841
			3	TRANSFER FUND TO EXAM FUND A/c	1506052
			4	TRANSFER OF FUND TO B.ED FUND A/c	5000
			5	PURCHASE OF COMPUTERS	3042070
	TOTAL	1666666		TOTAL	11666666.00
	OPENING BALANCE AS ON 1.04.2021	10000000.00		CLOSING BALANCE AS ON 31.03.2022	0.00
	GRAND TOTAL	11666666.00		GRAND TOTAL	11666666.00

*[Handwritten signature]*

*[Handwritten signature]*  
JA

*[Handwritten signature]*  
DRF

*P. Lakshmanan*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

32

**TAMIL NADU OPEN UNIVERSITY**  
**TAMIL NADU DIGITAL LIBRARY**  
**Bank Reconciliation Statement from April-2021 to March-2022**

Particulars	Amount(Rs.)
Opening Balance as per Book on 01.04.2021	34969
Opening Balance as per Sweep A/c as on 01.04.2021	899648
<b>Total Opening Balance as on 01.04.2021</b>	<b>934617</b>
Add: Receipts	304773
<b>Total</b>	<b>1239390</b>
Less: Charges (Expenditure)	1239334
Closing Balance as per cash book as on 31.03.2022	56
Add: Uncashed cheque	0
Closing Balance as per bank statement as on 31.03.2022	56
Less: SWEEP A/C Closing Balance as on 31.03.2022	0
<b>Book Balance as per statement as on 31.03.2022</b>	<b>56.00</b>

*NP*

*JA*

*DRF*

*S. Lakshmanan*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*



TAMIL NADU OPEN UNIVERSITY  
TAMIL NADU DIGITAL LIBRARY  
RECEIPTS AND CHARGES FOR THE YEAR 2021-22

S. NO	RECEIPTS	AMOUNT (Rs.)	S. NO	CHARGES	AMOUNT (Rs.)
1	Bank Interest	1163	1	Remuneration Paid to Staff	Nil
2	Transfer of fund from General Fund	265956	2	TN Digital Library Project	Nil
3	Interest (sweep A/c)	37491	3	Transfer of fund to General Fund	132978
4	Unchased cheque taken as receipts	163	4	Unspent Amount Refund to Government A/c	1106214
			5	Bank Charges	142
	TOTAL	304773		TOTAL	1239334
	Opening Balance as on 01.04.2021	934617		Closing Balance as on 31.03.2022	56
	opening balance Rs.34,969/- Opening Balance as per sweep A/c Rs.8,99,648/-			Closing balance Rs.56/- Closing Balance as per sweep A/c Rs.Nil	
	Grand Total	1239390		Grand Total	1239390

*ND*

*JA*

*JRCF*




*P. Lakshmanan*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15,

*Enshygi*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.


*M*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

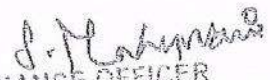



TAMIL NADU OPEN UNIVERSITY CLASSICAL TAMIL FUND Bank Reconciliation Statement from April-2021 to March-2022 INDIAN OVERSEAS BANK	
Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	898050.60
Opening Balance as per Sweep A/c as on 01.04.2021	0.00
<b>Total Opening Balance as on 01.04.2021</b>	<b>898050.60</b>
Add: Receipts	27604.00
<b>Total</b>	<b>925654.60</b>
Less: Charges (Expenditure)	94.40
Closing Balance as per cash book as on 31.03.2022	925560.20
Closing Balance as per bank as on 31.03.2022	925560.20
Less: SWEEP A/C Closing Balance as on 31.03.2022	0.00
<b>Book Balance as per statement as on 31.03.2022</b>	<b>925560.20</b>

*Handwritten signature in blue ink*


 FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

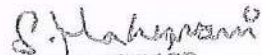
  
 FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
 Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.


TAMILNADU OPEN UNIVERSITY  
CLASSICAL TAMIL FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	BANK INTEREST	27604	1	Honoralam Paid	Nil
			2	Advance	Nil
			3	Bank charge	94.40
	TOTAL	27604		TOTAL	94.40
	OPENING BALANCE AS ON 1.04.2021	898050.60		CLOSING BALANCE AS ON 31.03.2022	925560.20
	GRAND TOTAL	925654.60		GRAND TOTAL	925654.60


 Rs.  
 J.A.  
  
 DR (F)

  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

**TAMIL NADU OPEN UNIVERSITY  
ICSSR FELLOWSHIP**

**Bank Reconciliation Statement from April-2021 to March-2022**

Particulars	Amount(Rs.)
Opening Balance as per Book on 01.04.2021	64543
Opening Balance as per Sweep A/c as on 01.04.2021	0
<b>Total Opening Balance as on 01.04.2021</b>	<b>64543</b>
Add: Receipts	2198
<b>Total</b>	<b>66741</b>
Less: Charges (Expenditure)	0
Closing Balance as per cash book as on 31.03.2022	66741
Add: Uncashed cheque(2018-19)	10483
Closing Balance as per bank statement as on 31.03.2022	77224
Less: SWEEP A/C Closing Balance as on 31.03.2022	0
<b>Book Balance as per statement as on 31.03.2022</b>	<b>77224.00</b>

*[Signature]*

JA

*[Signature]*  
DR (F)

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*

FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar

Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
ICSSR FELLOWSHIP  
RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	Grant Received	Nil	1	Payment of fellowship	Nil
2	BANK INTEREST	2198	2	Advance	Nil
	TOTAL	2198		TOTAL	0
	OPENING BALANCE AS ON 1.04.2021	64543		CLOSING BALANCE AS ON 31.03.2022	66741
	GRAND TOTAL	66741		GRAND TOTAL	66741

*(Signature)*

JA

*(Signature)*  
DRS

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



26

TAMIL NADU OPEN UNIVERSITY RESEARCH PROGRAMME FUND Bank Reconciliation Statement from April-2021 to March- 2022 INDIAN BANK	
Particulars	Amount (Rs.)
Opening Balance as per Book as on 01.04.2021	34924
Opening Balance as per Sweep A/c as on 01.04.2021	1127658
<b>Total Opening Balance as on 01.04.2021</b>	<b>1162582</b>
Add: Receipts	140758906
<b>Total</b>	<b>141921488</b>
Less: Charges (Expenditure)	141854593
<b>Closing Balance as per cash book as on 31.03.2022</b>	<b>66895</b>
Add: Unchashed cheque	5950
LESS: Delay Credit	8900
<b>Closing Balance as per bank as on 31.03.2022</b>	<b>63945</b>
Less: SWEEP A/C Closing Balance as on 31.03.2022	0
<b>Book Balance as per statement as on 31.03.2022</b>	<b>63945</b>

*[Signature]* R<sub>y</sub>  
JA *[Signature]* DRB

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
RESEARCH PROGRAMME FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	TUITION FEES	695970	1	RESEARCH GUIDE REMUNERATION/VIVA/DCM	117496
2	EXAM FEE	10700	2	QUESTION PAPER SETTERS REMN	Nil
3	SALE OF APPLICATIONS	Nil	3	CONDUCT OF EXAMINATION	Nil
4	BANK INTEREST (SB A/C)	13436	4	TA/DA	Nil
5	UNSPENT ADVANCE	3279	5	TA/DA TO VARIOUS COMMITTEE	18213
6	OTHER RECEIPTS	60000	6	ADVERTISEMENT	Nil
7	ADVANCE ADJUSTMENT	18321	7	CONDUCT OF SEMINARS/SEED MONEY	25000
8	INTEREST (SWEEP A/C)	20172	8	BOARD OF STUDIES MEETING	Nil
9	TRANSFER OF FUND FROM B.ED & PROSPECTUS ACCOUNT	1000000	9	CONTINGENCIES	5584
10	UNCASHED CHEQUE TAKEN AS RECEIPTS	Nil	10	CENTRAL VALUATION	Nil
11	FD Closed with Interest	138937028	11	REFUND OF TUITION FEE	Nil
			12	UNIVERSITY RESEARCH FELLOWSHIP	660000
			13	ADVANCES	28300
			14	INVESTMENT	140000000
			15	TRANSFER OF FUND TO B.ED & PROSPECTUS ACCOUNT	1000000
	Total	140758906		Total	141854593
	OPENING BALANCE AS ON 1.04.2021	1162582		CLOSING BALANCE AS ON 31.03.2022	66895
	opening balance Rs.34,924/- Opening Balance as per sweep A/c Rs.11,27,658/			Closing balance Rs.66,895/- Closing Balance as per sweep A/c Rs. NIL	
	GRAND TOTAL	141921488		GRAND TOTAL	141921488

*NSJ* By *JA* *DRCF*

*NSJ*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*S. Manikandan*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*NSJ*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

*T. Sankar* 14.04.2022  
*(+7) Prasadharan* 14.04.2022  
*Ret. Ar. Prasadharan* 14.04.2022  
*Prasadharan* 14.04.2022  
*Prasadharan* 14.04.2022

TAMIL NADU OPEN UNIVERSITY

SC/ST SCHOLARSHIP A/C

Bank Reconciliation Statement from April-2021 to March-2022

Particulars	Amount(Rs.)
Opening Balance as per Book on 01.04.2021	51064
Opening Balance as per Sweep A/c as on 01.04.2021	803783
<b>Total Opening Balance as on 01.04.2021</b>	<b>854847</b>
Add: Receipts	18158
<b>Total</b>	<b>873005</b>
Less: Charges (Expenditure)	872910
<b>Closing Balance as per cash book as on 31.03.2022</b>	<b>95</b>
Closing Balance as per bank as on 31.03.2022	95
Less: SWEEP A/C Closing Balance as on 31.03.2022	0
<b>Book Balance as per statement as on 31.03.2022</b>	<b>95.00</b>

*[Signature]*

Bhas  
JA

*[Signature]*  
JRCB

*[Signature]*

FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*

Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



23

TUITION FUND ACCOUNT  
SCHOLARSHIP A/c  
RECEIPTS & CHARGES ACCOUNT 2021-2022

S. No	RECEIPTS	AMOUNT (Rs.)	S. No	EXPENDITURE	AMOUNT (Rs.)
1	SC / ST Scholarship	Nil	1	SC / ST Scholarship Paid	Nil
2	Bank Interest	840	2	Bank charges	378
3	Transfer fund from Tuition Fee	Nil	3	Unspent Amount Refund to Government A/c	872532
4	Interest (Sweep A/c)	17318			
	<b>TOTAL</b>	<b>18158</b>		<b>TOTAL</b>	<b>872910</b>
	Opening Balance as on 01.04.2021	854847		Closing Balance as on 31.03.2022	95
	opening balance Rs.51,064/- Opening Balance as per sweep A/c Rs.8,03,783/-			Closing balance Rs.95/- Closing Balance as per sweep A/c Rs. Nil	
	<b>GRAND TOTAL</b>	<b>873005</b>		<b>GRAND TOTAL</b>	<b>873005</b>

*(Signature)*

8/2  
JA

*(Signature)*  
DR (CS)

*S. Manjivaraman*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



(2)

**TAMIL NADU OPEN UNIVERSITY  
EARMARKED FUND ACCOUNT**

**Bank Reconciliation Statement from April-2021 to March- 2022**

Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	1903632.76
Opening Balance as per Sweep A/c as on 01.04.2021	123645.00
<b>Total Opening Balance as on 01.04.2021</b>	<b>2027277.76</b>
Add: Receipts	1904668
<b>Total</b>	<b>3931945.76</b>
Less: Charges (Expenditure)	2640023.60
<b>Closing Balance as per cash book as on 31.03.2022</b>	<b>1291922.16</b>
ADD: Uncashed Cheque	0.00
Less : Unrealised demand draft.	37000.00
<b>Closing Balance as per bank as on 31.03.2022</b>	<b>1254922.16</b>
Less: SWEEP A/C Closing Balance as on 31.03.2022	165694
<b>Book Balance as per statement as on 31.03.2022</b>	<b>1089228.16</b>

Net  
JA  
DRIF

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

(21)

**TAMIL NADU OPEN UNIVERSITY**  
**EARMARKED FUND ACCOUNT**  
**RECEIPTS AND CHARGES FOR THE YEAR 2021-2022**

S.NO	RECEIPTS	AMOUNT (Rs.)	S.NO	CHARGES	AMOUNT (Rs.)
1	Security Deposit	1090650	1	Refund of Security Deposit-LRC	990000
2	LRC & CPC Deposit	Nil	2	Refund of EMD Deposit	150000
3	EMD Deposit	Nil	3	Refund of LRC & CPC Deposit	Nil
4	Bank Interest	9969	4	Refund of Inspection fee	Nil
5	Recognition fee	107000	5	Transfer of fund to B.Ed & Prospectus Account	1500000
6	Renewal Fee	191000	6	Contingencies	23.6
7	Interest (Sweep A/c)	6049			
8	Transfer of fund from Tuition Fund Account	500000			
	<b>TOTAL</b>	<b>1904668</b>		<b>TOTAL</b>	<b>2640023.60</b>
	Opening Balance as on 01.04.2021	2027277.76		Closing Balance as on 31.03.2022	1291922.16
	opening balance Rs.,19,03,632.76 Opening Balance as per sweep A/c Rs.Rs.1,23,545/			Closing balance Rs.11,26,228.16 Closing Balance as per sweep A/c Rs.1,65,694/	
	<b>Grand Total</b>	<b>3931945.76</b>		<b>Grand Total</b>	<b>3931945.76</b>

*(Signature)*

J.A.

*(Signature)*  
D.R.F.

*(Signature)*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*(Signature)*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*(Signature)*  
**Registrar**  
**Tamil Nadu Open University**  
**No.577, Anna Salai,**  
**Saidapet, Chennai-600 015.**

TAMIL NADU OPEN UNIVERSITY  
 CONTRIBUTORY PENSION SCHEME ACCOUNT  
 BANK RECONCILIATION STATEMENT FROM APRIL-2021 TO March - 2022

20

	INDIAN BANK	SBI	TOTAL
Opening balance as per Book as on 01.04.2021	55202	0	55202
Opening balance as per Sweep A/c as on 01.04.2021	650000	119969	769969
Opening balance as on 01.04.2021	705202	119969	825171
Add: Receipt IB	21465305	5987	21471292
Total	22170507	125956	22296463
Less: charges IB	22139386	0	22139386
Closing balance as per cash book 31.03.2022	31121	125956	157077
Closing balance as per cash book/ Bank Scroll 31.03.2022	31121	125956	157077
Less: SWEEP A/C Closing Balance as on 31.03.2022	0	125956	125956
Book Balance as per statement as on 31.03.2022	31121	0	31121

*[Signature]*

*[Signature]*  
ASST

*[Signature]*  
D.R.F)

*S. Hariprasad*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
CONTRIBUTORY PENSION SCHEME  
RECEIPT AND CHARGES FOR THE YEAR OF 2021-2022

(19)

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	CPF Recovery from G.F A/c	7181940	1	CPS Settlement of Terminal Benefit	Nil
2	CPF Recovery from B.Ed & Prospectus A/c	1855327	2	CPS Paid Retirement Benefits	3503386
3	CPF Employer share amount transfer from G.F A/c	7079649	3	Investment	17836000
4	CPF Employer share amount transfer from B.Ed & Prospectus A/c	1833881	4	Transfer of fund to Tuition Fund	800000
5	Transfer of fund from B.Ed fund A/c	3505000			
6	Bank Interest (SB A/c)	3476			
7	Interest (Sweep A/c)	12019			
	Total	21471292		Total	22139386
	OPENING BALANCE AS ON 1.04.2021	825171		CLOSING BALANCE AS ON 31.03.2022	157077
	opening balance Rs.55,202/- Opening Balance as per sweep A/c Rs.7,69,969/			Closing balance Rs.31,121/- Closing Balance as per sweep A/c Rs.1,25,966/-	
	GRAND TOTAL	22296463		GRAND TOTAL	22296463

*(Signature)*

*(Signature)*  
ASST

*(Signature)*  
DR (F)

*S. Maheswari*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



TAMIL NADU OPEN UNIVERSITY  
SPECIFIC GRANT ACCOUNT


Bank Reconciliation Statement from April-2021 to March-2022  
INDIAN BANK TNOU BRANCH, CHENNAI

Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	61724
Opening Balance as per Sweep A/c as on 01.04.2021	0
Total Opening Balance as on 01.04.2021	61724
Add: Receipts	1669
Total	63393
Less: Charges (Expenditure)	63082
Closing Balance as per cash book as on 31.03.2022	311
Closing Balance as per bank as on 31.03.2022	311
Less: SWEEP A/C Closing Balance as on 31.03.2022	0
Book Balance as per statement as on 31.03.2022	311

 *Res*  
J.A.  D.R.(F)



FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.



  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

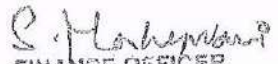
(7)

**TAMILNADU OPEN UNIVERSITY**  
**SPECIFIC GRANT ACCOUNT**  
**RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022**


SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	INTEREST ON BANK	1669	1	Unspent amount Refund to Government A/c	62982
			2	Bank Charges	100
	TOTAL	1669		TOTAL	63082
	OPENING BALANCE AS ON 1.04.2021	61724		CLOSING BALANCE AS ON 31.03.2022	311
	GRAND TOTAL	63393		GRAND TOTAL	63393




 R. J.A. D.R.E

  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

**TAMIL NADU OPEN UNIVERSITY  
CORPUS FUND**

**Bank Reconciliation Statement from April-2021 to March-2022  
INDIAN BANK TNOU BRANCH, CHENNAI**

Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	6679
Opening Balance as per Sweep A/c as on 01.04.2021	0
<b>Total Opening Balance as on 01.04.2021</b>	<b>6679</b>
Add: Receipts	196
<b>Total</b>	<b>6875</b>
Less: Charges (Expenditure)	0
<b>Closing Balance as per cash book as on 31.03.2022</b>	<b>6875</b>
<b>Closing Balance as per bank as on 31.03.2022</b>	<b>6875</b>
Less: SWEEP A/C Closing Balance as on 31.03.2022	0
<b>Book Balance as per statement as on 31.03.2022</b>	<b>6875</b>

*N.S.* *Ru*  
*J.A* *DRF*

*S. Lakshmanan*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*S. Shrinani*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*hgf*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

(15)

**TAMILNADU OPEN UNIVERSITY**  
**CORPUS FUND**  
**RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022**

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	INTEREST ON BANK	196	1	INVESTMENT	Nil
2	INTEREST ON BANK (Sweep A/c)	Nil			
	<b>TOTAL</b>	196		<b>TOTAL</b>	0
	OPENING BALANCE AS ON 1.04.2021	6679		CLOSING BALANCE AS ON 31.03.2022	6875
	Opening balance Rs.6,679/- Opening Balance as per sweep A/c Rs. Nil			Closing balance Rs.6,679/- Closing Balance as per sweep A/c Rs. Nil	
	<b>GRAND TOTAL</b>	6875		<b>GRAND TOTAL</b>	6875

*(Signature)*  
 J. ACST

*(Signature)*  
 D.P.S.

*(Signature)*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*(Signature)*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*(Signature)*  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.



**TAMIL NADU OPEN UNIVERSITY**  
**PENSION FUND**  
**Bank Reconciliation Statement from April-2021 to March-2022**

Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	31607
Opening Balance as per Sweep A/c as on 01.04.2021	2557251
<b>Total Opening Balance as on 01.04.2021</b>	<b>2588858</b>
Add: Receipts	285006444
<b>Total</b>	<b>287595302</b>
Less: Charges (Expenditure)	287247906
<b>Closing Balance as per cash book as on 31.03.2022</b>	<b>347396</b>
Add: Uncashed cheque	Nil
<b>Closing Balance as per bank statement as on 31.03.2022</b>	<b>347396</b>
Less: SWEEP A/C Closing Balance as on 31.03.2022	316769
<b>Book Balance as per statement as on 31.03.2022</b>	<b>30627</b>

*[Signature]*

*[Signature]*  
ASST

*[Signature]*  
DRF

*[Signature]*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*[Signature]*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*[Signature]*  
**Registrar**  
**Tamil Nadu Open University**  
**No.577, Anna Salai,**  
**Saidapet, Chennai-600 015.**

13

**TAMILNADU OPEN UNIVERSITY  
PENSION FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022**

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	TRANSFER OF FUND FROM GENERAL FUND	2600000	1	PENSION PAID	7247906
2	TRANSFER OF FUND FROM TUITION FEE FUND	3000000	2	RETIREMENT BENEFIT PAID	Nil
3	TRANSFER OF FUND FROM B.ED & PROSPECTUS A/C	NIL	3	DA AREARS PENSION PAID	Nil
4	FD MATURITY WITH INTEREST	279360188	4	TRANSFER OF FUND TO B.ED & PROSPECTUS A/C	Nil
5	BANK INTEREST	14004	5	CONTINGENCIES (Bank charge)	Nil
6	INTEREST (sweep A/c)	32262		INVESTMENT	280000000
	TOTAL	285006444		TOTAL	287247906
	OPENING BALANCE AS ON 1.04.2021	2588856		CLOSING BALANCE AS ON 31.03.2022	347396
	opening balance Rs.31,607/- Opening Balance as per sweep A/c Rs.26,57,261/-			Closing balance Rs.30,627/- Closing Balance as per sweep A/c Rs.3,16,769/-	
	GRAND TOTAL	287595302		GRAND TOTAL	287595302

*[Handwritten Signature]*

*[Handwritten Signature]*  
ACST

*[Handwritten Signature]*  
DRCS

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMIL NADU OPEN UNIVERSITY SPECIAL PROVIDENT FUND Bank Reconciliation Statement from April-2021 to March-2022 INDIAN BANK	
Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	39584
Opening Balance as per Sweep A/c as on 01.04.2021	158200
Total Opening Balance as on 01.04.2021	197784
Add: Receipts	99605
Total	297389
Less: Charges (Expenditure)	290000
Closing Balance as per cash book as on 31.03.2022	7389
Closing Balance as per bank as on 31.03.2022	7389
Less: SWEEP A/C Closing Balance as on 31.03.2022	0
Book Balance as per statement as on 31.03.2022	7389

*[Handwritten Signature]*

*[Handwritten Signature]*  
ASST DR (F)

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



(1)

**TAMILNADU OPEN UNIVERSITY**  
**SPECIAL PROVIDENT FUND ACCOUNT**  
**RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022**

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	Special Provident fund Recovery From General Fund A/c	81690	1	SPF Retirement Benefits Paid	Nil
2	Special Provident fund Recovery From B.Ed & Prospectus A/c	9170	2	Transfer of fund to Tuition fund A/c	290000
3	Bank Interest	1517			
4	Interest (Sweep A/c)	7228			
	<b>TOTAL</b>	<b>99605</b>		<b>Total</b>	<b>290000</b>
	OPENING BALANCE AS ON 1.04.2021	197784		CLOSING BALANCE AS ON 31.03.2022	7389
	opening balance Rs.39,584/- Opening Balance as per sweep A/c Rs.Rs.1,58,200/			Closing balance Rs.7,389/- Closing Balance as per sweep A/c Rs.Nil	
	<b>GRAND TOTAL</b>	<b>297389</b>		<b>GRAND TOTAL</b>	<b>297389</b>

*(N.P)*      *(A&S)*      *(DRS)*

*S. Harishankar*  
**FINANCE OFFICER**  
**TAMIL NADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*(A&S)*      *Harishankar*  
**FINANCE OFFICER**  
**TAMILNADU OPEN UNIVERSITY**  
**CHENNAI-15.**

*(M)*  
**Registrar**  
**Tamil Nadu Open University**  
**No.577, Anna Salai,**  
**Saidapet, Chennai-600 015.**

**TAMIL NADU OPEN UNIVERSITY**  
**GENERAL PROVIDENT FUND**  
**Bank Reconciliation Statement from April-2021 to March-2022**  
**INDIAN BANK TNOU BRANCH, CHENNAI**

Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	-127847
Opening Balance as per Sweep A/c as on 01.04.2021	325400
<b>Total Opening Balance as on 01.04.2021</b>	<b>197553</b>
Add: Receipts	2822985
<b>Total</b>	<b>3020538</b>
Less: Charges (Expenditure)	2918000
<b>Closing Balance as per cash book as on 31.03.2022</b>	<b>102538</b>
Add: Uncashed cheque	0
<b>Closing Balance as per bank as on 31.03.2022</b>	<b>102538</b>
Less: SWEEP A/C Closing Balance as on 31.03.2022	26024
<b>Book Balance as per statement as on 31.03.2022</b>	<b>76514</b>

*(Signature)*

*(Signature)*  
AST DR (F)

*(Signature)*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*(Signature)*

FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

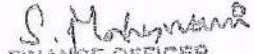
*(Signature)*

*(Signature)*

TAMILNADU OPEN UNIVERSITY  
GENERAL PROVIDENT FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	GPF RECOVERY FROM GENERAL FUND A/C	1442617	1	GPF FINAL CLOSEURE PAYMENT	Nil
2	GPF RECOVERY FROM ARREARS	Nil	2	GPF PART FINAL PAYMENT	175000
3	BANK INTEREST	2261	3	TRANSFER FUND TO GENEAL FUND	1043000
4	TRANSFER FUND FROM GENERAL FUND	1043000	4	TRANSFER FUND TO B.ED FUND	300000
5	TRANSFER FUND FROM B.ED FUND	300000	5	TRANSFER FUND TO EXAM FUND	1400000
6	INTEREST (Sweep a/c)	35107			
	TOTAL	2822986		TOTAL	2918000
	OPENING BALANCE AS ON 1.04.2021	197553		CLOSING BALANCE AS ON 31.03.2022	102538
	opening balance Rs.-1,27,847/- Opening Balance as per sweep A/c A/c Rs.3,25,400/-			Closing balance Rs.76,514/- Closing Balance as per sweep A/c Rs.26,024/-	
	GRAND TOTAL	3020538		GRAND TOTAL	3020538

  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

8

**TAMIL NADU OPEN UNIVERSITY**  
**DEB GRANT ACCOUNT**  
**BANK RECONCILIATION STATEMENT FROM APRIL-2021 TO MARCH-2022**

Opening balance as per Book as on 01.04.2021

Opening balance as per Sweep A/c as on 01.04.2021

**Total** Opening balance as on 01.04.2021

Add: Receipt IB

**Total**

Less: charges IB

Closing balance as per cash book 31.03.2022

Closing balance as per bank 31.03.2022

Less: SWEEP A/C Closing Balance as on 31.03.2022

**Book Balance as per statement as on 31.03.2022**

INDIAN BANK	SBI	TOTAL
105632	0	105532
1349508	55589	1405097
<b>1455040</b>	<b>55589</b>	<b>1510629</b>
56355	2774	59129
1511395	58363	1569758
0	0	0
<b>1511395</b>	<b>58363</b>	<b>1569758</b>
1511395	58363	1569758
1402769	58363	1461132
<b>108626</b>	<b>0</b>	<b>108626</b>

*S. Maheswar*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

*[Signature]*  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.



TAMILNADU OPEN UNIVERSITY  
DEB GRANTS ACCOUNT  
RECEIPT AND CHARGES FOR THE YEAR OF 2021- 2022

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	Development Grant	Nil	1	Purchase of Study material	Nil
2	Bank Interest	3094	2	Staff Training & Development	Nil
3	Advance Adjustment	Nil	3	Research and Development	Nil
4	Refund of unspent Advance	Nil	4	Contingency(Bank charge)	Nil
5	Other Receipts	Nil	5	Advance	Nil
6	Interest (Sweep A/c)	58035	6	Vocational Education & Training	Nil
	TOTAL	59129		TOTAL	0
	OPENING BALANCE AS ON 1.04.2021	1510829		CLOSING BALANCE AS ON 31.03.2022	1569758
	opening balance Rs.1,05,532/- Opening Balance as per sweep A/c Rs.14,05,097/-			Closing balance Rs.1,08,626/- Closing Balance as per sweep A/c Rs.14,61,132/-	
	GRAND TOTAL	1569758		GRAND TOTAL	1569758

*[Handwritten signature]*

*[Handwritten initials]*  
JA *[Handwritten initials]*

*[Handwritten signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Handwritten signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

(5)

TAMIL NADU OPEN UNIVERSITY  
B.ED & PROSPECTUS ACCOUNT  
BANK RECONCILIATION STATEMENT FOR THE YEAR OF 2021- 2022

	INDIAN BANK	SBI	TOTAL
Opening balance as per Book as on 01.04.2021	2504114.50	484462.84	2988577.34
Opening balance as per Sweep A/c as on 01.04.2021	3181768.00	20343.00	3202111.00
Total Opening balance as on 01.04.2021	5685882.50	504805.84	6190688.34
Add: Receipt IB	29206171	1086.00	29207257
SBI(1065)			
Total	34892053.50	505891.84	35397945.34
Less: charges IB	33603706	0.00	33603706
SBI ()			
Closing balance as per cash book 31.03.2022	1288347.50	505891.84	1794239.34
Add: Uncashed cheque, untraced credit			
Excess credit, wrong credit	521449	126300.00	647749
Total	1809796.50	632191.84	2441988.34
Less: Wrong debt, short credit,			
DD not credit in bank, Delay credit	1737492	609750.00	2347242
Closing balance as per bank scroll 31.03.2022	72304.50	22441.84	94746.34
Less: SWEEP A/C Closing Balance as on 31.03.2022	3419	21401.00	24820
Book Balance as per statement as on 31.03.2022	68885.50	1040.84	69926.34

*S. Mohan*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]* JA  
*[Signature]* JA  
*[Signature]* DRCF

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

TAMILNADU OPEN UNIVERSITY  
BED & PROSPECTUS FUND  
RECEIPT AND CHARGES FOR THE YEAR OF 2021 - 2022

SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	Sale of Prospectus	Nil	1	Salary for B.Ed. Staff	20153222
2	Tuition Fees	Nil	2	Printing of Lessons & Prospectus	18284
3	Advance Adjustment	25800	3	Postage	Nil
4	Refund of Unspent Advance	3520	4	Conduct of Examination	Nil
5	Sale of Study Materials	Nil	5	Counselling/Study Centre/ LSC Remuneration	2261600
6	Bank Interest	6962	6	Course Writer Remuneration	164890
7	FD Matured	Nil	7	TA/DA	28440
8	Transfer of fund from General fund	12000000	8	Refund of Tuition Fees	1880435
9	Other Receipts	60376	9	Advertisement	Nil
10	Salary Adjustments	34000	10	Teaching practice Claim/ Assignment Valuation	Nil
11	Interest (sweep A/c)	41599	11	Contingencies	4664
12	Transfer of fund from Tuition fund	13940000	12	Question Paper Setters Remuneration	Nil
13	Transfer of fund from GPF fund A/c	300000	13	Transfer of fund to General Fund A/c	Nil
14	Transfer of fund from Research Programme A/c	1000000	14	Transfer of fund to Exam fund	Nil
15	Transfer of fund from Earmarked fund	1500000	15	Infrastructure Facility (Equipment&Furniture)	Nil
16	Transfer of fund from Exam fund A/c	300000	16	Workshop Expenses/Seminar	Nil
17	Transfer of fund from TNOU Registrar IGNO Asst.	5000	17	Royalty	Nil
			18	Board of Studies	Nil
			19	Advances	152310
			20	Investment	Nil
			21	RCI Subscription	1401000
			22	Transfer of fund to Tuition fund A/c	900000
			23	Transfer of fund to Earmarked fund	Nil
			24	Transfer of fund To GPF Fund A/c	300000
			25	Transfer of fund To CPS Fund A/c	3505000
			26	CPS Contribution (Employer Contribution)	1833881
			27	Transfer of fund to Research Prog. A/c	1000000
				TOTAL	33603706.00
	TOTAL	29207257		CLOSING BALANCE AS ON 231.03.2022	1794239.34
	OPENING BALANCE AS ON 1.04.2021	6190688.34		Closing balance Rs.17,43,619.34/-	
	Opening balance Rs.29,00,577.34/-			Closing Balance as per sweep A/c Rs.24,820/-	
	Opening Balance as per sweep A/c Rs.32,02,111/-			GRAND TOTAL	35397945.34
	GRAND TOTAL	35397945.34			

S. Mahalingam  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

(Signature)  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

(Signature)  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



TAMIL NADU OPEN UNIVERSITY  
GENERAL FUND

Bank Reconciliation Statement for the Month of April-2021 to March-2022

Particulars	General Fund(Consolidated-01)		General Fund (Consolidated-02), Tuition Fee				General Fund (Consolidated-03), Exam Fee			TOTAL
	IB	SBI	IB	SBI	IOB-NP	IOB-SBT	IB	SBI	IOB	
OPENING BALANCE AS PER BOOK AS ON 01.04.2021	-122355222.06	59682.00	9095937.95	897387.08	1883698.10	955338.46	30418492.81	858674.72	579259.60	4257248.66
OPENING BALANCE AS PER SWEEP A/C AS ON 01.04.2021	3546145	98457.80	1430570.00	13826.80	0.00	0	5594314.00	32963.00	0.00	10706295.00
TOTAL OPENING BALANCE AS ON 01.04.2021	-118809077.1	158139.80	92390507.95	911213.88	1883698.10	955338.46	36002806.81	891657.72	579259.60	14963543.66
Add: RECEIPTS IB	79828953.00	5903.00	297542498.00	166276.40	12234.00	29364.00	47735111.00	1662.00	9453.00	1143791454.40
TOTAL	679479875.94	164042.00	389933005.95	1077489.48	1895932.10	984702.46	83737917.81	893319.72	588712.60	1158754998.06
Less: Charges IB	798830395.00	0.00	302841451.00	500023.60	800053.10	94.40	54776631.91	0.00	579110.92	1158318759.93
Closing Balance per Cash Book as on 31.03.2022	-119350519.06	164042.00	87091554.95	577465.88	1095879.00	984608.06	28961285.90	893319.72	18601.68	436238.13
Add: Uncashed cheque, untraced credit Excess credit, wrong credit	3783510.00	0.00	6054479.00	9804.00	0.00	0.00	4220140.00	293502.50	0.00	14361435.50
TOTAL	-115567009.06	164042.00	93146033.95	587269.88	1095879.00	984608.06	33181425.90	1186822.22	18601.68	14797673.63
LESS: Wrong debt, short credit, DD not credit in bank, Delay credit	72006.00	59682.00	1099268	573966.50	1080241.50	0	948547.00	1151635	0	4985346.00
TOTAL	-115639015.06	104360.00	92046765.95	13303.38	15637.50	984608.06	32232878.90	35187.22	18601.68	9812327.63
Add: Consolidated-01 Expenditures Debet in Consolidated-02 & Consolidated-03 Bank Account,Consoli-02 Exp. Debt in Consoli-03 & Consoli-03 Exp. Debt in Consoli-02	124716189.00	0.00	5805494	0.00	0.00	0	2420452	0	0	132942135.00
TOTAL	9077173.94	104360.00	97852259.95	13303.38	15637.50	984608.06	34653330.90	35187.22	18601.68	142754462.63
LESS: Consolidated-01 Expenditures Debet in Consolidated-02 & Consolidated-03 Bank Account,Consoli-02 Exp. Debt in Consoli-03 & Consoli-03 Exp. Debt in Consoli-02	2735954.00	0.00	96535091.00	0.00	0.00	0	33671090	0	0	132942135.00
Closing Balance as per bank 31.03.2022	6341219.94	104360.00	1317168.95	13303.38	15637.50	984608.06	982240.90	35187.22	18601.68	9812327.63
LESS: Sweep A/c Closing balance as on 31.03.2022	2678207	104360	625000.00	0	0	0	953287	34629	0	4395483
Closing Balance as per bank scroll 31.03.2022	3663012.94	0.00	692168.95	13303.38	15637.50	984608.06	28953.90	558.22	18601.68	5416844.63

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
T.A.

*[Signature]*  
S.A.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

GENERAL FUND III (CONSOLIDATED), EXAMINATION FEE FUND 2021-2022					
SN	RECEIPTS	AMOUNT (Rs.)	SN	CHARGES	AMOUNT (Rs.)
1	EXAM FEE	27704197	1	POSTAL EXPENDITURE	12883.00
2	SB INTEREST	17769	2	QUESTION PAPER SETTERS REMUNERATION	3622471.00
3	ADVANCE ADJUSTMENT	3799717	3	CENTRAL VALUATION	3781230.00
4	UNSPENT ADVANCE	486730	4	a) PRINTING OF EXAM FORMS/ANSWER SHEETS	2456582.00
5	SALE OF WASTE PAPERS	Nil	4	b) ONLINE EXAMINATION PROCESS	3174553.02
6	OTHER RECEIPTS	105650	5	STATIONERY EXPENDITURE	334530.00
7	CAUTION DEPOSIT	Nil	6	ASSIGNMENT VALUATION	178465.00
8	UNCASHED CHEQUE TAKEN AS RECEIPT	23565	7	ADVERTISEMENT CHARGES	Nil
9	INTEREST ON SWEEP A/C (IB+SB)	32546	8	TA/DA	Nil
10	TRANSFER FUND FROM TUITION FUND	7800000	9	CONTINGENCIES	130558.92
11	TRANSFER FUND FROM GENERAL FUND	4300000	10	CONDUCT OF EXAMINATION	4521610.89
12	TRANSFER FUND FROM TNDU REGISTRAR IGMU ASST.	1506052	11	ADVANCES	3463859.00
13	TRANSFER OF FUND FROM EXAM FUND IOB A/C TO IB E.F A/C	570000	12	CONVOCATION EXPENSES	Nil
14	TRANSFER FUND FROM GPF FUND A/C	1400000	13	QUESTION PAPER PRINTING	Nil
			14	INVESTMENT	Nil
			15	TRANSFER OF FUND TO TUITION FEE FUND	1000000.00
			16	TRANSFER OF FUND TO GENERAL FUND	31800000.00
			17	TRANSFER OF FUND TO B.ED FUND	300000.00
			18	TRANSFER OF FUND FROM EXAM FUND IOB A/C TO IB E.F A/C	570000.00
C	TOTAL	47746226		TOTAL	55346742.83
A+B+C	TOTAL (A+B+C)	1143791454.40	A+B+C	TOTAL (A+B+C)	1158318759.93
	OPENING BALANCE AS ON 01.04.2021	14963543.66		CLOSING BALANCE AS ON 31.03.2022	436238.13
	Closing balance Rs.42,57,248.66 Closing Balance as per sweep A/c Rs.1,07,06,295/-			Closing balance Rs.-39,59,244.87/- Closing Balance as per sweep A/c Rs.43,95,483/-	
	GRAND TOTAL	1158754998.06		GRAND TOTAL	1158754998.06

*[Signature]*

*[Signature]*  
JA

*[Signature]*  
JA

*[Signature]*  
Asst

*[Signature]*  
DR(F)

*S. Maheswari*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*[Signature]*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.



(2)

GENERAL FUND II (CONSOLIDATED), TUITION FEE FUND 2021-2022					
S. No.	RECEIPTS	AMOUNT (Rs.)	S. No.	EXPENDITURE	AMOUNT (Rs.)
1	Tuition Fee	143911343.40	1	(a) -Printing of Student Study Materials	29993519
2	Inspection Charges - From Centres	Nil		(b)-Costs of Purchases (Purchase of Papers from TNPL)	Nil
3	Sale of SLMs	Nil	2	Postage	4273912
4	Interest on Investments / Fixed Deposits	134304708	3	Packing Machine Materials	16800
5	SB Interest	95112	4	Purchase of Study Materials	39997
6	Other Receipts	4625	5	Remuneration / Incentives / other Councelling)	8232832
7	Refund of unspent	40244	6	Course Writer Remuneration	2799877
8	Advance Adjustment	526155	7	Inspection Charges / T.A & D.A.	85596
9	Transfer of Funds from G.F A/c	8000000	8	Advertisement	Nil
10	Recognition Fees	Nil	9	Refund of Tuition Fees / Differently Abled & Ineligible Students)	617220
11	Transfer of Fund From Examination Fund A/c	1000000	10	Contingencies	189157
12	Transfer of Fund From Special Provident Fund A/c	290000	11	Workshop Expenses	145367
13	Transfer of Fund From CPS Fund A/c	800000	12	Electrical Charges / Electrical Repairs / Telephone Charges	17039
14	Transfer of Fund From B.Ed & Prospectus Fund A/c	900000	13	(a) EMPRC Equipment & Maintenance	399500
15	Transfer of Fund From TNOU Registrar IGNOU Asst.	5984841		(b) E-Content / Mobile Learning & etc.	557941
16	Transfer of fund from Tuition fee fund SBI A/c to IB T.F A/c	500000	14	(a) - Establishment charges of Regional Centres & LSCs and Examination centres at Govt. and Govt. aided private colleges	Nil
17	Transfer of fund from Tuition fee fund IOB A/c to IB T.F A/c	800000		(b) - Maintenance & Infrastructure charges	1487872
18	Interest on Sweep A/c (IB+SBI)	98739	15	Establishment /Maintenance charges of Constituent Community Colleges /community Colleges	83119
19	Uncashed Cheque taken as Receipt	494605	16	{a}Transfer of funds to General Fund A/c	74800000
				{b}Transfer of funds to Earmarked Fund A/c	500000
			17	Contribution to TamilNadu State Council for Higher Education	750000
			18	Royalty	Nil
			19	Board of Studies	102710
			20	Bank Charges	18654.10
			21	NAAC Expenses	Nil
			22	Transfer of funds to Pension Fund A/c	3000000
			23	Transfer of funds to B.Ed & Prospectus Fund A/c	13940000
			24	Transfer of funds to Examination Fund A/c	7800000
			25	Transfer of fund from Tuition fee fund IOB A/c to IB T.F A/c	800000
			26	Transfer of fund from Tuition fee fund SBI A/c to IB T.F A/c	500000
			27	Advance Paid	701310
			28	Investment	150000000
			29	e-Governances, Green Campus & Paperless Administration	2289200
B	TOTAL	297750372.40		TOTAL	304141622.10

  
 FINANCE OFFICER  
 TAMILNADU OPEN UNIVERSITY  
 CHENNAI-15.

  
 Registrar  
 Tamil Nadu Open University  
 No.577, Anna Salai,  
 Saidapet, Chennai-600 015.

TAMIL NADU OPEN UNIVERSITY  
GENERAL FUND  
RECEIPTS & EXPENDITURE FOR THE YEAR 2021 -2022

(1)

S.No	RECEIPTS	AMOUNT (Rs.)	S.No	EXPENDITURE	AMOUNT (Rs.)
<b>GENERAL FUND (CONSOLIDATED-01)</b>					
1	GOVT GRANT		1	STAFF SALARY	96778039
2	STAFF SALARY & MAINTENANCE GRANT	10932000	2	OUTSOURCING STAFF WAGES/TEMPORARY STAFF REMUNERATION/CONTRACT PAYMENT	20234827
3	GRANT RECEIVED FROM GOVT. FOR CONSTRUCTION OF BUILDING AT REGIONAL CENTRES	Nil	3	TA/DA	74779
4	S.B A/C INTEREST	106345	4	LEAVE TRAVEL CONCESSION	Nil
5	INTEREST ON INVESTMENT /REALISATION OF FD/FD MATURITY WITH INTEREST	671771211	5	BUILDING MAINTENANCE	767897
6	DISPOSAL OF WASTE PAPERS	167650	6	INSURANCE FOR TNOU PERMANENT DRIVERS	Nil
7	TRANSFER OF FUNDS FROM TUITION FEE A/C	74800000	7	AUDIT FEE TO IF AUDIT	652534
8	TRANSFER OF FUNDS FROM EXAM FEE A/C	31800000	8	CPF CONTRIBUTIONS(EMPLOYER CONTRIBUTIONS)	7079549
9	TRANSFER OF FUNDS FROM B.Ed & PROSPECTUS FEE A/C	Nil	9	LEAVE SALARY & PENSION CONTRIBUTIONS- FOREIGN SERVICES	859401
10	TRANSFER OF FUNDS FROM GPF A/C	1043000	10	POSTAGES	698218
11	SALE OF APPLICATION FOR TEACHING & NON TEACHING POSTS	67000	11	VEHICLE MAINTENANCE	264571
12	OTHER RECEIPTS (ONLINE & CHALLAN COLLECTIONS)	3725420	12	PRINTING & STATIONERY	968975
13	UNSPENT ADVANCE REMITTANCE	185569	13	FUEL CHARGES	761726
14	INCOME FROM UNIVERSITY PROPERTIES	Nil	14	PURCHASE OF EQUIPMENTS	3001141
15	ADVANCE ADJUSTMENT	1051222	15	MOTOR VEHICLE INSURANCE	61478
16	SALARY ADJUSTMENTS	1255882	16	(a) ATTENDING OF SEMINARS/CONFERENCES	Nil
17	TRANSFER OF FUND FROM TN DIGITAL LIBRARY A/C	132973		(b) CONDUCTING OF SEMINARS/CONFERENCES	61271
18	TRANSFER FUND FROM TNOU REGISTRAR IGNOU ASST.	1128703	17	TELEPHONE CHARGES	232968
19	Interest on Sweep A/c (IB+SBI)	102447	18	ELECTRICITY CHARGES	3313553
20	Uncashed Cheque taken as receipt	25417	19	EQUIPMENT MAINTENANCE(Xerox Machines/ Printers/ Packing Machines)	651103
			20	LEGAL EXPENSES	218333
			21	RENT	959600
			22	HIRE CHARGES (VEHICLES)	13546
			23	LIBRARY BOOKS & JOURNALS	684557
			24	COMPUTER STATIONERY	847373
			25	INTERNET CHARGES & WEB SERVER MAINTENANCE	498811
			26	FURNITURES	1229079
			27	CIVIL WORKS	2043642
			28	PURCHASE OF NEW VEHICLES	Nil
			29	ADVERTISEMENTS	629388
			30	UNIFORMS	Nil
			31	REGISTRATION FEE	Nil
			32	CONTINGENCIES	856057
			33	SYNDICATE FINANCE COMMITTEE /ACADEMIC COUNCIL /PLANNING BOARD/ OTHER MEETINGS	558011
			34	CONSTRUCTION OF BUILDINGS	Nil
			35	PENSION FUND	2600000
			36	BANK CHARGES	16275
			37	OTHER ALLOWANCE (OVERTIME & HOLIDAY)	123300
			38	PUBLIC RELATION/ HOSPITALITY	623223
			39	SECURITY SERVICE CHARGES	1742399
			40	CEREMONIES & FUNCTIONS (REP.DAY IND. DAY & OTHER FUNCTIONS)	126039
			41	UNIVERSITY CONTRIBUTIONS	284630
			42	NEW HEALTH INSURANCE (EMPLOYER CONTRIBUTIONS)	406418
			43	TRANSFER OF FUNDS	
				(A) TRANSFER OF FUNDS TO TUITION FEE A/C	8000000
				(B) TRANSFER OF FUNDS TO EXAM FEE A/C	4300000
				(C) TRANSFER OF FUNDS TO B.Ed & PROSPECTUS FEE A/C	12000000
				(D) TRANSFER OF FUNDS TO GPF A/C	1043000
				(E) TRANSFER OF FUNDS TO TN DIGITAL LIBRARY A/C	265956
			44	GENERAL INSURANCE	Nil
			45	PREPARATION OF COMMON SYLLABUS	Nil
			46	PROPERTY TAX & WATER TAX	208790
			47	CONSULTANT SALARY	459710
			48	ADVANCES	1630128
			49	INVESTMENT	62000000
A	TOTAL	798294856.00		TOTAL	798830395.00



TAMIL NADU OPEN UNIVERSITY UGC's GRANT TO SOU (TNOU) Bank Reconciliation Statement from April-2021 to March-2022 INDIAN BANK	
Particulars	Amount(Rs.)
Opening Balance as per Book as on 01.04.2021	10000000.00
Opening Balance as per Sweep A/c as on 01.04.2021	0.00
Total Opening Balance as on 01.04.2021	10000000.00
Add: Receipts (1666666)	1666666.00
Total	11666666.00
Less: Charges (Expenditure)	11666666.00
Closing Balance as per cash book as on 31.03.2022	0.00
Closing Balance as per bank as on 31.03.2022	0.00
Less: SWEEP A/C Closing Balance as on 31.03.2022	0.00
Book Balance as per statement as on 31.03.2022	0.00

*N.S.*

*DR*

*DR*

*Dr. Shyama*

*S. J. Lakshminarayana*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*N.S.*  
FINANCE OFFICER  
TAMILNADU OPEN UNIVERSITY  
CHENNAI-15.

*WJ*  
Registrar  
Tamil Nadu Open University  
No.577, Anna Salai,  
Saidapet, Chennai-600 015.

**Enclosure- 09**

**BEST PRACTICES**

<b>Sl. No.</b>	<b>Domain Area/Type</b>	<b>Best Practices</b>
1.	Curriculum/SLM	<ul style="list-style-type: none"> <li>• The Curriculum is designed and prepared by In-House Faculty members in Coordination with other university subject experts. Industry Practitioners and experts provide various Inputs on each and every course design and development in line with industry requirements and standards.</li> <li>• The In-house faculties of the school are assisting in developing course materials for aforesaid Programmes as subject matter experts.</li> <li>• Academic and Industry experts are involved in consulting, writing, co-ordinating and designing the course materials in SLM format for the programme.</li> <li>• Printed study material (written in self-learning mode) for both theory and practical components along with relevant web-links are provided.</li> </ul>
2.	Personal Contact Program /Week end counselling	<ul style="list-style-type: none"> <li>• Personal Counselling classes are conducted through online and offline mode to the learners on various LSC's and RC's.</li> <li>• Academic counsellors are well qualified teachers and they are also trained by experts in TNOU which enable them to deliver academic services as per the benchmark.</li> <li>• The Final semester students are provided exposure in industry through field visit/project work. This apparently provide for hands on experience.</li> <li>• Skill and professional development programmes are conducted in various LSC centres of TNOU which help in enhancing the skills of the students.</li> <li>• Feedback is obtained on teacher's performance by students in a prescribed format and corrective measures are taken on the basis of analysis.</li> <li>• The School conducts induction programme for all the students admitted in the MBA programme. This obviously helps students to chalk out their plan in choosing their desired electives in the fourth semester.</li> </ul>

3.	Examination/Evaluation	<ul style="list-style-type: none"> <li>• Examinations are conducted transparently.</li> <li>• Previous year question papers are made available to the students for reference.</li> <li>• Internal and external marks awarded and exam question paper pattern is shared to the students during the induction programme itself.</li> <li>• Internal assessment is treated as continuous assessment and its question papers are made available in the student portal. They can complete the assignments and submit through online in the portal itself.</li> </ul>
4.	LSCs Activities	<ul style="list-style-type: none"> <li>• LSCs are established in government colleges and affiliated colleges only</li> <li>• The courses offered by the above colleges are considered as a basis for the allotment of courses of TNOU to LSCs</li> <li>• LSCs manual is developed and activities are conducted accordingly.</li> <li>• The university invites all coordinators of all the LSCs to participate in the training programmes conducted at TNOU which enhance their capacity building.</li> <li>• Attendance of the distance learner who participates in the personal contact programme or weekend classes is recorded and well maintained.</li> <li>• Proper support is extended to the visually impaired and physical disability students.</li> </ul>
5.	Quality Assurance	<ul style="list-style-type: none"> <li>• TNOU has established Centre for Internal Quality Assurance (CIQA) for overseeing, reviewing and upgrading quality aspects in academics, students services, administration etc.</li> <li>• The Tamil Nadu State Open University has given more emphasis on delivery mechanism to students. Further the department of management has given more weight age on the development of Self Learning Material for the benefits of the student's community.</li> <li>• The department has recently designed the Ph.D Course work syllabus on par with global standards and benchmark. In the Ph.D coursework syllabus more thrust has been accorded on contemporary issues in management.</li> </ul>

6.	Placement	<ul style="list-style-type: none"> <li>• TNOU has established Student Welfare and Placement Cell with a view to providing the employment opportunities for the TNOU students on par with the Conventional Universities</li> <li>• In collaboration with School guru Eduserve Pvt. Ltd, Mumbai, the first Placement Camp for its students was held at TNOU on 18.07.2018. 50 leading Corporate Companies participated in that event and selected 25 students from 150 participants. Encouraged by the results, placement camps have been conducted at various places in Tamilnadu.</li> <li>• The Regional Centres in collaboration with the District Employment Centres, leading industries and local educational institutions organize the job fair. Then all the leading industries nearby are contacted and informed about the job fair and their manpower requirements are collected. The information about the fairs is widely publicized among various beneficiaries through TNOU website, local dailies, notices, social media and TV channels. Local NGOs, educational institutions and volunteers also extend their support in this endeavour.</li> <li>• At the end of the job fairs, offer letters are distributed to the selected candidates by government officials, industry leaders and popular personalities. At the academic front, career guidance programmes are organized at TNOU.</li> <li>• The Student Placement Cell and Research Programme Section jointly organize Career Guidance Programme for M.Phil.&amp; Ph.D. scholars and special lectures by industry experts, bureaucrats, and motivational speakers. They share their experience in terms of preparation for the Competitive Examinations.</li> </ul>
7.	Faculty centric	<ul style="list-style-type: none"> <li>• Encouraging faculty members to undergo FDP Programme in periodic basis.</li> <li>• Computer literacy programme is conducted to all the teachers</li> <li>• Training is given to the teachers about conducting courses in MOOC and SWAYAM platform.</li> </ul>
8.	Students Centric	<ul style="list-style-type: none"> <li>• SLM both print and electronic medium (ESLM) is developed through interactive method which is a part of student self centric and self directed learning.</li> <li>• Learner enjoys flexibility as he has the provisions of learning at its own pace</li> <li>• Student is an important stake holder in the HEI, as such he plays a decisive role for the overall development.</li> </ul>

9.	Use of Technology	<ul style="list-style-type: none"><li>• The University is to upload various audio and video lectures and electronic study material in the student portal.</li><li>• TNOU has launched student portal and TNOU Mobile application for the convenience of students about the academic activities in future.</li></ul>
10.	Any other	To be initiated to consider the fee concession

# All India Council for Technical Education

(A Statutory body under Ministry of Education, Govt. of India)

Nelson Mandela Marg, Vasant Kunj, New Delhi-110070 Website: [www.aicte-india.org](http://www.aicte-india.org)



## APPROVAL PROCESS 2022-23

### Letter of Recommendation/NOC

F.No. Southern/2022-23/1-11297186051

Date: 30-May-2022

To,  
The Vice Chancellor  
TAMIL NADU OPEN UNIVERSITY  
577, ANNA SALAI, SAIDPET, CHENNAI,  
CITY, Chennai,  
Tamil Nadu, 600015

**Sub: Letter of Recommendation Open and Distance Learning (ODL) / Online Learning (OL) 2022-23**

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Education) (1st Amendment) Regulations, 2021 notified on 24th February 2021 and other notifications as applicable and published from time to time, I am directed to convey the approval to

<b>Permanent Id</b>	1-11297186051	<b>Application Id</b>	1-11297186051
<b>Name of the Institution/University</b>	TAMIL NADU OPEN UNIVERSITY	<b>Name of the Society/Trust</b>	TAMIL NADU OPEN UNIVERSITY
<b>Institution/University Address</b>	SAIDAPET, CHENNAI -15, CITY, CHENNAI, Tamil Nadu, 600015	<b>Society/Trust Address</b>	577, ANNA SALAI, SAIDPET, CHENNAI, City, Chennai, Tamil Nadu, 600015
<b>Institution/University Type</b>	Government	<b>Region</b>	Southern

To conduct following Courses in ODL mode for the Academic Year 2022-23\*

Sr. No.	Program	Level	Course	Center	Number of Seats
1	Management	POST GRADUATE	Management	Headquarter	10000

To conduct following Courses in OL mode for the Academic Year 2022-23\*

Sr. No.	Program	Level	Course	Center	Number of Seats
1	Management	POST GRADUATE	Management	Headquarter	5000

The university shall fulfill all the norms and requirements as mentioned in the All India Council for Technical Education (Open and Distance Learning Education & Online Education) Guidelines, 2021 Notified on 3rd March, 2021 and amended from time to time.

The University shall obtain necessary approval from University Grants Commission (UGC) as per the prescribed schedule and procedure.

The Administration/ Management of the University shall strictly follow further conditions as may be specified by the Council from time to time. The Council may withdraw the recommendation, in case it observes any violation of said ODL/OL regulations, mis-representation of facts and submitting factually incorrect information to it.

**Note : Recommended**

**Prof. Rajiv Kumar**  
**Member Secretary, AICTE**

Copy to:

1. **Secretary, University Grants Commission**
2. **The Regional Officer,**  
All India Council for Technical Education  
Shastri Bhawan 26, Haddows Road  
Chennai - 600 006, Tamil Nadu
3. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at <http://www.aicte-india.org/>

**\*\* Copy of this letter will not be communicated through Post/Email. However, provision is made in the AICTE portal for downloading letter through Authorized login credentials allotted to concerned State Secretary / DTE/ Registrar.**