



SRINIVAS UNIVERSITY

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III. Specific Observation of VEC -Report received from UGC- DEB on 23rd Feb, 2026

Programmes not recommended by VEC:

Submission:

B2- 1.1. Compliance Requirements

1. Act of the HEI for offering online programmes is not submitted.

(a) The HEI-Srinivas University Act (2013) permits the offering of online programmes under the following clauses:

Point 7(i), 7(vi), Point 8(ii), 8(xv),8 (xvii),8(xxi)- Attaching the copy of the Act having these provisions.

Annexure 1 (Proof attached)

(b) There are **three state private Universities** in Karnataka, which are already offering online mode programmes, duly approved by UGC-DEB.

Dayanand Sagar University (2012) and Adichunchanagiri University (2012) have provisions under their Act like Srinivas University Act (2013) only.

Attaching the copy of the Act of the referred Universities and its provisions mentioned under Point 7(i), 7(vi), Point 8(ii), 8(xv),8 (xvii),8(xxi)

On this precedence, Srinivas University will also be compliant with the same HEI act having the required provisions in it.

Annexure 2 (Proof attached)

(c) The objects of the University Act under point 7(vi) clearly permits the university to offer online mode which is in total alignment to the definition of Online mode as per the ODL OL Regulations 2020.Reference -Page 58, Part III- Sec 4 under definitions point (u)

Annexure 3. (Proof with page extract attached)

The above supports the compliance requirements

2. Copy of approval of statutory bodies for PPR & ELMs of 4-year UG programme(s) is not submitted.

The copy of the Statutory bodies' approval for the Programme Project Report and the ELM of 4-year UG programme for the online mode has been duly submitted.



Annexure 4 (Document attached)

This supports the compliance mandate

3. PPR is not as per UGC (Open and Distance Learning Programme and Online Programme) Regulations, 2020.

The suggestions given by the VEC panel members towards the PPR has been duly incorporated in each of the proposed programmes. The PPR document has been updated and passed again through the BOS and Academic council.

The contents of the updated PPR are as per the UGC (Open and Distance Learning Programme and Online Programme) Regulations, 2020.

Annexure 5 (PPR attached with Academic council MOM) Link to the document/drive

<https://drive.google.com/drive/u/1/folders/15yUosrSln09mfcuybfvT8il9BOwhoxST>

This supports the compliance mandate.

4. ELM is not as per UGC (Open and Distance Learning Programme and Online Programme) Regulations, 2020.

The ELM for the online programme has been prepared as per the UGC (Open and Distance Learning Programme and Online Programme) Regulations, 2020.

The ELM is enabled as per the 4 Quadrants of Audio-Visual content, E- learning modules, Web resources and discussion forums and Assessment questions.

The specifications given for the content preparation under each quadrant has been completely followed and facilitated for the course as per the academic credits.

The minimum content requirements as per the 50% duration of the programme has been completed and all the 4-quadrants content is made available from Sem 1 to 4 for UG programmes and from Sem1 to 2 for the PG programmes.

The VEC panel suggestions are also incorporated in the content as a measure of improvement.

Annexure 6: The content details as per the 4 quadrants is provided in the file /link as due submission along with the undertaking from the university for the same.

Annexure 6 (Content links as per 4 quadrants for all the programmes shared in the document/drive)

<https://drive.google.com/drive/u/1/folders/1euQb0F1z7YDsPF2G3zRqsYmfRHw JB R>

This supports the compliance mandate.


REGISTRAR
SRINIVAS UNIVERSITY
MANGALORE





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III. Specific Observation of VEC -Report received from UGC- DEB on 23rd Feb, 2026

1. Act of the HEI for offering online programme is not submitted.

Submission:

Srinivas University stands Compliant to this requirement, and the following reasons and documentary proofs are submitted in support of it.

(a) The HEI-Srinivas University Act (2013) permits the offering of online programmes under the following clauses:

Point 7(i), 7(vi), Point 8(ii), 8(xv), 8(xvii), 8(xxi) - Attaching the copy of the Act having these provisions.

Annexure 1 (Proof attached- Srinivas University Act (2013)-Relevant provisions highlighted)

(b) There are three state private Universities in Karnataka, which are already offering online mode programmes, duly approved by UGC-DEB.

Dayanand Sagar University (2012) and Adichunchanagiri University (2012) have provisions under their Act like Srinivas University Act (2013) only.

Attaching the copy of the Act of the referred Universities and its provisions mentioned under Point 7(i), 7(vi), Point 8(ii), 8(xv), 8 (xvii), 8(xxi)

On this **precedence**, Srinivas University will also be compliant with the same HEI act having the required provisions in it.

Annexure 2 (Proof attached- Adichunchanagiri University Act (2012) and Dayanand Sagar University Act (2012) - Same provisions as of Annexure- 1 is highlighted)

(c) The objects of the University Act under point 7(vi) clearly permits the university to offer online mode which is in total alignment to the definition of online mode as per the ODL OL Regulations 2020.Reference -Page 58, Part III- Sec 4 under definitions point (u)

Annexure 3. (Proof attached- Extract from Srinivas University Act (2013) and UGC ODL OL Regulations 2020 -Relevant points highlighted)


Registrar

REGISTRAR
SRINIVAS UNIVERSITY

MANGALORE





KARNATAKA ACT NO. 42 OF 2013
THE SRINIVAS UNIVERSITY ACT, 2013

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STATEMENT OF OBJECTS AND REASONS

Act No.42 of 2013.- A. Shama Rao Foundation (R), Mangalore has come forward to establish private University in the State. The establishment of a private university by a well-known organization would certainly help in spreading the quality education to the needy students. This also accelerates the enhancement of gross enrolment ratio in the higher education sector which presently stands at 11.5% only in Karnataka.

Keeping in view the above, it is considered necessary to provide for establishment of a private University in the name Srinivas University by the A. Shama Rao Foundation (R), Mangalore.

This private university focuses on teaching, training, research and development in the fields of Technical, Health, Management, life sciences and allied sectors and for the matters connected therewith or incidental thereto.

Hence, the Bill.

[L.C. Bill No.13 of 2013, File No. Samvyashae 26 Shasana 2013]

[Entry 25 of List III of the Seventh Schedule to the Constitution of India.]



KARNATAKA ACT NO. 42 OF 2013

(First Published in the Karnataka Gazette Extra-ordinary on the twenty fifth day of March, 2013)

THE SRINIVAS UNIVERSITY ACT, 2013

(Received the assent of the Governor on the Twenty Second day of March, 2013)

An Act to establish and incorporate in the State of Karnataka a University of unitary nature in private sector by the A. Shama Rao Foundation (R), Mangalore to promote and undertake the advancement of applied University education in General, Technical, Health, Management, Life Sciences and allied sectors and for the matters connected therewith or incidental thereto.

Whereas it is expedient to establish and incorporate in the State of Karnataka a University of unitary nature in private sector by the A. Shama Rao Foundation (R), Mangalore to promote and undertake the advancement of applied University Education in Technical, Health, Management, life sciences and allied sectors and for the matters connected therewith or incidental thereto for the purposes hereinafter appearing;

Be it enacted by the Karnataka State Legislature in the sixty fourth year of the Republic of India as follows:-

CHAPTER - I PRELIMINARY

1. Short title, extent and commencement:-(1) This Act may be called the Srinivas University Act, 2013.

(2) It extends to the whole of the State of Karnataka.

(3) It shall come into force on such ¹[date]¹ as the State Government may, by notification, in the official Gazette, appoint.

¹ The Act came into force on 23.02.2017 vide notification No. ED 370 URC 2016, Dated: 23.02.2017

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

(a) “Academic Council” means the Academic Council of the University as specified in section 25;

(b) “Agenda Matters” means all the matters and businesses to be designated in the Statutes each of which can be either included in the Agenda or be taken up for discussion and decision at a meeting of the Board of Governors or the Board of Management or any Committees, as the case may be, only subject to the prior written approval of the Chancellor, consenting to the passing of such matters and businesses at such a meeting;



(c) “Board of Governors” means the Board of Governors of the University as specified in Section 23;

(d) “Board of Management” means the Board of Management of the University as specified in Section 24;

(e) “Chancellor”, “Vice-Chancellor”, “Pro Vice-Chancellor” means respectively the Chancellor, Vice Chancellor and Pro Vice Chancellor of the University;

(f) “Campus” means a campus established, maintained by the University wherever situated;

(g) “Committees” means the committees formed under this Act or by the various functionaries of the University as the case may be and includes the Nomination Committee, the Finance Committee and such other committees;

(h) “Constituent College” means a college or institution established and maintained by the University;

(i) “Finance Committee” means the Finance Committee of the University as specified in Section 27;

(j) “Government” means the Government of Karnataka;

(k) “National Accreditation bodies” means a body established by the Central Government for laying down norms and conditions for ensuring academic standards of higher education, such as University Grants Commission, All India Council of Technical Education, National Council of Teacher Education, Medical and Dental Councils of India, Pharmaceutical Council of India, National Council of Assessment and Accreditation, Indian Council of Agriculture Research, Council of Scientific and Industrial Research etc. and includes the Government;

(l) “Prescribed” means prescribed by rules made by the Government under this Act;

(m) “Principal in relation to a Constituent College” means the head of the Constituent College and includes, where there is no Principal or in the absence of a Principal appointed, the Vice-Principal or any other person for the time being appointed to act as Principal;

(n) “Registrar” means the Registrar of the University;

(o) “Regional Centre” means a centre established or maintained by the University for the purpose of co-ordinating and supervising the work of Study Centres in any region and for performing such other functions as may be conferred on such centre by the Board of Management;



(p) "Sponsoring Authority" or "Sponsoring Body" in relation to this Act means Sponsoring Trust;

(q) "Sponsoring Trust" means A. Shama Rao Foundation (R), Mangalore, registered under the Indian Trust Act, 1982.

(r) "State" means State of Karnataka;

(s) "Statutes" and "Regulations" means respectively the Statutes and Regulations of the University made under this Act;

(t) "Study Centre" means a centre established and maintained by the University for the purpose of advising, counseling or for rendering any other assistance required by the students in the context of the education;

(u) "Teacher" means and includes a Professor, Associate Professor, Assistant Professor, Reader or Lecturer or such other person as may be appointed for imparting instruction or conducting or to guide research in the University or in a Constituent College and includes the Principal of Constituent College in conformity with the norms prescribed by the University Grants Commission;

(v) "University" means Srinivas University established and incorporated under this Act;

(w) "University Grants Commission" means the Commission established under section 4 of the University Grants Commission Act, 1956 (Central Act 3 of 1956);

(x) "Visitor" means the visitor of the University as specified in section 13.

CHAPTER - II

THE UNIVERSITY AND SPONSORING BODY

3. Proposal for the establishment of the University:- (1) Sponsoring Trust shall have the right to establish the University of unitary nature subject to and in accordance with the provisions of this Act.

(2) The proposal to establish a University shall be made to the State Government by Sponsoring Trust.

(3) The proposal shall contain the following particulars, namely:-

(i) the objects of the University along with the details of Sponsoring Trust;

(ii) the extent and status of the University and the availability of land;

(iii) the nature and type of programmes of study and research to be undertaken by the University during a period of five academic years immediately following the commencement date;

(iv) the nature of faculties, courses of study and research proposed to be started;



(v) the campus development such as buildings, equipment and structural amenities;

(vi) the phased outlays of capital expenditure for a period of five academic years immediately following the commencement date;

(vii) the item-wise recurring expenditure, sources of finance and estimated expenditure for each student;

(viii) the scheme for mobilizing resources and the cost of capital thereto and the manner of repayments to each source;

(ix) the scheme of generation of funds internally through the recovery of fee from students, revenues anticipated from consultancy and other activities relating to the objects of the University and other anticipated incomes;

(x) the details of expenditure on unit cost, the extent of concessions or rebates in fee, free ship and scholarship for students belonging to economically weaker sections and the fee structure indicating varying rate of fee, if any, that would be levied on students who are either non resident Indians or persons of Indian origin or sponsored by non resident Indians or persons of Indian origin and students of nationalities other than India;

(xi) the years of experience and expertise in the concerned discipline at the command of Sponsoring Trust; as well as the financial resources;

(xii) the system for selection of students to the courses of study at the University; and

(xiii) status of fulfillment of such other conditions as may be required by the State Government to be fulfilled before the establishment of the University.

(4) A Screening Committee shall be constituted by the State Government consisting of three members who are Ex-officio members of Karnataka State Higher Education Council to examine the proposal received from the Sponsoring Trust which has recommendations to the State Government for establishment of the University.

4. Establishment of the University:- (1) Where the State Government, after considering the recommendations of the screening Committee and holding such inquiry as it may deem necessary, is satisfied that-

(i) the Trust has ability to run an University with sufficient infrastructure.

(ii) owns a land to the extent specified below in accordance with its location namely:-

(a) twenty five acres of land if it is within limits of Bruhat Bangalore Mahanagara Palike;



- (b) forty acres of land if it is out side the limits of Bruhat Bangalore Mahanagara Palike but within Bangalore Metropolitan Region Development Authority area;
- (c) not less than sixty acres of land in the places other than the places specified in Clauses (a) and (b).

The land specified above shall consist of a single block and it shall be in the name of the concerned Trust / foundation / institution / university itself. Based on the furnished particulars required in sub-section (3) of section 3, the Government may direct the Trust to establish the permanent Statutory Endowment Fund as specified in section 47.

(2) After the establishment of the Permanent Statutory Endowment Fund, the State Government may, by notification, in the official Gazette, accord sanction for establishment of the University of unitary nature in the State by the name of "Srinivas University".

(3) The headquarters of the University shall be at Mangalore. The University shall have Campuses or Regional Centres, Study Centres anywhere in Karnataka and subject to the prior permission of the State Government and as per UGC norms.

(4) The First Chancellor, the First Vice-Chancellor, First members of the Board of Governors, First members of the Board of Management and the Academic Council and all persons who may hereafter become such officers or members, so long as they continue to hold such office or membership, shall constitute a body corporate and can sue and be sued in the name of the University.

(5) On sanction for the establishment of the University under sub-section (2), the land and other movable and immovable properties acquired, created, arranged or built by Sponsoring Trust for the purpose of the University shall vest in the University.

(6) In all suits and other legal proceedings by or against the University, the pleading shall be signed and verified by, and all processes in such suits and proceedings shall be issued to and be served on the Registrar.

(7) The land, building and other properties of the University shall not be used for any purpose other than incidental to the objects of the University.

5. Grants and Financial Assistance:- The University shall be self-financing and shall neither make a demand nor shall be entitled to any maintenance grant-in-aid or any other financial assistance from the State or any other body or corporation owned or controlled by the State:

Provided that the State may, provide financial support through grants or otherwise,-

(a) for research, development and other activities for which other State Government organizations are provided financial assistance; or



(b) for any specific research or programmes receiving support from the State Government and

(c) provided to or the benefit of the similar Universities in the State whether subject to a change in State Policy or otherwise;

Provided further that the university may receive any financial support from any other source.

6. Power to establish constituent College, additional campuses, Regional Centres or Study Centres:- The University may have Constituent Colleges, Regional Centres, additional campuses and Study Centres at such places in the State as it deems fit after the completion of five years after its establishment with prior approval of the State Government subject to norms of UGC and other National Accreditation bodies.

7. Objects of the University:-The University shall employ a broad range of strategies to achieve its vision and objectives,-

(i) to support, promote and undertake advancement of and innovation in University education leading up to and including post graduate, doctoral and post doctoral courses in the Technical, Health, Management, Life sciences and allied sectors and make provisions for research, advancement and dissemination of knowledge including consultancy in these fields;

(ii) to collaborate with any other universities, research institutions, non-profit organizations, industry associations, professional associations or other organizations, to conceptualize, design, develop and offer specific educational and research programmes, training programmes and exchange programmes for students, faculty members and others;

(iii) to undertake collaborative research and advocacy with any organizations with prior approval of the State Government;

(iv) to disseminate and advance knowledge by providing instructional and research facilities in such branches of learning as it may deem fit and in particular, to make special provisions for integrated courses in Technical, Health, Management, Life sciences and other such Higher Educational Programmes of the University and to make appropriate measures for promoting interdisciplinary studies and research;

(v) to develop human resources to meet the demands of high end technical and professional industries with research on future sustainable technologies catering to engineering solutions and support technology business and technology incubation;

(vi) to provide innovative system of University level education, flexible and open with regard to methods and places of learning, combination of courses eligibility for enrolment, age of entry, conduct of examinations and operation of programmes with a view to



promoting access and equity in higher learning besides encouraging excellence in new fields of knowledge and placing special emphasis on both academic as well as application oriented learning;

(vii) to develop resource centres to contribute to quality education with prior approval of State Government;

(viii) to establish Campuses, Regional centres, study centres and constituent Colleges at various locations in Karnataka and to contribute and develop an understanding of educational change in technical, professional, general education and social and human development with prior approval of Government;

(ix) to institute degrees, diplomas, certificates and other academic distinctions like award of credits on the basis of successful completion of academic work evaluated through multiple modern methods of assessment;

(x) to disseminate knowledge and develop a public debate on issues of education and allied development fields through seminars, conferences, executive education programmes, community development programmes, publications and training programmes and events;

(xi) to undertake programmes for development and training of faculty and researchers of the University in partnership with any other university of quality with prior approval of the State Government;

(xii) to undertake necessary or expedient action to pursue and promote the objectives of the University;

(xiii) to pursue any objectives as may be approved by the Government for the enhancement of education and other development sectors in India.

8. Powers of the University:-The University shall have the following powers, namely:-

(i) to establish and maintain such Campuses, Regional Centres and Study Centres in Karnataka as may be determined by the University from time to time in the manner laid down by the Statutes with prior approval of the Government and as per UGC norms;

(ii) to carry out all such other activities as may be necessary or feasible in furtherance of the object of the University;

(iii) to confer degrees or other academic distinctions in the manner and under conditions laid down in the Statutes;

(iv) to institute and award fellowships, scholarships and prizes, awards, medals etc., in accordance with the Statutes;



(v) to demand and receive such fees, bills, invoices and collect charges as may be fixed by the Statutes or rules, as the case may be;

(vi) to make provisions for extracurricular activities for students and employees;

(vii) to make appointments of the Faculty, officers and employees of the University or a Constituent College, Campuses, Regional Centres, Study Centres;

(viii) to receive voluntary donations and gifts of any kind not prohibited by any Law for the time being in force and to acquire, hold, manage, maintain and dispose of any movable or immovable property, including Trust and endowment properties for the purpose of the University or a Constituent College or a Campus, Regional Centre, Study Centre;

(ix) to institute and maintain hostels and to recognize places of residence for students of the University or a Constituent College;

(x) to supervise and control the residence and to regulate the discipline among the students and all categories of employees and to lay down the conditions of service of such employees, including the Code of Conduct for the students and employees;

(xi) to create academic, administrative and support staff and other necessary posts;

(xii) to co-operate and collaborate with other Universities in such a manner and for such purposes as the University may determine from time to time;

(xiii) to organize and conduct refresher courses, orientation courses workshops, seminars and other programmes for teachers, lesson writers, evaluators and other academic staff;

(xiv) to determine standards of admission to the University or a Constituent College, Regional Centres, Study Centres with the approval of Academic Council and to make admission of students of Karnataka not less than the extent provided in this Act;

(xv) to do all such other acts or things whether incidental to the powers aforesaid or not, as may be necessary to further the objects of the University;

(xvi) to institute Degrees, Diplomas, Certificates and other academic distinctions on the basis of examination or any other method of evaluation approved by the Government;

(xvii) to provide for the preparation of instructional materials, including films, cassettes, tapes, video cassettes, CD, VCD and other software and other relevant electronic and print media;

(xviii) to raise, collect, subscribe and borrow money with the approval of the Board of Governors whether on the security of the property of the University, for the purposes of the University;



(xix) to acquire, takeover, and run the management of any other educational institution with the prior approval of the State Government;

(xx) to acquire properties with the prior approval of the Board of Management;

(xxi) to undertake any other activities connected with or incidental to above objectives of the University.

9. University open to all classes, castes, creed, gender or nation:-The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in the qualifying examinations:

Provided that forty percent of the admissions in all courses of the university shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the State Government from time to time.

Provided further that, where there are less than ten seats in any course like Post Graduate, they shall be reserved by clubbing such courses together and where there are less than three seats in any course they shall be reserved by rotation.

10. National Accreditation:- The University shall seek accreditation from respective statutory national accreditation bodies soon after its establishment. Further all the courses run by Private Universities shall be as per the regulations of the National Accreditation Bodies.

11. Powers of the Sponsoring Body:- The sponsoring body shall have the following powers with reference to the University, each of which may be exercised by the Sponsoring Body at its discretion, namely:-

- (i) to appoint or re-appoint or terminate the appointment of the Chancellor;
- (ii) to constitute the first Board of Governors of the University;
- (iii) to nominate the chairperson of the Board of Governors;
- (iv) to nominate three persons as members of the Board of Governors;
- (v) to nominate two persons as members of the Board of Management;
- (vi) to determine the source of funds to be contributed to the University Endowment Fund;
- (vii) to determine the application and spending of moneys by the University;
- (viii) to resolve any conflict at the meeting of the Board of Governors in the manner provided for in this Act.



CHAPTER – III

OFFICERS OF THE UNIVERSITY

12. Officers of the University:- The following shall be the officers of the University, namely:-

- (i) The Visitor;
- (ii) The Pro-visitor;
- (iii) The Chancellor;
- (iv) The Vice-Chancellor;
- (v) The Pro Vice-Chancellor;
- (vi) The Registrar;
- (vii) The Finance Officer; and
- (viii) Such other officers as may be declared by the Statutes to be officers of the University.

13. The Visitor:- (1) His Excellency the Governor of Karnataka shall be the Visitor of the University and the visitor may offer suggestions for the improvement of the functioning of the University.

(2) The Visitor shall preside at the convocation of the University for conferring degrees and diplomas.

(3) The Visitor shall have the following powers, namely:-

- (i) to call for any paper or information relating to the affairs of the University;
- (ii) on the basis of the information received by the Visitor and if he is satisfied that any order, proceedings or decision taken by any authority of the University is not in conformity with the Act, Regulations, or Rules, he may issue such directions as he may deem fit in the interest of the University and the directions so issued shall be complied with by all the concerned.

14. The Pro-Visitor:- (1) The Hon'ble Minister for Higher Education, Government of Karnataka shall be the pro-visitor of the University:-

(2) The pro-visitor shall, when the Visitor is absent, preside at the Convocation of the University for conferring degrees and diplomas.

15. The Chancellor:- (1) The Chancellor shall be appointed by the Sponsoring Body.

(2) The founder trustee of the Sponsoring Body shall be the first Chancellor, who shall hold for life or till he demits office.

(3) The subsequent Chancellor shall be either the then Trustee of the Sponsoring Body or such other person of eminence of national figure in the field of education, science,



culture or public life, when such an appointment is being considered, as may be decided by the Sponsoring Body.

(4) The subsequent Chancellor so appointed shall hold the office as determined by the Sponsoring Body.

(5) The Chancellor shall have such powers as may be conferred on him by this Act or the Statutes made there under, which shall include the following powers, namely:-

- (i) to function as the head of the University;
- (ii) to preside at all convocations of the University in absence of visitor and pro-visitor ;
- (iii) to function as a Chairperson of the Board of Governors of the University;
- (iv) to appoint or re-appoint or terminate the appointment of the Vice-Chancellor, in accordance with the provisions of this Act and the Statutes;
- (v) to nominate a person as a member of the Nomination Committee as referred to in sub-section (2) of section 16 of this Act;
- (vi) to preapprove the appointment of the Pro Vice-Chancellor, the Dean, the Registrar and the Finance Officer;
- (vii) to nominate two academicians as members on the Board of Governors;
- (viii) to appoint the first Pro Vice-Chancellor and the Finance Officer;
- (ix) to constitute the first Board of Management, the Finance Committee, the Research Council and the Academic Council;
- (x) to pre-approve the Agenda matters in the manner provided for in the Act;
- (xi) to resolve a conflict (excluding conflicts at a meeting of the Board of Governors) in the manner provided in this Act.

(6) In the event of there being a conflict inter-se between the functionary or body and any other functionary or body of the University, then the issue shall be referred to the Chancellor and the decision of the Chancellor in respect of such issue shall be final and binding on the University.

16. The Vice-Chancellor:- (1) The Vice-Chancellor shall be appointed by the Chancellor for a term of three years subject to other terms and conditions as may be laid down by the Statutes from among three persons recommended by the Nomination Committee constituted in accordance with the provisions of sub-section (2). After the term of three years, it is renewable for another term of three years.



Provided that a Vice-chancellor shall continue to hold the office even after expiry of his term till new Vice-chancellor joins. However, in any case this period shall not exceed one year.

(2) The Nomination Committee referred to in sub-section (1) shall consist of the following persons, namely:-

(i) One person nominated by the Chancellor;

(ii) Two nominees of the Board of Governors, one of whom shall be nominated as the Convener of the Committee by the Board of Governors.

(3) The Nomination Committee shall, on the basis of merit, recommend three persons suitable to hold the office of the Vice-Chancellor and forward the same to the Chancellor along with a concise statement showing the academic qualifications and other distinctions of each person.

(4) The Vice-Chancellor shall be the Principal Executive and Academic Officer of the University and shall exercise general supervision and control over the affairs of the University and give effect to the decisions of the authorities of the University.

Provided that, where any matter, other than the appointment of a Teacher is of urgent nature requiring immediate action and the same could not be immediately dealt with by any officer or the authority or other body of the University empowered by or under this Act to deal with it, the Vice-Chancellor may take such action as he may deems fit with the prior written approval of the Chancellor.

(5) The Vice-Chancellor shall exercise such other powers and perform such other duties as may be laid down by the Statutes or the Rules.

Provided that, where in the opinion of the Vice-chancellor, any decision of any authority of the university is outside the powers conferred by this Act or Statutes, Regulations or Rules made there under or is likely to be prejudicial to the interests of the university, he shall request the concerned authority to revise its decision within fifteen days from the date of its decision and in case the authority refuses to revise such decision wholly or partly or fails to take any decision within fifteen days, then such matter shall be referred to the Chancellor and his decision thereon shall be final.

(6) The services of the Vice-Chancellor can be terminated by the Chancellor with the approval of the Board of Governors after following the principles of natural justice and after providing an opportunity to present his case including for termination on disciplinary grounds.

(7) The Vice-Chancellor shall preside at the convocation of the University in the absence of the Visitor, Pro-Visitor and the Chancellor.



17. The Pro Vice-Chancellor:- The Vice-Chancellor shall appoint not exceeding three pro-vice Chancellors with the written approval of the Chancellor in such manner and they shall exercise such powers and perform such duties as may be laid down by the Statutes.

18. Deans of faculties:- Deans of faculties shall be appointed by the Vice-Chancellor with the written approval of the Chancellor in such manner and they shall exercise such powers and perform such duties as may be laid down by the Statutes.

19. The Registrar:- (1) The Registrar shall be appointed by the Chancellor in such manner and on such terms and conditions as may be laid down by the Statutes.

(2) All contracts as defined in statutes shall be entered into and signed by the Registrar on behalf of the University.

(3) The Registrar shall have the power to authenticate records on behalf of the University and shall exercise such other powers and perform such other duties as may be conferred by the statutes or may be required from time to time, by the Chancellor or the Vice-Chancellor.

(4) The Registrar shall be responsible for the due custody of the records and the common seal of the University and shall be bound to place before the Chancellor, the Vice-Chancellor or any other authority, all such information and documents as demanded.

20. The Finance Officer:- The Finance Officer shall be appointed by the Vice-Chancellor with the written approval of the Chancellor in such manner and he shall exercise such powers and perform such duties as may be laid down by the Statutes.

21. Other Officers:- The manner of appointment, terms and conditions of service and powers and duties of the other officers of the University shall be such as may be specified by Statutes.

CHAPTER – IV

AUTHORITIES OF THE UNIVERSITY

22. Authorities of the University:- The following shall be the authorities of the University, namely:-

- (i) The Board of Governors;
- (ii) The Board of Management;
- (iii) The Academic Council;
- (iv) The Research and Innovation Council;
- (v) The Finance Committee; and
- (vi) Such other authorities as may be declared by the Statutes to be the authorities of the University.



23. The Board of Governors and its powers:- (1) The Board of Governors shall consist of the following, namely:-

- (i) The Chancellor - Chairperson
- (ii) The Vice-Chancellor - Member
- (iii) The Principal Secretary /Secretary to the State Government in the Department of Higher Education or by his nominee not below the rank of Deputy Secretary
- (iv) The Principal Secretary /Secretary to the State Government in the Department of Medical Education or by his nominee not below the rank of Deputy Secretary
- (v) One expert from the field of management, finance or any other specialized, including administration to be nominated by the State Government.
- (vi) Two persons nominated by the Sponsoring Body of whom one shall be woman;
- (vii) The Pro Vice Chancellor who shall be non-voting member;
- (viii) One eminent educationist nominated by the University Grants Commission

(2) The Registrar shall be non-voting member Secretary of the Board of Governors.

(3) The tenure of office of the members of the Board of Governors, appointment of members, other than Government nominees, renewal and removal, etc., shall be such as may be laid down by the Statutes.

(4) All meetings of the Board of Governors shall always be chaired by the Chancellor and in his absence by any one of the nominees of the Chancellor. If Chancellor has not nominated any person to Chair such a meeting, members present in the meeting shall elect the Chairperson for that meeting only from among themselves by a simple majority.

(5) Quorum for all meetings of the Board of Governors shall be three members attending and voting at such meeting.

Provided that the presence of either the Chancellor or one nominee of the Sponsoring Body and in the absence of the Chancellor or one nominee of Sponsoring Body, the Vice Chancellor, shall always be necessary to form the quorum for any meeting of the Board of Governors.

(6) The Board of Governors shall be the Principal Governing Body of the University and shall have the following powers, namely:-

- (i) to appoint the Statutory Auditors of the University;
- (ii) to lay down policies to be pursued by the University;
- (iii) to review decisions of the other authorities of the University if they are not in conformity with the provisions of this Act, or the Statutes or the Rules;



- (iv) to approve the Budget and Annual Report of the University;
- (v) to make new or additional Statutes or amend or repeal the earlier Statutes and Rules;
- (vi) to take decision about voluntary winding up of the University;
- (vii) to approve proposals for submission to the Government;
- (viii) to nominate three members to the Fee Regulation Committee;
- (ix) to take such decisions and steps as are found desirable for effectively carrying out the objects of the University.

(7) The Board of Governor shall, meet at least three times a year.

(8) The Board of Governors shall meet at such time and place as may be specified by Statute.

24. The Board of Management :- (1) The Board of Management shall consist of the following, namely:-

- (i) The Vice Chancellor;
- (ii) The Pro-Vice Chancellors;
- (iii) The Registrar;
- (iv) Two nominees of the Sponsoring Body;
- (v) Two Deans of the faculties as nominated by the Vice Chancellor.

(2) The Vice Chancellor shall be the Chairperson of the Board of Management and the Registrar shall be the Secretary of the Board of Management.

(3) The Board of management shall be the executive body of the University. The powers and functions of the Board of Management shall be such as may be specified by the statutes.

(4) All meetings of the Boards of Management shall always be chaired by the Vice Chancellor and in the absence of the Vice Chancellor, by the nominee of the Sponsoring Body and where the Sponsoring Body has not nominated any nominees, then by any other member as elected by the members present in the meeting.

(5) In the event of a conflict of opinion at a meeting of the Board of Management, the issue shall be referred to the Chancellor and the decision of the Chancellor in respect of such issue shall be final and binding on the University.

25. The Academic Council:-(1) The Academic Council shall consist of the following, namely:-

- | | | | |
|-------|-------------------------|---|-------------|
| (i) | The Vice-Chancellor | - | Chairperson |
| (ii) | The Pro Vice Chancellor | - | Members |
| (iii) | The Registrar | - | Secretary |



(iv) Such other members as may be specified by the Statutes.

(2) The Academic Council shall be the principal academic body of the University and shall, subject to the provisions of this Act, the Statutes, Regulations and the Rules, co-ordinate and exercise general supervision over the academic policies of the University.

26. The Research and Innovation Council:- (1) Research and Innovation Council shall be the Principal Research and Innovation Committee of the University and shall provide the larger holistic vision of the kind of research to be undertaken by the University, including prioritization of the research areas. Research and Innovation Council shall, subject to the provisions of this Act, the Statutes, Regulations and the Rules, co-ordinate and exercise general supervision over the Innovation and Research policies of the University.

(2) The Research and Innovation Council shall consist of the following, namely:-

- | | | |
|--|---|--------------|
| (i) The Vice-Chancellor | - | Chairperson |
| (ii) The Pro Vice Chancellor | - | Member |
| (iii) The Dean of Research | - | Secretary |
| (iv) Head of the Department of Innovation | - | Member |
| (v) Deans of all Faculties | - | Members; and |
| (vi) Such other members as may be specified in the Statutes. | | |

27. The Finance Committee:-(1) The Finance Committee shall consist of the following, namely:-

- | | | |
|--|---|-------------|
| (i) The Chancellor or his Nominee- | - | Chairperson |
| (ii) The Vice-chancellor | - | Member |
| (iii) The Registrar | - | Member |
| (iv) The Finance Officer | - | Secretary |
| (v) One nominee of the Sponsoring Body | - | Member; and |
| (vi) Such other members as may be specified in the statutes. | | |

(2) The Finance Committee shall be the principal financial body of the University to take care of financial matters and shall, subject to the provisions of this Act, Rules and Statutes co-ordinate and exercise general supervision over the financial matters of the University.

28. Other Authorities:- The constitution, powers and functions of the other authorities of the University shall be such as may be specified by the statutes.

29. Disqualification for membership of an Authority or Body: A person shall be disqualified for being a member of any of the authorities of bodies of the University, if he;



- (a) is of unsound mind and stands so declared by a competent court;
- (b) is an undischarged insolvent;
- (c) has been convicted of any offence involving moral turpitude;
- (d) is conducting or engaging himself in private coaching classes; or
- (e) has been punished for indulging in or promoting unfair practice in the conduct of any examination, in any form, anywhere.
- (f) As and when the Sponsoring Body were to form an opinion in writing that a Member of any of the authorities or bodies is unfit to hold the post.

30. Proceedings not invalidated on account of vacancy:- No act or proceedings of any authority of the University shall be invalid merely by reason of the existence of any vacancy or defect in the constitution of the authority.

31. Provisions pertaining to Agenda Matters:- (1) No Agenda Matter shall be either included in the Agenda for or taken up for discussion and decided in, the meeting of the Board of Governors or the Board of Management or any Committees without obtaining the prior written approval of the Chancellor.

(2) In the event of breach, the Chancellor shall be entitled at all time to immediately take remedial action by reversing all decisions taken by any functionary or body of the University in breach of the provisions of the Act and consequent upon the pursuit of such a remedial action all such actions taken by the functionary or body of the University in breach of the provisions of the Act shall be deemed to be null and void, ab initio and consequently the status quo ante shall prevail in respect of the matter or decision in breach.

CHAPTER - V

STATUTES AND REGULATIONS

32. Statutes:- Subject to the provisions of this Act, the Statutes may provide for any matter relating to the University and staff, as given below, namely:-

- (i) the procedure for transaction of business of the Authorities of the University and the composition of bodies not specified in this Act;
- (ii) the operation of the permanent statutory endowment fund, University endowment fund, the general fund and the development fund;
- (iii) the terms and conditions of appointment of the Vice-Chancellor, the Registrar and the Finance Officer and their powers and functions;
- (iv) the mode of recruitment and the terms and conditions of service of the other officers, Teachers and employees of the University;
- (v) the procedure for resolving disputes between the University and its officers, Faculty members, employees and students;



- (vi) creation, abolition or restructuring of departments and faculties;
- (vii) the manner of co-operation with other Universities or institutions of higher learning;
- (viii) the procedure for conferment of honorary degrees;
- (ix) provisions regarding grant of free ships and scholarships;
- (x) policies in respect of seats in different courses of studies and the procedure of admission of students to such courses;
- (xi) policy relating to the fee chargeable from students for various courses of studies;
- (xii) institution of fellowships, scholarships, studentships, free ships, medals and prizes;
- (xiii) any other matters which may be decided by the Board of Governors or required to be provided by statutes under this Act.

33. Statutes how made:- (1) The first statutes framed by the Board of Management shall be submitted to the Board of Governors for its approval.

(2) The Board of Governors shall consider the First Statutes, submitted by the Board of Management and shall give its approval thereon with such modifications, if any, as it may deem necessary.

(3) The University shall publish the First Statutes, as approved by the Board of Governors in the University Notification, and thereafter, the First Statutes shall come into force from the date of its publication.

34. Power to amend the Statutes:- The Board of Governors may, make new or additional Statutes or amend or repeal the Statutes.

35. Regulations:- Subject to the provisions of this Act, the regulations may provide for all or any of the following matters, namely:-

- (i) admission of students to the University and their enrolment and continuance as such;
- (ii) the courses of study to be laid down for all degrees and other academic distinctions of the University;
- (iii) the award of degrees and other academic distinctions;
- (iv) the conditions of the award of fellowships, scholarships, studentships, medals and prizes;
- (v) the conduct of examinations and the conditions and mode of appointment and duties of examining bodies, examiners invigilators, tabulators and moderators;
- (vi) the fee to be charged for admission to the examinations, degrees and other academic distinctions of the University;



- (vii) the conditions of residence of the students at the University or a Constituent College;
- (viii) maintenance of discipline among the students of the University or a Constituent College;
- (ix) all other matters as may be provided in the Statutes under the Act.

36. Regulations how made:- The Regulations shall be made by the Academic Council and approved by Board of Management.

37. Power to amend Regulations:- The Academic Council may, with the approval of the Board of Management, make new or additional regulations or amend or repeal the regulations.

38. Fee Regulation Committee:- (1) The fee of the university seats reserved for Karnataka Students under section 9 shall be regulated by the Fee Regulation Committee Constituted by the Government, which shall be headed by a retired Supreme Court or High Court Judge and consists of Chancellor, Vice-Chancellor of the University, Principal Secretary or Secretary to Government incharge of Higher Education or by his nominee not below the rank of Deputy Secretary, Principal Secretary or Secretary to Government incharge of Medical Education or by his nominee not below the rank of Deputy Secretary, two Academicians nominated by the Board of Governors of whom one shall be woman. A Chartered Accountant of repute shall be co-opted for this purpose in the Committee.

(2) The Committee shall look after the compliance of the university in its admissions of collection of fee.

CHAPTER – VI

MISCELLANEOUS

39. Conditions of service of employees:- (1) Every employee shall be appointed under a written contract subject to such terms and conditions as may be specified by statutes and regulations or prescribed if any by rules which shall be kept in the University and a copy of which shall be furnished to the employee concerned.

(2) Disciplinary action against the employees shall be governed by the procedure specified in the Statutes.

(3) Any dispute arising out of the contract between the University and an employee shall, be resolved in the manner provided for in the written contract and in accordance with the Statutes.

40. Right to appeal:- In case of disciplinary actions by the University against its employee or student, the aggrieved employee or students shall have a right to appeal as specified by the statutes.



41. Provident or pension fund:- The University shall constitute for the benefit of its employees such provident or pension fund and provide such insurance scheme as it may deem fit in such manner and subject to such conditions as may be specified by the statutes and the laws in force.

42. Disputes as to constitution of University authorities and bodies:- If any question arises as to whether any person has been duly elected or appointed as, or is entitled to be a member of any authority or other body of the University, the matter shall be referred to the Chancellor whose decision thereon shall be final.

43. Constitution of Committees:- Any authority of the University mentioned in section 22, shall be empowered to constitute a committee of such authority, consisting of such members of such authority and having such powers as the authority may deem fit.

44. Filling of casual vacancies:- Any casual vacancy among the members, other than ex-officio members of any Authority or body of the University shall be filled in the same manner in which the member whose vacancy is to be filled up, was chosen, and the person filling the vacancy shall be a member of such authority or body for the residual term for which the person in whose place he would have been a member.

45. Protection of action taken in good faith:- No suit or other legal proceedings shall lie against any officer or other employee of the University for anything, which is done in good faith or intended to be done in pursuance of the provisions of this Act, the Statutes or the Rules.

46. Transitional provisions:- Notwithstanding anything contained in any other provisions of this Act and the Statutes,-

(i) the first Vice-Chancellor and Pro-Vice-Chancellor, if any shall be appointed by the Chancellor;

(ii) the first Registrar and the first Finance Officer shall be appointed by the Chancellor; and

(iii) the first Board of Management, the first Finance Committee, Planning Board, the first Innovation and Research Council and the first Academic Council shall be constituted by the Chancellor.

47. Permanent Statutory Endowment Fund:- (1) The University shall establish a Permanent Statutory Endowment Fund of at least rupees twenty five crores out of which at least fifteen crores shall be in cash and remaining in the form of Bank guarantee which may be increased suo moto but shall not be decreased.



Provided that in case of a University outside Bangalore or Bangalore Rural District at least ten crores must be in form of cash and the remaining five crores shall be in form of Bank Guarantee.

(2) The University shall have power to invest the permanent Statutory Endowment Fund in such manner as may be prescribed by the statutes.

(3) The University may transfer any amount from the General Fund or the Development Fund to the permanent Statutory Endowment Fund. Excepting in the event of dissolution of the University, in no other circumstances can any monies be transferred from permanent Statutory Endowment Fund for other purposes.

(4) Seventy five percent of the incomes received from permanent Statutory Endowment Fund shall be used for the purpose of development or general work of the University. The remaining twenty five percent shall be reinvested in the permanent Statutory Endowment Fund.

48. University Endowment Fund:- (1) The University shall establish a University Endowment Fund having such funds as may be determined by the Sponsoring Body which can include donations and other fund received from time to time.

(2) The University shall have the power to invest the University Endowment Fund in a manner as may be specified by the Statutes.

(3) The University Endowment Fund is a self-imposed fund that the University desires to maintain voluntarily and invest it responsibly to protect itself from financial challenges that may arise on account of pursuing social objectives and/or unforeseen circumstance.

(4) The University may transfer any amount from the General Fund or the development fund to the University Endowment Fund. Excepting in the event of dissolution of the University, in no other circumstances can any monies be transferred from the University Endowment Fund for other purposes.

(5) Eighty percent of the incomes received from the University Endowment Fund shall be used for the purposes of development or general work of the University. The remaining twenty percent shall be reinvested into the University Endowment Fund.

49. General Fund:-(1) The University shall establish a General Fund to which the following amount shall be credited, namely:-

- (i) all fees which may be charged by the University;
- (ii) all sums received from any other source not prohibited by any law for the time being in force;
- (iii) all contributions made by the University;



(iv) all contributions/donations made in this behalf by any other person or body which are not prohibited by any law for the time being in force.

(2) The funds credited to the General Fund shall be applied to meet all the recurring expenditure of the University.

50. Development fund:- (1) The University shall establish a Development Fund to which the following funds shall be credited, namely:-

- (i) development fees which may be charged from students;
- (ii) all sums received from any other source for the purposes of the development of the University;
- (iii) all contributions made to the University;
- (iv) all contributions/donations made in this behalf by any other person or body which are not prohibited by any law for the time being in force; and
- (v) all incomes received from the Permanent Statutory Endowment Fund.

(2) The funds credited to the Development Fund from time to time shall be utilized for the development of the University.

51. Maintenance of funds:- The funds established under sections 47, 48, 49 and 50 shall, subject to general supervision and control of the Board of Governors, be regulated and maintained in such manner as may be prescribed.

52. Annual Report:- (1) The annual report of the University shall be prepared under the direction of the Board of Management and shall be submitted to the Board of Governors for its approval.

(2) The Board of Governors shall consider the annual report in its meeting and may approve the same with or without modification.

(3) A copy of the annual report duly approved by the Board of Governors shall be sent to the Visitor and the State Government before 31st December following close of the financial year in 31st March of each year.

53. Account and audit:- (1) The annual accounts and balance sheet of the University shall be prepared under the direction of the Board of Management and all funds accruing to or received by the University from all source and all amount disbursed or paid shall be entered in the account maintained by the University.

(2) The annual accounts of the University shall be audited by an auditor, who is a member of the Institute of Chartered Accountants of India, every year.

(3) A copy of the annual accounts and the balance sheet together with the audit report shall be submitted to the Board of Governors before 30th November following close of the financial year in 31 March of each year.



(4) The annual accounts, the balance sheet and the audit report shall be considered by the Board of Governors at its meeting and the Board of Governors, shall forward the same to the visitor and the Government along with its observation thereon or before 31st December of each year.

(5) In the event of any material alteration in the Report of the Auditors, the State Government may issue directions to the University, and to rectify the alterations and such directions shall be binding on the University.

54. Mode of proof of University record:- A copy of any receipt, application, notice, order, proceeding or resolution of any authority or committee of the University or other documents in possession of the University or any entry in any register duly maintained by the University, if certified by the Registrar, shall be received as prima facie evidence of such receipt, application, notice, order, proceeding, resolution or document or the existence of entry in the register and shall be admitted as evidence of the matters and transaction therein recorded where the original thereof would, if produced, have been admissible in evidence.

55. Power of State Government to issue directions:- The State Government may give such directions to the University as in its opinion are necessary or expedient for carrying out the purposes of this Act or to give effect to any of the provisions contained therein or of any rules or orders made thereunder and the Board of Governor or the Board of management, as the case may be, of the University shall comply with every such direction.

56. Penalties:- (1) Whoever contravenes the provisions of this Act or the rules made thereunder or any examination matters or in matters relating to award of degrees or in giving marks cards shall on conviction be punishable with fine of rupees fifty thousand which may extend to ten lakhs rupees or with an imprisonment for a term of six months which may extend to two years or with both.

Provided that, where the University is also involved in committing the offence the permission letter granted under this Act to commence the University shall be withdrawn.

(2) A penalty under this section may be imposed without prejudice to the penalty specified in any other Act.

57. Power to Enter and Inspect - Any officer not below the rank of Group 'A' officer authorized by the State Government in this behalf, shall, subject to such conditions as may be specified therein under the Karnataka Educational Institutions (Prohibition of Capitation Fee) Act, 1984 (Karnataka Act 37 of 1984) shall be deemed to be the officer authorized to



exercise the same powers and discharge the same functions as provided under section 9 of that Act for the purposes of this Act.

58. Power to give direction for dissolution of the University:- (1) If the University proposes dissolution in accordance with the law governing its constitution or incorporation, it shall give at least six months prior notice in writing to the Government.

(2) The Karnataka State Higher Education Council shall conduct Inspection of University once in two years regarding;-

- (i) Standard of Instructions for grant of degree;
- (ii) Quality of Education;
- (iii) Avoidance of commercialisation of Higher Education;
- (iv) contravention of the provisions of the Act if any;

-and send report to the Government.

(3) On identification of mismanagement, maladministration and indiscipline, the Government shall issue directions to the management of the University to set right the administration. If the direction is not followed within such time as may be prescribed, the right to take decision for winding up of the University or any course thereof shall vest with the Government.

(4) The manner of winding up of the University or any course thereof shall be such as may be prescribed by the Government in this behalf.

Provided that no such action shall be initiated without affording a reasonable opportunity to show cause to the University

(5) On receipt of the notice referred to in sub-section (1), the Government shall, in consultation with the relevant Regulatory Authority make such arrangements for the administration of the University for the rest of the period of from the proposed date of dissolution of the University or winding up of the course and until the last batch of students in regular courses of studies of the University complete their courses of studies in such manner as may be specified by the Statues.

59. Expenditure of the University during dissolution:-(1) The expenditure of administration of the University during taking over period of its management under sub-section (5) of section 58 shall be met out of the Permanent Statutory Endowment Fund, the General Fund or the Development Fund in such manner as may be prescribed.

(2) If the fund referred to in section 47, 48, 49 and 50 are not sufficient to meet the expenditure of the University during the taking over period of its management, such expenditure may be met by disposing of the properties or asset of the University, by the Government.



(3) Where the dissolution of the University is due to mismanagement or maladministration, the Government is at liberty to identify the persons responsible for such mismanagement or maladministration and to impose penalty as it deems fit.

60. Removal of difficulties:- (1) If any difficulty arises in giving effect to the provisions of this Act, the State Government may, by a notification or by order, make such provisions, which are not inconsistent with the provisions of this Act, as appear to it to be necessary or expedient, for removing the difficulty:

Provided that, no notification or order under this section shall be made after the expiry of a period of five years from the date of commencement of this Act.

(2) Every Order made under sub-section (1), shall, as soon as may be after it is made, be laid before the State Legislature.

61. Power to make rules by the State Government:- (1) The State Government may make rules, by notification, to carryout the purposes of this Act.

(2) Every rule made under this Act shall be laid as soon as may be after it is made before each House of the State Legislature while it is in session for a total period of thirty days which may be comprised in one session or in two or more successive sessions, and if, before the expiry of the session immediately following the session or the successive sessions aforesaid, both Houses agree in making any modification in the rule or both Houses agree that the rule should not be made, the rule shall thereafter have effect only in such modified form or be of no effect, as the case may be, so however, that any such modification or annulment shall be without prejudice to the validity of anything previously done under that rule.

The above translation of ಶ್ರೀನಿವಾಸ ವಿಶ್ವವಿದ್ಯಾಲಯ ಅಧಿನಿಯಮ, 2013 (2013ರ ಕರ್ನಾಟಕ ಅಧಿನಿಯಮ ಸಂಖ್ಯೆ: 42) be published in the Official Gazette under clause (3) of Article 348 of the Constitution of India.

H.R. BHARDWAJ

GOVERNOR OF KARNATAKA

By Order and in the name of the Governor of
Karnataka

K. DWARAKANATH BABU

Secretary to Government (I/c),
Department of Parliamentary
Affairs and Legislation



ಸಂಖ್ಯೆ: ಇಡಿ 370 ಯುಆರ್‌ಸಿ 2016

ಕರ್ನಾಟಕ ಸರ್ಕಾರದ ಸಚಿವಾಲಯ,
ಬಹುಮಹಡಿ ಕಟ್ಟಡ,
ಬೆಂಗಳೂರು, ದಿನಾಂಕ:23ನೇ ಫೆಬ್ರವರಿ 2017

ಅಧಿಸೂಚನೆ

ಶ್ರೀನಿವಾಸ ವಿಶ್ವವಿದ್ಯಾಲಯ ಅಧಿನಿಯಮ, 2013 (2013ರ ಕರ್ನಾಟಕ ಅಧಿನಿಯಮ ಸಂಖ್ಯೆ: 42) ರ 1ನೇ ಪ್ರಕರಣದ (3)ನೇ ಉಪ-ಪ್ರಕರಣದಡಿ ಪ್ರದತ್ತವಾದ ಅಧಿಕಾರವನ್ನು ಚಲಾಯಿಸಿ ಕರ್ನಾಟಕ ಸರ್ಕಾರವು ಈ ಮೂಲಕ ಸದರಿ ಅಧಿನಿಯಮವು ದಿನಾಂಕ:23ನೇ ಫೆಬ್ರವರಿ 2017 ರಿಂದ ಜಾರಿಗೆ ಬರತಕ್ಕದ್ದೆಂದು ಗೊತ್ತುಪಡಿಸುತ್ತದೆ.

ಕರ್ನಾಟಕ ರಾಜ್ಯಪಾಲರ ಆದೇಶಾನುಸಾರ
ಮತ್ತು ಅವರ ಹೆಸರಿನಲ್ಲಿ

(ಎಂ.ಎ. ಅಹಮದ್ ಜಾನ್)

ಸರ್ಕಾರದ ಅಧೀನ ಕಾರ್ಯದರ್ಶಿ,
ಉನ್ನತ ಶಿಕ್ಷಣ ಇಲಾಖೆ (ವಿಶ್ವವಿದ್ಯಾಲಯಗಳು-2)





ADICHUNCHANAGIRI UNIVERSITY ACT, 2012

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STATEMENT OF OBJECTS AND REASONS

Act 18 of 2013.- Sri Adichunchanagiri Shikshana Trust, Mandya District have come forward to establish private University in the State. The establishment of a private university by a well-known organization would certainly help in spreading the quality education to the needy students. This also accelerates the enhancement of gross enrolment ratio in the higher education sector, which presently stands at 11.5 percent in Karnataka.

Keeping in view the above, it is considered necessary to provide for establishment of Adichunchanagiri University.

This private university focuses on teaching, training, research and development in the fields of Engineering and Technology, Health Sciences, Agricultural Sciences and Technology, Management and Technology, Natural Sciences, Humanities and Social Sciences and allied sectors and other disciplines and allied sectors and for the matters connected therewith or incidental thereto.

Hence, the Bill.

[L.A. Bill No. 48 of 2012, File No. Samvyashae 79 Shasana 2012]

[Entry 25 of List III of the Seventh Schedule to the Constitution of India.]

II

Act 13 of 2019.- It is considered necessary to amend the Adichunchanagiri University Act, 2012 (Karnataka Act 18 of 2013) to,-

- (i) increase the number of nominated persons by the Sponsoring Body from two to three;
- (ii) include two academicians nominated by the Chancellor as members to the Board of Governors.

Hence the Bill.

[L.A. Bill No.07 of 2019, File No. Samvyashae 08 Shasana 2019]

[entry 25 of List III of the Seventh Schedule to the Constitution of India.]



KARNATAKA ACT NO. 18 OF 2013

(First Published in the Karnataka Gazette Extra-ordinary on the Eighth day of February of February, 2013)

ADICHUNCHANAGIRI UNIVERSITY ACT, 2012

(Received the assent of the Governor on the Fifth day of February, 2013)

(As amended by Act 13 of 2019)

An Act to establish and incorporate in the State of Karnataka a University of unitary nature in Private Sector to promote and undertake the advancement of University Education in Engineering and Technology, Health Sciences, Agricultural Sciences and Technology, Management and Technology, Natural Sciences, Humanities and Social Sciences and allied sectors and for the matters connected therewith or incidental thereto.

Whereas it is expedient to establish and incorporate in the State of Karnataka a University of unitary nature in private sector to promote and undertake the advancement of University Education in Engineering and Technology, Health Sciences, Agricultural Sciences and Technology, Management and Technology, Natural Sciences, Humanities and Social Sciences and allied sectors and for the matters connected therewith or incidental thereto for the purposes hereinafter appearing;

Be it enacted by the Karnataka State Legislature in the sixty third year of the Republic of India as follows:-

CHAPTER – I

PRELIMINARY

1. Short title, extent and commencement.- (1) This Act may be called Adichunchanagiri University Act, 2012.

(2) It extends to the whole of the State of Karnataka

(3) It shall come into force on such date as the State Government may, by notification in the official Gazette, appoint.

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

(a) "Academic Council" means the Academic Council of the University as specified in section 25;

(b) "Agenda Matters" means all the matters and business to be designated in the Statutes each of which can be either included in the Agenda or be taken up for discussion and decision at a meeting of the Board of Governors or the Board of Management or any Committees, as the case may be, only subject



to the prior written approval of the Chancellor, consenting to the passing of such matters and business at such a meeting;

- (c) "Board of Governors" means the Board of Governors of the University as constituted under section 23;
- (d) "Board of Management" means the Board of Management of the University as constituted under section 24;
- (e) "Chancellor", "Vice-Chancellor", "Pro Vice-Chancellor" means respectively the Chancellor, Vice Chancellor and Pro Vice Chancellor of the University;
- (f) "Campus" means a campus established, maintained by the University;
- (g) "Committees" means the committees formed under this Act or by the various functionaries of the University as the case may be and includes the Nomination Committee, the Finance Committee, and such other committees;
- (h) "Constituent College" means a college or institution established and maintained by the University;
- (i) "Finance Committee" means the Finance Committee of the University as constituted under section 27;
- (j) "Government" means the Government of Karnataka;
- (k) "National Accreditation Bodies" means a body established by the Central Government for laying down norms and conditions for ensuring academic standards of higher education, such as University Grants Commission, All India Council of Technical Education, Medical Council of India, Pharmaceutical Council of India, Indian Council of Agriculture Research, National Assessment and Accreditation Council, National Council of Teacher Education, Distance Education Council, Council of Scientific and Industrial Research, and includes the Government;
- (l) "Prescribed" means prescribed by rules made by the Government under this Act.
- (m) "Principal in relation to a Constituent College" means the head of the Constituent College and includes, where there is no Principal or in the absence of a Principal appointed, the Vice-Principal or any other person for the time being appointed to act as Principal;
- (n) "Registrar" means the Registrar of the University;
- (o) "Regional Centre" means a centre established or maintained by the University for the purpose of coordinating and supervising the work of Study Centres in any region and for performing such other functions as may be conferred on such centre by the Board of Management;



- (p) "Trust" means Adichunchanagiri Shikshana Trust, which is a registered Trust and is the sponsoring body.
- (q) "Sponsoring Authority" or "sponsoring body" in relation to this Act means the Trust;
- (r) "State" means State of Karnataka;
- (s) "Statutes" and "Regulations" means respectively, the Statutes and Regulations of the university made under this Act;
- (t) "Study centre" means a centre established and maintained by the university for the purpose of advising, counseling or for rendering any other assistance required by the students;
- (u) "Teacher" means and includes a Professor, Associate Professor, Assistant Professor, or such other person as may be appointed for imparting instruction or conducting or to guide research in the University or in a Constituent College and includes the Principal of Constituent College in conformity with the norms specified by the 'University Grants Commission';
- (v) "University Grants Commission" means the Commission established under section 4 of the University Grants Commission Act, 1956 (Central Act 3 of 1956);
- (w) "University" means Adichunchanagiri University, established and incorporated under this Act;
- (x) "Visitor" means the visitor of the University as specified in section 13.

CHAPTER - II

THE UNIVERSITY AND SPONSORING BODY

3. Proposal for the establishment of the University.- (1) The Trust shall have the right to establish the University of unitary nature subject to and in accordance with the provisions of this Act.

(2) The proposal to establish a University shall be made to the State Government by the Trust.

(3) The proposal shall consist of the following particulars, namely:-

- (i) the objects of the University along with the details of the Trust;
- (ii) the extent and status of the University and the availability of land;
- (iii) the nature and type of programmes of study and research to be undertaken by the University during a period of five academic years immediately following the commencement date;
- (iv) the nature of faculties, courses of study and research proposed to be started;



- (v) the campus development such as buildings, equipment and structural amenities;
- (vi) the phased outlays of capital expenditure for a period of five academic years immediately following the commencement date;
- (vii) the item-wise recurring expenditure, sources of finance and estimated expenditure for each student;
- (viii) the scheme for mobilizing resources and the cost of capital thereto and the manner of repayments to each source;
- (ix) the scheme of generation of funds internally through the recovery of fee from students, revenues anticipated from consultancy and other activities relating to the objects of the University and other anticipated incomes;
- (x) the details of expenditure on unit cost, the extent of concessions or rebates in fee, freeship and scholarship for students belonging to economically weaker sections and the fee structure indicating varying rate of fee, if any, that would be levied on students who are either non resident Indians or persons of Indian origin or sponsored by non resident Indians or persons of Indian origin and students of nationalities other than India;
- (xi) the years of experience and expertise in the concerned discipline at the command of the Trust as well as the financial resources;
- (xii) the system for selection of students to the courses of study at the University; and
- (xiii) status of fulfillment of such other conditions as may be required by the State Government to be fulfilled before the establishment of the University.

(4) A Screening Committee shall be constituted by the State Government consisting of three member who are Ex-officio members of Karnataka State Higher Education Council to examine the proposals received, which shall make recommendations to the State Government.

4. Establishment of the University.- (1) Where the State Government, after considering the recommendations of the screening Committee and holding such inquiry as it may deem necessary, is satisfied that,-

- (i) the Trust has ability to run an University with sufficient infrastructure.
- (ii) owns a land to the extent specified below in accordance with its location, namely:-
 - (a) twenty five acres of land if it is within limits of Bruhat Bangalore Mahanagara Palike;



- (b) forty acres of land if it is out side the limits of Bruhat Bangalore Mahanagara Palike but within Bangalore Metropolitan Region Development Authority area;
- (c) not less than sixty acres of land in the places other than the places specified in clauses (a) and (b).

The land specified above shall consist of a single block and it shall be in the name of concerned Trust/foundation/institution/ university itself. Based on the furnished particulars required in sub-section (3) of section 3, the Government may direct the Trust to establish the permanent Statutory Endowment Fund as specified in section 47.

(2) After the establishment of the Permanent Statutory Endowment Fund, the Government may, by notification, in the official Gazette, accord sanction for establishment of the University of unitary nature in the State by the name of "Adichunchanagiri University".

(3) The headquarters of the University shall be at Mandya District. The University shall have Campuses or Regional Centres, Study Centres anywhere in Karnataka and subject to the prior permission of the State Government and as per UGC norms.

(4) The First Chancellor, the First Vice-Chancellor, First members of the Board of Governors, First members of the Board of Management and the Academic Council and all persons who may hereafter become such officers or members, so long as they continue to hold such office or membership, shall constitute a body corporate and can sue and be sued in the name of the-University.

(5) On sanction for the establishment of the University under sub-section (2), the land and other movable and immovable properties acquired, created, arranged or built by the Trust for the purpose of the University shall vest in the University.

(6) In all suits and other legal proceedings by or against the University, the pleading shall be signed and verified by and all processes in such suits and proceedings shall be issued to and be served on the Registrar.

(7) The land, building and other properties of the University shall not be used for any purpose other than incidental to the objects of the University.

5. Grants and Financial Assistance.- The University shall be self-financing and shall neither make a demand nor shall be entitled to any maintenance, grant-in-aid or any other financial assistance from the State or any other body or corporation owned or controlled by the State:

Provided that the State may, provide financial support through grants or otherwise:-

- (a) for research, development and other activities for which other State Government organizations are provided financial assistance; or
- (b) for any specific research or programmes receiving support from the



Government; and

- (c) for the benefit of similar universities in the State whether subject to a change in State policy or otherwise:

Provided further that the university may receive any financial support from any other source.

6. Power to establish constituent College, additional campuses, Regional Centres or Study Centres.- The University may have Constituent Colleges, Regional Centres, additional campuses and Study Centres at such places in the State as it deems fit after the completion of five years after its establishment with prior approval of the State Government subject to norms of UGC and other National Accreditation bodies.

7. Objects of the University.- The University shall employ a broad range of strategies to achieve its vision and objectives,-

(i) to expand the horizon of world knowledge, provide instruction, teaching and learning including writing and reading, training, research and development at various levels such as Elementary Education, Secondary Education, Higher Education, in the subject disciplines such as:

- (a) Engineering and Technology including Civil, Architecture, Mechanical, Automobile, Electrical, Electronics and Communication, Computer Science and Engineering, Information Technology, Design and Printing Technology including 3-D, Environmental Engineering, Bio-Technology, Space Technology, Nano-materials and Technology and any other emerging areas including interdisciplinary etc.
- (b) Health Sciences including Medical, Dental, Ayurveda, Homeopathy, Naturopathy, Pharma, Nursing and any other emerging areas including interdisciplinary etc.
- (c) Agricultural Sciences and Technology School or College or Center.
- (d) Management and Technology including Business Management, Tourism Management, Hotel Management, Hospitality Management, Hospital Management, Disaster Management, Risk Management and any other emerging areas of study including inter-disciplinary areas etc.
- (e) Natural Sciences including Physics, Electronics, Mathematics, Computer Science, Chemical and Environmental Sciences, Biological Sciences, Earth Sciences, Space Sciences, Nano Science and Nano-Materials and any other emerging area of study including interdisciplinary etc.
- (f) Humanities and Social Sciences including History, Kannada, Economics, Political Science, Journalism, Tourism, Law, Philosophy, Puranas and



Pravachanas, Music, Art, Fashion Design including 3-D Design, Animation, Culture, Social Works, Sanskrit, English, other Indian and Foreign Languages and any other emerging areas of study including interdisciplinary areas etc.

(g) Any other emerging areas or faculty or field of study across the globe.

(ii) to design and deliver high quality training, capacity building and development systems for teachers, teacher educators, teachers in higher and professional education, Leadership training including political leaders, administrators and development professionals working in education and other systems.

(iii) to institute degrees, diplomas including PG diplomas, dual degree programmes, integrated courses, certificates and other academic distinctions like awards, award of credits on the basis of , -

(a) successful completion of academic work evaluated through multiple methods including modern methods of assessment; and

(b) outstanding contributions like writing original book or books, research publication, services in the areas of cultural and spiritual by eminent persons in different areas of learning;

(iv) to collaborate with any other universities, research institutions, non-profit organization, industry associations, professional associations or other organizations to conceptualize, design, develop and offer specific educational and research programmes, training programmes and exchange programmes for students, faculty members and others;

(v) to disseminate knowledge and develop a public debate on issues of education and allied development fields through series of lectures, seminars, conferences, executive education programmes, community development programmes, publications and training programmes and events;

(vi) to initiate and undertake programs for the development and training of faculty, researches, and support staff of the University in partnership, collaboration, co-operation, joint venture, strategic or any other form of mutually beneficial relationship with any other institution or institutions of similar vision, mission, strategic architecture and objectives;

(vii) to undertake collaborative research and advocacy with any organizations;

(viii) to undertake necessary or expedient action to pursue and promote the objectives of the University;

(ix) to undertake any objectives as may be approved by the Government for the enhancement of the education and other development sectors.

8. Powers of the University.- The University shall have the following powers, namely:-



- (i) to establish and maintain Campuses, Regional Centres and Study Centres in Karnataka as may be determined by the University from time to time in the manner laid down by the Statutes with prior approval of the Government and as per UGC norms.
- (ii) to carry out all such other activities as may be necessary or feasible in furtherance of the object of the University;
- (iii) to confer degrees or other academic distinctions in the manner and under conditions laid down in the Statutes;
- (iv) to institute and award fellowships, scholarships and prizes, awards medals etc., in accordance with the Statutes;
- (v) to demand and receive such fees, bills, invoices and collect charges as may be fixed by the Statutes or rules, as the case may be;
- (vi) to make provisions for extra curricular activities for students and employees;
- (vii) to make appointments of the Faculty, officers and employees of the University or a Constituent College, Campuses, Regional Centres, Study Centres;
- (viii) to receive voluntary donations and gifts of any kind not prohibited by any Law for the timebeing inforce and to acquire, hold, manage, maintain and dispose of any movable or immovable property, including Trust and endowment properties for the purpose of the University or a Constituent College or a Campus, Regional Centre, Study Centre;
- (ix) to institute and maintain hostels and to recognize, places of residence for students of the University or a Constituent College;
- (x) to supervise and control the residence and to regulate the discipline among the students and all categories of employees and to lay down the conditions of service of such employees, including the Code of. Conduct for the students and employees;
- (xi) to create academic, administrative and support staff and other necessary posts;
- (xii) to co-operate and collaborate with other Universities in such a manner and for such purposes as the University may determine from time to time;
- (xiii) to organize and conduct refresher courses, orientation courses, workshops, seminars and other programmes for teachers, lesson writers, evaluators and other academic staff;
- (xiv) to determine standards of admission to the University or a Constituent College, Regional Centres, Study Centres with the approval of Academic



Council and to make admission of students of Karnataka not less than the extent provided in this Act;

- (xv) to do all such other acts or things whether incidental to the powers aforesaid or not, as may be necessary to further the objects of the University;
- (xvi) to institute Degrees, Diplomas, Certificates and other academic distinctions on the basis of examination or any other method of evaluation approved by the Government;
- (xvii) to provide for the preparation of instructional materials, including films, cassettes, tapes, video cassettes, CD, VCD and other software and other relevant electronic and print media.
- (xviii) to raise, collect, subscribe and borrow money with the approval of the Board of Governors whether on the security of the property of the University, for the purposes of the University;
- (xix) to acquire, takeover and run the management of any other educational institutions with the prior approval of the Government;
- (xx) to acquire properties with the prior approval of the board of management;
- (xxi) to undertake any other activities connected with or incidental to above objectives of the University.

9. University open to all classes, castes, creed, gender or nation.- The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in the qualifying examinations:

Provided that forty percent of the admissions in all courses of the university shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the State Government from time to time.

Provided further that where there are less than ten seats in any course like Post Graduate, they shall be reserved by clubbing such courses together and where there are less than three posts in any course they shall be reserved by rotation.

10. National Accreditation.- The University shall seek accreditation from respective statutory national accreditation bodies soon after its establishment. Further all the courses run by Private Universities shall be as per the regulations of the National Accreditation Bodies.

11. Powers of the sponsoring body.- The sponsoring body shall have the following powers with reference to the University, each of which may be exercised by the



Sponsoring Body at its discretion, namely:-

- (i) to appoint or re-appoint or terminate the appointment of the Chancellor;
- (ii) to constitute the first Board of Governors of the University;
- (iii) to nominate the chairperson of the Board of Governors;
- (iv) to nominate three persons as members of the Board of Governors;
- (v) to nominate two persons as members of the Board of Management;
- (vi) to determine the source of funds to be contributed to the University Endowment Fund;
- (vii) to determine the application and spending of moneys by the University;
- (viii) to resolve any Conflict at the meeting of the Board of Governors in the manner provided for in this Act.

CHAPTER - III **OFFICERS OF THE UNIVERSITY**

12. Officers of the University.- The following shall be the officers of the University:-

- (i) The Visitor
- (ii) The Pro-Visitor
- (iii) The Chancellor;
- (iv) The Vice-Chancellor;
- (v) The Pro Vice-Chancellor;
- (vi) The Registrar;
- (vii) The Finance Officer;
- (viii) The Dean
- (ix) The Registrar Evaluation; and
- (x) Such other officers as may be declared by the Statutes to be officers of the University.

13. The Visitor.- (1) His Excellency the Governor of Karnataka shall be the Visitor of the University and the visitor may offer suggestions for the improvement of the functioning of the University.

(2) The visitor shall preside over the convocation of the university for conferring Degree and Diploma.

(3) The Visitor shall have the following powers, namely:-

- (i) to call for any paper or information relating to the affairs of the University;
- (ii) on the basis of the information received by the Visitor, if he is satisfied that any order, proceedings, or decision taken by any authority of the University is not in conformity with the Act, regulations or rules, he may issue such directions as he



may deem fit in the interest of the University and the directions so issued shall be complied with by all concerned.

14. The Pro-Visitor.- (1) The Hon'ble Minister for Higher Education of the Government of Karnataka shall be the Pro-Visitor of the University.

(2) The Pro-Visitor shall, when the Visitor is absent, preside at the Convocation of the University for conferring Degrees and Diplomas

15. The Chancellor.- (1) The Chancellor shall be appointed by the Sponsoring Body.

(2) The founder trustee of the Sponsoring Body shall be the first Chancellor, who shall hold for life or till he demits office.

(3) The subsequent Chancellor shall be either the then Trustee of the Sponsoring Body or such other person of eminence of national figure in the field of education, science, culture or public life, when such an appointment is being considered, as may be decided by the Sponsoring Body.

(4) The subsequent Chancellor so appointed shall hold the office as determined by the Sponsoring Body.

(5) The Chancellor shall have such powers as may be conferred on him by this Act or the Statutes made there under, which shall include the following powers; namely:-

- (i) to function as the head of the University;
- (ii) to preside at all convocations of the University in absence of visitor and pro-visitor ;
- (iii) to function as a Chairperson of the Board of Governors of the University ;
- (iv) to appoint or re-appoint or terminate the appointment of the Vice-Chancellor, in accordance with the provisions of this Act and the Statutes;
- (v) to nominate a person as a member of the Nomination Committee as referred to in sub-section (2) of section 16 of this Act;
- (vi) to pre-approve the appointment of the Pro Vice-Chancellor, the Dean, the Registrar and the Finance Officer;
- (vii) to nominate two academicians as members on the Board of Governors;
- (viii) to appoint the first Pro Vice-Chancellor and the Finance Officer;
- (ix) to constitute the first Board of Management, the Finance Committee, the Research Council and the Academic Council;
- (x) to pre-approve the Agenda matters in the manner provided for in the Act;
- (xi) to resolve a conflict (excluding conflicts at a meeting of the Board of Governors) in the manner provided for in this Act.

(6) In the event of there being a conflict inter-se between the functionary or body and any other functionary or body of the University, then the issue shall be referred to the



Chancellor and the decision of the Chancellor in respect of such issue shall be final and binding on the University.

16. The Vice-Chancellor.- (1) The Vice-Chancellor shall be appointed by the Chancellor for a term of three years subject to other terms and conditions as may be laid down by the Statutes from among three persons recommended by the Nomination Committee constituted in accordance with the provisions of sub-section (2). After the term of three years, it is renewable for another term of three years.

Provided that a Vice-chancellor shall continue to hold the office even after expiry of his term till new Vice-chancellor joins. However, in any case this period shall not exceed one year.

(2) The Nomination Committee referred to in sub-section (1) shall consist of the following persons, namely:-

- (i) One person nominated by the Chancellor;
- (ii) Two nominees of the Board of Governors, one of whom shall be nominated as the Convener of the Committee by the Board of Governors.

(3) The Nomination Committee shall, on the basis of merit, recommend three persons suitable to hold the office of the Vice-Chancellor and forward the same to the Chancellor along with a concise statement showing the academic qualifications and other distinctions of each person.

(4) The Vice-Chancellor shall be the Principal Executive and Academic Officer of the University and shall exercise general supervision and control over the affairs of the University and give effect to the decisions of the authorities of the University.

Provided that, where any matter, other than the appointment of a Teacher is of urgent nature requiring immediate action and the same could not be immediately dealt with by any officer or the authority or other body of the University empowered by or under this Act to deal with it, the Vice-Chancellor may take such action as he may deems fit with the prior written approval of the Chancellor.

(5) The Vice-Chancellor shall exercise such other powers and perform such other duties as may be laid down by the Statutes or the Rules.

Provided that, where in the opinion of the Vice-chancellor, any decision of any authority of the university is outside the powers conferred by this Act or Statutes, regulations or rules made there under or is likely to be prejudicial to the interests of the university, he shall request the concerned authority to revise its decision within fifteen days from the date of its decision and in case the authority refuses to revise such decision wholly or partly or fails to take any decision within fifteen days, then such matter shall be referred to the Chancellor and his decision thereon shall be final.



(6) The services of the Vice-Chancellor can be terminated by the Chancellor with the approval of the Board of Governors after following the principles of natural justice and after providing an opportunity to present his case including for termination on disciplinary grounds.

(7) The Vice-Chancellor shall preside at the convocation of the University in the absence of the Visitor, Pro-Visitor and the Chancellor.

17. The Pro Vice-Chancellor.- The Chancellor shall appoint not exceeding three pro-vice Chancellors with the Written approval of the Chancellor in such manner and they shall exercise such powers and perform such duties as may be laid down by the Statutes.

18. Deans of Faculties.- Deans of Faculties shall be appointed by the Chancellor with the written approval of the Chancellor in such manner and they shall exercise such powers and perform such duties as may be laid down by the Statutes.

19. The Registrar.- (1) The Registrar shall be appointed by the Chancellor in such manner and on such terms and conditions as may be laid down by the Statutes.

(2) All contracts as defined in statutes shall be entered into and signed by the Registrar on behalf of the University.

(3) The Registrar shall have the power to authenticate records on behalf of the University and shall exercise such other powers and perform such other duties as may be conferred by the statutes or may be required from time to time, by the Chancellor or the Vice-Chancellor.

(4) The Registrar shall be responsible for the due custody of the records and the common seal of the University and shall be bound to place before the Chancellor, the Vice-Chancellor or any other authority, all such information and documents as demanded.

20. The Finance Officer.- The Finance Officer shall be appointed by the Vice-Chancellor with the written approval of the Chancellor in such manner and he shall exercise such powers and perform such duties as may be conferred by the Statutes.

21. Other Officers.- The manner of appointment, terms and conditions of service and powers and duties of the other officers of the University shall be such as may be specified by Statutes.

CHAPTER - IV

AUTHORITIES OF THE UNIVERSITY

22. Authorities of the University.- The following shall be the authorities of the University, namely:-

- (i) The Board of Governors;
- (ii) The Board of Management;
- (iii) The Academic Council;
- (iv) Research Council;



- (v) The Finance Committee; and
- (vi) Such other authorities as may be declared by the Statutes to be the authorities of the University.

23. The Board of Governors and its powers.-(1) The Board of Governors shall consist of the following, namely:-

- (i) The Chancellor- Chairperson;
- (ii) The Vice-Chancellor- Member;
- (iii) The Principal Secretary/Secretary to the State Government in the Higher Education or by his nominee not below the rank of Deputy Secretary ;
- (iv) The Principal Secretary/ Secretary to the Government in the Medical Education or by his nominee not below the rank of Deputy Secretary;
- (v) One expert from the field of management, finance or any other specialized, including administration to be nominated by the State Government;
- (vi) ¹[three persons]¹ nominated by the Sponsoring Body of whom one shall be woman;
- (vii) The Pro Vice-Chancellor who shall be a non-voting member;
- (viii) One eminent educationist nominee of the university grant commission;
- ²[(ix) Two academicians nominated by the Chancellor]².

(2) The Registrar shall be non-voting member secretary of the Board of Governors.

(3) The tenure of office of the members of the Board of Governors, appointment of members, other than Government nominees, renewal and removal, etc., shall be such as may be laid down by the Statutes.

(4) All meetings of the Board of Governors shall always be chaired by the Chancellor and in his absence by any one of the nominees of the Chancellor. If Chancellor has not nominated any person to Chair such a meeting, members present in the meeting shall elect the Chairperson for that meeting only from among themselves by a simple majority.

(5) Quorum for all meetings of the Board of Governors, shall be three members attending and voting at such meeting.

Provided that the presence of either the Chancellor or one nominee of the Sponsoring Body and in the absence of the Chancellor or one nominee of Sponsoring Body, the Vice Chancellor, shall always be necessary to form the quorum for any meeting of the Board of Governors.

(6) The Board of Governors shall be the Principal Governing Body of the



University and shall have the following powers, namely:

- (i) to appoint the Statutory Auditors of the University;
- (ii) to lay down policies to be pursued by the University;
- (iii) to review decisions of the other authorities of the University if they are not in conformity with the provisions of this Act, or the Statutes or the Rules;
- (iv) to approve the Budget and Annual Report of the University;
- (v) to make new or additional Statutes or amend or repeal the earlier Statutes and Rules;
- (vi) to take decision about voluntary winding up of the University;
- (vii) to approve proposals for submission to the Government;
- (viii) to nominate three members to the Fee Regulation Committee
- (ix) to take such decisions and steps as are found desirable for effectively carrying out the objects of the University.

(7) The Board of Governor shall, meet at least three times a year.

(8) No resolution shall be passed or decision be taken by the Board of Governors at their meeting, in respect of any Agenda Matters except pursuant to an affirmative vote by the Chancellor in favour of the Agenda Matter.

(9) In the event of a conflict of opinion at a meeting of the Board of Governors, then the issued shall be referred to the Sponsoring Body and the decision of the Sponsoring Body in respect of such issue shall be final and binding on the University.

1. Substituted by Act 13 of 2019 w.e.f. 02.03.2019

2. Inserted by Act 13 of 2019 w.e.f. 02.03.2019

24. The Board of Management.- (1) The Board of Management shall consist of the following, namely:-

- (i) The Vice Chancellor;
- (ii) The Pro-Vice Chancellor;
- (iii) The Registrar;
- (iv) Two nominees of the Sponsoring Body;
- (v) Two Deans of the schools as nominated by the Chancellor.
- (vi) The Registrar Evaluation

(2) The Vice Chancellor shall be the Chairperson of the Board of Management and the Registrar in the absence of the Registrar the Registrar Evaluation with the prior approval of the Chancellor shall be the Secretary of the Board of Management.

(3) The Board of management shall be the executive body of the University. The powers and functions of the Board of Management shall be such as may be specified



by the statutes.

(4) All meetings of the Boards of Management, shall always be chaired by the Vice Chancellor and in the absence of the Vice Chancellor, by the nominee of the Sponsoring Body and where the Sponsoring Body has not nominated any nominees, then by any other member as elected by the members present in the meeting.

(5) In the event of a conflict of opinion at a meeting of the Board of Management, the issue shall be referred to the Chancellor and the decision of the Chancellor in respect of such issue shall be final and binding on the University.

25. The Academic Council.- (1) The Academic Council shall consist of the following, namely:-

- (i) The Vice-Chancellor - Chair Person
- (ii) The Pro Vice Chancellor – Member
- (iii) The Registrar - Secretary
- (iv) Such other members as may be specified by-the Statutes.
- (v) The Registrar Evaluation –Member
- (vi) One nominee of the Chancellor - Member

(2) The Academic Council shall be the principal academic body of the University and shall, subject to the provisions of this Act, the Statutes, Regulations and the Rules, co-ordinate and exercise general supervision over the academic policies of the University.

26. The Research Council.- (1) The Research Council shall be the Principal Research Committee of the University and shall provide the larger holistic vision of the kind of research to be undertaken by the University, including prioritization of the research areas. This Council shall, subject to the provisions of this Act, the Statutes, Regulations and the Rules, co-ordinate and exercise general supervision over the Research and innovation policies of the University.

(2) The Research Council shall consist of the following, namely:-

- (i) The Vice-Chancellor - Chair Person
- (ii) The Pro Vice Chancellor - Member
- (iii) The Dean of Research - Secretary
- (iv) Head of the Department of Innovation - Member
- (v) Deans of all Faculties – Members and
- (vi) Such other members as may be specified in the Statutes.

27. The Finance Committee.- (1) The Finance Committee shall consist of the following, namely:-

- (i) The Chancellor– Chairperson



- (ii) The Vice-Chancellor – Member
- (iii) The Registrar – Member
- (iv) The Finance Officer – Secretary
- (v) One nominee of the Chancellor – Member; and
- (vi) Such other members as may be specified by the statutes.
- (vii) The Registrar Evaluation _ Member

(2) The Finance Committee shall be the principal financial body of the University to take financial matters and shall, subject to the provisions of this Act, rules and statutes, undertake Co-ordination exercise, general supervisions over the financial matters of the University.

28. Other Authorities.- The constitution, the powers and functions of the other authorities of the University shall be such as may be specified by the statutes.

29. Disqualification for membership of an Authority or Body: A person shall be disqualified for being a member of any of the authorities of bodies of the University, if he;

- (a) is of unsound mind and stands so declared by a competent court;
- (b) is an undischarged insolvent;
- (c) has been convicted of any offence involving moral turpitude;
- (d) is conducting or engaging himself in private coaching classes; or
- (e) has been punished for indulging in or promoting unfair practice in the conduct of any examination, in any form, anywhere.
- (f) As and when the Sponsoring Body were to form an opinion in writing that a Member of any of the authorities or bodies is unfit to hold the post.

30. Proceedings not invalidated on account of Vacancy.- No act or Proceedings of any authority of the University shall be invalid merely by reason of the existence of any vacancy or defect in the constitution of the Authority.

31. Provisions pertaining to Agenda Matters.- (1) No agenda Matter shall be either included in the Agenda for or taken up for discussion or decided in the meeting of the Board of Governors or the Board of Management or any Committee without obtaining the prior approval of the Chancellor.

(2) In the event of breach of any provisions of this Act, the Chancellor shall be entitled at all time to immediately take remedial action by reversing all decisions taken by any functionary or body of University and consequent upon the pursuit of such a remedial action all such actions taken by the functionary or body of the university in breach of the provisions of the Act shall be deemed to be null and void ab initio and



consequently ; status quo ante shall prevail in respect of the matter or decision in breach.

CHAPATER – V

STATUTES AND REGULATIONS

32. Statutes.- Subject to the provisions of this Act, the Statutes may provide for all or any matter, relating to the University and staff as given below, namely: -

- (i) the procedure for transaction of business of the Authorities of the University and the composition of bodies not specified in this Act.
- (ii) the operation of the permanent statutory endowment fund, University endowment fund, the general fund and the development fund,
- (iii) the terms and conditions of appointment of the Vice-Chancellor, the Registrar and the Finance Officer and their powers and functions,
- (iv) the mode of recruitment and the terms and conditions of service of the other officers, Teachers and employees of the University;
- (v) the procedure for resolving disputes between the University and its officers, Faculty members, employees and students;
- (vi) creation, abolition or restructuring of departments and faculties;
- (vii) the manner of co-operation with other Universities or institutions of higher learning.;
- (viii) the procedure for conferment of honorary degrees;
- (ix) provisions regarding grant of freeships and scholarships;
- (x) policies in respect of seats in different courses of studies and the procedure of admission of students to such courses;
- (xi) policy relating to the fee chargeable from students for various courses of studies;
- (xii) institution of fellowships, scholarships, studentships, free ships, medals and prizes;
- (xiii) any other matters which may be decided by the Board of Governors or required to be provided by statutes under this Act.

33. Statutes how made.- (1) The first statutes framed by the Board of Management shall be submitted to the Board of Governors for its approval.

(2) The Board of Governors shall consider the First Statutes, submitted by the Board of Management and shall give its approval thereon with such modifications, if any, as it may deem necessary.

(3) The University shall publish the First Statutes, as approved by the Board of Governors in the University Notification, and thereafter, the First Statutes shall come into



force from the date of its publication.

34. Power to amend the Statutes.- The Board of Governors may, make new or additional Statutes or amend or repeal the statutes;

35. Regulations.- Subject to the provisions of this Act, the regulations may provide for the following matters, namely:-

- (i) admission of students to the University and their enrolment and continuance as such;
- (ii) the courses of study to be laid down for all degrees and other academic distinctions of the University;
- (iii) the award of degrees and other academic distinctions;
- (iv) the conditions of the award of fellowships, scholarships, studentships, medals and prizes;
- (v) the conduct of examinations and the conditions and mode of appointment and duties of examining bodies, examiners invigilators, tabulators and moderators;
- (vi) the fee to be charged for admission to the examinations, degrees and other academic distinctions of the University;
- (vii) the conditions of residence of the students at the University or a Constituent College;
- (viii) maintenance of discipline among the students of the University or a Constituent College;
- (ix) all other matters as may be provided in the Statutes under the Act.

36. Regulations how made.- The Regulations shall be made by the Academic Council and approved by Board of Management.

37. Power to amend Regulations.- The Academic Council may, with the approval of the Board of Management, make new or additional regulations or amend or repeal the regulations.

38. Fee Regulation Committee.- (1) The fee of the university seats reserved for Karnataka Students under section 9 shall be regulated by the Fee Regulation Committee constituted by the Government which shall be headed by a retired Supreme Court or High Court Judge and consists of Chancellor, Vice-Chancellor of the University, Principal Secretary or Secretary to Government incharge of Higher Education or by his nominee not below the rank of Deputy Secretary, Principal Secretary or Secretary to Government incharge of Medical Education or by his nominee not below the rank of Deputy Secretary, two Academicians nominated by the Board of Governors of whom one shall be woman. A Chartered Accountant of repute shall be co-opted for this purpose in the Committee.



(2) The Committee shall look after the compliance of the university in its admissions and collection of fee.

CHAPTER - VI

MISCELLANEOUS

39. Conditions of service of employees.- (1) Every employee shall be appointed under a written contract subject to such terms and conditions as may be specified by statutes and regulations or prescribed if any by rules which shall be kept in the University and a copy of which shall be furnished to the employee concerned.

(2) Disciplinary action against the employees shall be governed by the procedure specified in the Statutes.

(3) Any dispute arising out of the contract between the University and an employee shall, be resolved in the manner provided for in the written contract and in accordance with the Statutes.

40. Right to appeal.- In case of disciplinary actions by the University against its employee or student, the aggrieved employee or students shall have a right to appeal to such authority as specified by the statutes.

41. Provident or pension fund.- The University shall constitute for the benefit of its employees such provident or pension fund and provide such insurance scheme as it may deem fit in such manner and subject to such conditions as may be specified by the statutes and the laws in force.

42. Disputes as to constitution of University authorities and bodies.- If any question arises as to whether any person has been duly elected or appointed as, or is entitled to be a member of any authority or other body of the University, the matter shall be referred to the Chancellor whose decision thereon shall be final.

43. Constitution of Committees.- Any authority of the University mentioned in section 22, shall be empowered to constitute a committee of such authority, consisting of such members having such powers as the authority may deem fit.

44. Filling of casual vacancies.- Any casual vacancy among the members, other than ex-officio members of any Authority or body of the University shall be filled in the same manner in which the member whose vacancy is to be filled up, was chosen, and the person filling the vacancy shall be a member of such authority or body for the residual term for which the person in whose place he would have been a member.

45. Protection of action taken in good faith.- No suit or other legal proceedings shall lie against any officer or other employee of the University for anything, which is done in good faith or intended to be done in pursuance of the provisions of this Act, the Statutes or the Rules.



46. Transitional provisions.- Notwithstanding anything contained in any other provisions of this Act and the Statutes:-

- (i) the first Vice-Chancellor and Pro-Vice-Chancellor, if any shall be appointed by the Chancellor;
- (ii) the first Registrar, the first Registrar Evaluation and the first Finance Officer shall be appointed by the Chancellor; and
- (iii) the first Board of Management, the first Finance Committee, the first Research and innovation Council and the first Academic Council shall be constituted by the Chancellor.

47. Permanent Statutory Endowment Fund.- (1) The University shall establish a Permanent Statutory Endowment Fund of at least rupees twenty five crores out of which at least fifteen crores shall be in cash and remaining in the form of Bank guarantee which may be increased suo moto but shall not be decreased.

Provided that in case of a University outside the Bangalore or Bangalore Rural District at least ten crores must be in form of cash and the remaining five crores shall be in form of Bank Guarantee.

(2) The University shall have power to invest the permanent Statutory Endowment Fund in such manner as may be prescribed.

(3) The University may transfer any amount from General Fund or the Development fund to the permanent statutory fund except in the event of the dissolution of the University, in no other circumstances can any moneys be transferred from permanent Statutory Endowment Fund for any other purposes.

(4) Seventy five percent of the income received from permanent Statutory Endowment Fund shall be used for the purpose of development or general work of the University. The remaining twenty five percent shall be invested in the permanent Statutory Endowment Fund.

48. University Endowment Fund.- (1) The University shall establish a University Endowment Fund having such funds as may be determined by the Sponsoring Body which can include donations and other funds received from time to time.

(2) The University shall have the power to invest the University Endowment Fund in a manner as may be specified by the Statutes.

(3) The University Endowment Fund is a self-imposed fund that the University desires to maintain voluntarily and invest it responsibly to protect itself from financial challenges that may arise on account of pursuing social objectives and/or unforeseen circumstance.

(4) The University may transfer any amount from the General Fund or the



development fund to the University Endowment Fund. Excepting in the dissolution of the University, in no other circumstances moneys can be transferred from the University Endowment Fund for other purposes.

(5) Eighty percent of the incomes received from the University Endowment Fund shall be used for the purposes of development or general work of the University. The remaining twenty percent shall be reinvested into the University Endowment Fund.

49. General Fund.- (1) The University shall establish a General Fund to which the following amount shall be credited, namely:-

- (i) all fees which may be charged by the University;
- (ii) all sums received from any other source not prohibited by any law for the time being in force;
- (iii) all contributions made to the University;
- (iv) all contributions/donations made in this behalf by any other person or body which are not prohibited by any law for the time being in force.

(2) The funds credited to the General Fund shall be applied to meet all the recurring expenditure of the University.

50. Development fund.- (1) The University shall also establish a Development Fund to which the following funds shall be credited, namely:-

- (i) development fees which may be charged from students;
- (ii) all sums received from any other source for the purposes of the development of the University;
- (iii) all contributions made to the University;
- (iv) all contributions/donations made in this behalf by any other person or body which are not prohibited by any law for the time being in force; and
- (v) all incomes received from the Permanent Statutory Endowment Fund.

(2) The funds credited to the Development Fund from time to time shall be utilized for the development of the University.

51. Maintenance of funds.- The funds established under sections 47, 48, 49 and 50 shall, subject to general supervision and control of the Board of Governors, be regulated and maintained in such manner as may be prescribed.

52. Annual Report.-(1) The annual report of the University shall be prepared under the direction of the Board of Management and shall be submitted to the Board of Governors for its approval.

(2) The Board of Governors shall consider the annual report in its meeting and may approve the same with or without modification.

(3) A copy of the annual report duly approved by the Board of Governors shall be



sent to the State Government before 31st December following close of the financial year in 31st March of each year.

53. Account and audit.- (1) The annual accounts and balance sheet of the University shall be prepared under the direction of the Board of Management and all funds accruing to or received by the University from all source and all amount disbursed or paid shall be entered in the account maintained by the University.

(2) The annual accounts of the University shall be audited by an auditor, who is a member of the Institute of Chartered Accountants of India, every year.

(3) A copy of the annual accounts and the balance sheet together with the audit report shall be submitted to the Board of Governors before 30th November following close of the financial year in 31 March of each year.

(4) The annual accounts, the balance sheet and the audit report shall be considered by the Board of Governors at its meeting and the Board of Governors shall forward the same to the visitor and the Government along with its observation thereon on or before 31st December of each year.

(5) In the event of any material alteration in the Report of the Auditors, the State Government may issue directions to the University, and such directions shall be binding on the University.

54. Mode of proof of University record.- A copy of any receipt, application, notice, order, proceeding or resolution of any authority or committee of the University or other documents in possession of the University or any entry in any register duly maintained by the University, if certified by the Registrar, shall be received as prima facie evidence of such receipt, application, notice, order, proceeding, resolution or document or the existence of entry in the register and shall be admitted as evidence of the matters and transaction therein recorded where the original thereof would, if produced, have been admissible in evidence.

55. Power of State Government to issue directions.- The State Government may give such directions to the University as in its opinion are necessary or expedient for carrying out the purposes of this Act or to give effect to any of the provisions contained therein or of any rules or orders made thereunder and the Board of Governor or the Board of management, as the case may be, of the University shall comply with every such direction.

56. Penalties.- (1) Whoever contravenes the provisions of this Act or the rules made thereunder or any examination matters or in matters relating to award of degrees or in giving marks cards shall on conviction be punishable with fine of rupees fifty thousand which may extend to ten lakhs rupees or with an imprisonment for a term of six months which may extend to two years or with both.



Provided that, where the University is also involved the permission letter granted under this Act to commence the University shall be withdrawn.

(2) A penalty under this section may be imposed without prejudice to the penalty specified in any other Act.

57. Power to enter and inspect.- Any officer not below the rank of Group 'A' officer authorised by the State Government in this behalf, shall, subject to such conditions as may be specified therein under the Karnataka Educational Institutions (Prohibition of Capitation Fee) Act, 1984 (Karnataka Act 37 of 1984) shall be deemed to be the Officer authorized to exercise the same powers and discharge the same functions as provided under section 9 of that Act for the purposes of this Act.

58. Power to give direction for dissolution of the University.- (1) If the University proposes dissolution in accordance with the law governing its constitution or incorporation, it shall give at least six months prior notice in writing to the Government.

(2) The Karnataka State Higher Education Council shall conduct periodical Inspection of University regarding;-

- (i) Standard of Instructions for grant of degree;
- (ii) Quality of Education;
- (iii) Avoidance of commercialisation of Higher Education;
- (iv) contravention of the provisions of the Act if any;

-and send report to the Government.

(3) On identification of mismanagement, maladministration and indiscipline, the Government shall issue directions to the management of the University to set right the administration. If the direction is not followed within such time as may be prescribed, the right to take decision for winding up of the University or any course thereof shall vest with the Government.

(4) The manner of winding up of the University or any course thereof shall be such as may be prescribed by the Government in this behalf.

Provided that no such action shall be initiated without affording a reasonable opportunity to show cause to the University.

(5) On receipt of the notice referred to in sub-section (1), the Government shall, in consultation with the relevant Regulatory Authority make such arrangements for administration of the University from the proposed date of dissolution of the University or winding up of the course and until the last batch of students in regular courses of studies of the University complete their courses of studies in such manner as may be specified by the Statutes.

59. Expenditure of the University during dissolution.-(1) The expenditure of



administration of the University during taking over period of its management under sub-section (5) of section 58 shall be met out of the Permanent Statutory Endowment Fund, the General Fund or the Development Fund in such manner as may be prescribed.

(2) If the fund referred to in section 47, 48, 49 and 50 are not sufficient to meet the expenditure of the University during the taking over period of its management, such expenditure may be met by disposing of the properties or asset of the University, by the Government.

(3) Where the dissolution of the University is due to mismanagement or maladministration, the Government is at liberty to identify the persons responsible for such mismanagement or maladministration and to impose penalty as it deems fit.

60. Removal of difficulties.- (1) If any difficulty arises in giving effect to the provisions of this Act, the State Government may, by a notification or by order, make such provisions, which are not inconsistent with the provisions of this Act, as appear to it to be necessary or expedient, for removing the difficulty:

Provided that, no notification or order under this section shall be made after the expiry of a period of five years from the date of commencement of this Act.

(2) Every Order made under sub-section (1), shall, as soon as may be after it is made, be laid before the State Legislature.

61. Power to make rules by the State Government.- (1) The State Government may make rules, by notification, to carryout the purposes of this Act.

(2) Every rule made under this Act shall be laid as soon as may be after it is made before each House of the State Legislature while it is in session for a total period of thirty days which may be comprised in one session or in two or more successive sessions, and if, before the expiry of the session immediately following the session or the successive sessions aforesaid, both Houses agree in making any modification in the rule or both Houses agree that the rule should not be made, the rule shall thereafter have effect only in such modified form or be of no effect, as the case may be, so however, that any such modification or annulment shall be without prejudice to the validity of anything previously done under that rule.

The above translation of ಆದಿಚುಂಚನಗಿರಿ ವಿಶ್ವವಿದ್ಯಾಲಯ ಅಧಿನಿಯಮ, 2012 (2013ರ ಕರ್ನಾಟಕ ಅಧಿನಿಯಮ ಸಂಖ್ಯೆ 18) be published in the Official Gazette under clause (3) of Article 348 of the Constitution of India.

H.R. BHARDWAJ
GOVERNOR OF KARNATAKA



By Order and in the name of
the Governor of Karnataka,

K.S.Mudagal

Secretary to Government(I/C)
Department of Parliamentary Affairs and Legislation

KARNATAKA ACT NO. 13 OF 2019

(First Published in the Karnataka Gazette Extra-ordinary on the Second day of March 2019)

THE ADICHUNCHANAGIRI UNIVERSITY (AMENDMENT) ACT, 2019

(Received the assent of the Governor on the twenty eighth day of February 2019)

An Act to amend the Adichunchanagiri University Act, 2012.

Whereas it is expedient to amend the Adichunchanagiri University Act, 2012 (Karnataka Act 18 of 2013) for the purposes hereinafter appearing;

Be it enacted by the Karnataka State Legislature in the seventieth year of the Republic of India, as follows:-

1. Short title and commencement.- (1) This Act may be called the Adichunchanagiri University (Amendment) Act, 2019.

(2) It shall come into force at once.

Section 23 is incorporated in the Principal Act,



KARNATAKA ACT NO. 20 OF 2013
DAYANANDA SAGARA UNIVERSITY ACT, 2012

Arrangement of Sections

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STATEMENT OF OBJECTS AND REASONS

Act No.20 of 2013.- The Mahatma Gandhi Vidya Peetha Trust have come forward to establish private University in the State. The establishment of a private university by a well-known organization would certainly help in spreading the quality education to the needy students. This also accelerates the enhancement of gross enrolment ratio in the higher education sector which presently stands at 11.5% in Karnataka.

Keeping in view the above, it is considered necessary to provide for establishment of Dayananda Sagar University.

This private university focuses on teaching, training, research and development in the fields of Life Sciences, IT, all branches of Engineering, Architecture, Management, Health Care Education to include: Medicine, Dentistry, Pharmacy, Physiotherapy, Nursing, Allied Health and allied sectors and for the matters connected therewith or incidental thereto.

Hence, the Bill.

[L.A. Bill No.33 of 2012, File No. Samvyashae 44 Shasana 2012]

[Entry 25 of List III of the Seventh Schedule to the Constitution of India.]



KARNATAKA ACT NO. 20 OF 2013

(First Published in the Karnataka Gazette Extra-ordinary on the
Twenty seventh day of February, 2013)

DAYANANDA SAGARA UNIVERSITY ACT, 2012

(Received the assent of the Governor on the Twenty fifth day of February, 2013)

An Act to establish and incorporate in the State of Karnataka a University of unitary in nature in private sector by the Mahatma Gandhi Vidya Peetha Trust to promote and undertake the advancement of applied University education in Life Sciences, Information Technology, all branches of Engineering, Architecture, Management, Health Care Education to include Medicine, Dentistry, Pharmacy, Physiotherapy, Nursing, Allied Health and allied sectors and for the matters connected therewith or incidental thereto.

Whereas it is expedient to establish and incorporate in the State of Karnataka a University of unitary in nature in private sector by the Mahatma Gandhi Vidya Peetha Trust to promote and undertake the advancement of applied University Education in Life Sciences, Information Technology, all branches of Engineering, Architecture, Management, Health Care Education to include Medicine, Dentistry, Pharmacy, Physiotherapy, Nursing, Allied Health and allied sectors and for the matters connected therewith or incidental thereto for the purposes hereinafter appearing;

Be it enacted by the Karnataka State Legislature in the sixty third year of the Republic of India as follows:-

CHAPTER - I

PRELIMINARY

1. Short title, extent and commencement. - (1) This Act may be called the Dayananda Sagar University Act, 2012.

(2) It extends to the whole of the State of Karnataka.

(3) It shall come into force on such date as the State Government may, by notification, in the official Gazette, appoint.

This Act has come into force w.e.f. 16.05.2014. by Notification No.Er 95 ಯಾಜ್ಞೋ¹ 2014,

Dated:16.05.2014.

(See the text of the notification at the end of the Act)

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



- (a) "Academic Council" means the Academic Council of the University as specified in section 25;
- (b) "Agenda Matters" means all the matters and business to be designated in the Statutes each of which can be either included in the Agenda or be taken up for discussion and decision at a meeting of the Board of Governors or the Board of Management or any Committees, as the case may be, only subject to the prior written approval of the Chancellor, consenting to the passing of such matters and business at such a meeting;
- (c) "Board of Governors" means the Board of Governors of the University as specified in section 23;
- (d) "Board of Management" means the Board of Management of the University as specified in section 24;
- (e) "Chancellor", "Vice-Chancellor", "Pro Vice-Chancellor" means respectively the Chancellor, Vice Chancellor and Pro Vice Chancellor of the University;
- (f) "Campus" means a campus established, maintained by the University, wherever situated;
- (g) "Committees" means the committees formed under this Act or by the various functionaries of the University as the case may be and includes the Nomination Committee, the Finance Committee and such other committees;
- (h) "Constituent College" means a college or institution established and maintained by the University;
- (i) "Finance Committee" means the Finance Committee of the University as specified in section 27;
- (j) "Government" means the Government of Karnataka;
- (k) "National Accreditation Bodies" means a body established by the Central Government for laying down norms and conditions for ensuring academic standards of higher education, such as University Grants Commission, All India Council of Technical Education, Medical Council of India, Pharmaceutical Council of India, Indian Council of Agriculture Research, National Assessment and Accreditation Council, National Council of Teacher Education,



Distance Education Council, Council of Scientific and Industrial Research, and includes the Government;

- (l) "Prescribed" means prescribed by rules made by the Government under this Act;
- (m) "Principal in relation to a Constituent College" means the head of the Constituent College and includes, where there is no Principal or in the absence of a Principal appointed, the Vice-Principal or any other person for the time being appointed to act as Principal;
- (n) "Registrar" means the Registrar of the University;
- (o) "Regional Centre" means a centre established or maintained by the University for the purpose of coordinating and supervising the work of Study Centres in any region and for performing such other functions as may be conferred on such centre by the Board of Management;
- (p) "Sponsoring Authority" or "sponsoring body" in relation to this Act means the Trust;
- (q) "State" means State of Karnataka;
- (r) "Statutes" and "Regulations" means respectively, the Statutes and Regulations of the university made under this Act;
- (s) "Study centre" means a centre established and maintained by the university for the purpose of advising, counseling or for rendering any other assistance required by the students in the context of education;
- (t) "Teacher" means and includes a Professor, Associate Professor, Assistant Professor, or such other person as may be appointed for imparting instruction or conducting or to guide research in the University or in a Constituent College and includes the Principal of Constituent College in conformity with the norms prescribed by the 'University Grants Commissions;
- (u) "Trust" means Mahatma Gandhi Vidya Peetha Trust;
- (v) "University Grants Commission" means the Commission established under section 4 of the University Grants Commission Act, 1956 (Central Act 3 of 1956);
- (w) "University" means the Dayananda Sagar University, established and incorporated under this Act;



- (x) "Visitor" means the visitor of the University as specified in section 13.

CHAPTER - II

THE UNIVERSITY AND SPONSORING BODY

3. Proposal for the establishment of the University.- (1) The Trust shall have the right to establish the University of unitary in nature subject to and in accordance with the provisions of this Act.

(2) The proposal to establish a University shall be made to the State Government by the Trust.

(3) The proposal shall contain the following particulars, namely:-

- (i) the objects of the University along with the details of the Trust;
- (ii) the extent and status of the University and the availability of land;
- (iii) the nature and type of programmes of study and research to be undertaken by the University during a period of five academic years immediately following the commencement date;
- (iv) the nature of faculties, courses of study and research proposed to be started;
- (v) the campus development such as buildings, equipment and structural amenities;
- (vi) the phased outlays of capital expenditure for a period of five academic years immediately following the commencement date;
- (vii) the item-wise recurring expenditure, sources of finance and estimated expenditure for each student;
- (viii) the scheme for mobilizing resources and the cost of capital thereto and the manner of repayments to each source;
- (ix) the scheme of generation of funds internally through the recovery of fee from students, revenues anticipated from consultancy and other activities relating to the objects of the University and other anticipated incomes;
- (x) the details of expenditure on unit cost, the extent of concessions or rebates in fee, freeship and scholarship for students belonging to economically weaker sections and the fee structure indicating varying rate of fee, if any, that would be levied on students who are either non resident Indians or



persons of Indian origin or sponsored by non resident Indians or persons of Indian origin and students of nationalities other than India;

(xi) the years of experience and expertise in the concerned discipline at the command of the Trust; as well as the financial resources;

(xii) the system for selection of students to the courses of study at the University; and

(xiii) status of fulfillment of such other conditions as may be required by the State Government to be fulfilled before the establishment of the University.

(4) A Screening Committee shall be constituted by the State Government consisting of three member who are Ex-officio members of Karnataka State Higher Education Council to examine the proposals received, which shall make recommendations to the State Government.

4. Establishment of the University.- (1) Where the State Government, after considering the recommendations of the screening Committee and holding such inquiry as it may deem necessary, is satisfied that,-

- (i) the Trust has ability to run an University with sufficient infrastructure.
- (ii) owns a land to the extent specified below in accordance with its location, namely:-
 - (a) twenty five acres of land if it is within limits of Bruhat Bangalore Mahanagara Palike;
 - (b) forty acres of land if it is out side the limits of Bruhat Bangalore Mahanagara Palike but within Bangalore Metropolitan Region Development Authority area;
 - (c) not less than sixty acres of land in the places other than the places specified in clauses (a) and (b).

The land specified above shall consist of a single block and it shall be in the name of concerned trust/foundation/institution/ university itself. Based on the furnished particulars required in sub-section (3) of section 3, the Government may direct the Trust to establish the permanent Statutory Endowment Fund as specified in section 47.

(2) After the establishment of the Permanent Statutory Endowment Fund, the State Government may, by notification, in the official Gazette, accord sanction for establishment of the University of unitary in nature in the State by the name of “Dayananda Sagar University”.



(3) The headquarters of the University shall be at Bangalore. The University shall have Campuses or Regional Centres, Study Centres anywhere in Karnataka and subject to the prior permission of the State Government and as per UGC norms.

(4) The First Chancellor, the First Vice-Chancellor, First members of the Board of Governors, First members of the Board of Management and the Academic Council and all persons who may hereafter become such officers or members, so long as they continue to hold such office or membership, shall constitute a body corporate and can sue and be sued in the name of the University.

(5) On sanction for the establishment of the University under sub-section (2), the land and other movable and immovable properties acquired, created, arranged or built by the Trust for the purpose of the University shall vest in the University.

(6) In all suits and other legal proceedings by or against the University, the pleading shall be signed and verified by, and all processes in such suits and proceedings shall be issued to and be served on the Registrar.

(7) The land, building and other properties of the University shall not be used for any purpose other than incidental to the objects of the University.

5. Grants and Financial Assistance.- The University shall be self-financing and shall neither make a demand nor shall be entitled to any maintenance grant-in-aid or any other financial assistance from the State or any other body or corporation owned or controlled by the State:

Provided that the State may, provide financial support through grants or otherwise,-

(a) for research, development and other activities for which other State Government organizations are provided financial assistance; or

(b) for any specific research or programmes receiving support from the State Government; and

(c) for the benefit of similar universities in the State whether subject to a change in State policy or otherwise:

Provided further that the university may receive any financial support from any other source.

6. Power to establish constituent College, additional campuses, Regional Centres or Study Centres.- The University may have Constituent



Colleges, Regional Centres, additional campuses and Study Centres at such places in the State as it deems fit after the completion of five years after its establishment with prior approval of the State Government subject to norms of UGC and other National Accreditation bodies.

7. Objects of the University. - The University shall employ a broad range of strategies to achieve its vision and objectives,-

(i) to provide instruction, teaching, training, research, consultancy and development in various disciplines in areas such as Technical Education, in Finance, in Management, Teaching-Learning, Technology in Professional Education, Health Care to Include Medicine, Dentistry, Pharmacy, Nursing, Allied Health and including other allied fields of development and make provisions for research, advancement and dissemination of knowledge on these fields;

(ii) to design and deliver high quality training, capacity building and development systems for teachers in higher and professional education, administrators and professionals working in Government, Public and Private Sectors and development professionals in other systems;

(iii) to develop resource centers to contribute to quality education;

(iv) to establish Campuses and have study centers, Constituent Colleges and Regional Centres at various locations in Karnataka and to contribute and develop an understanding of educational changes in Technical and professional education and social and human development as per norms of the University Grants Commission with prior approval of the State Government;

(v) to institute degrees, diplomas, certificates and other academic distinctions like award of credits on the basis of successful completion of academic work evaluated through multiple methods of assessment;

(vi) to collaborate with any other universities, research institutions, non-profit organizations, industry association, professional associations or other organizations, to conceptualize, design, develop and offer specific educational and research programmes, training programmes and exchange programmes for students, faculty members and others;

(vii) to disseminate knowledge and develop a public debate on issues of education and allied development fields through seminars, conferences, executive education programmes, community development programmes, publications and training programmes and events;



(viii) to undertake programmes for development and training of faculty and researchers of the University in partnership with any other institutions of quality with prior approval of the State Government;

(ix) to undertake collaborative research and advocacy with any organizations with prior approval of the State Government;

(x) to undertake necessary or expedient action to pursue and promote the objectives of the University;

(xi) to pursue any objectives as may be approved by the Government for the enhancement of the education and other development sectors.

8. Powers of the University. - The University shall have the following powers, namely:-

(i) to establish and maintain Campuses, Regional Centres and Study Centres in Karnataka as may be determined by the University from time to time in the manner laid down by the Statutes with prior approval of the Government and as per UGC norms;

(ii) to carry out all such other activities as may be necessary or feasible in furtherance of the object of the University;

(iii) to confer degrees or other academic distinctions in the manner and under conditions laid down in the Statutes;

(iv) to institute and award fellowships, scholarships and prizes, awards, medals etc., in accordance with the Statutes;

(v) to demand and receive such fees, bills, invoices and collect charges as may be fixed by the Statutes or rules, as the case may be;

(vi) to make provisions for extracurricular activities for students and employees;

(vii) to make appointments of the Faculty, officers and employees of the University or a Constituent College, Campuses, Regional Centres, Study Centres;

(viii) to receive voluntary donations and gifts of any kind not prohibited by any Law for the time being in force and to acquire, hold, manage, maintain and dispose of any movable or immovable property, including trust and endowment properties for the purpose of the University or a Constituent College or a Campus, Regional Centre, Study Centre;

(ix) to institute and maintain hostels and to recognize places of residence for students of the University or a Constituent College;



(x) to supervise and control the residence and to regulate the discipline among the students and all categories of employees and to lay down the conditions of service of such employees, including the Code of Conduct for the students and employees;

(xi) to create academic, administrative and support staff and other necessary posts;

(xii) to co-operate and collaborate with other Universities in such a manner and for such purposes as the University may determine from time to time;

(xiii) to organize and conduct refresher courses, orientation courses workshops, seminars and other programmes for teachers, lesson writers, evaluators and other academic staff;

(xiv) to determine standards of admission to the University or a Constituent College, Regional Centres, Study Centres with the approval of Academic Council and to make admission of students of Karnataka not less than the extent provided in this Act;

(xv) to do all such other acts or things whether incidental to the powers aforesaid or not, as may be necessary to further the objects of the University;

(xvi) to institute Degrees, Diplomas, Certificates and other academic distinctions on the basis of examination or any other method of evaluation approved by the Government;

(xvii) to provide for the preparation of instructional materials, including films, cassettes, tapes, video cassettes, CD, VCD and other software and other relevant electronic and print media;

(xviii) to raise, collect, subscribe and borrow money with the approval of the Board of Governors whether on the security of the property of the University, for the purposes of the University;

(xix) to acquire and takeover and run the management of any other educational institutions with the prior approval of the State Government;

(xx) to acquire properties with the prior approval of the Board of Management;

(xxi) to undertake any other activities connected with or incidental to above objectives of the University.

9. University open to all classes, castes, creed, gender or nation.- The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in



the qualifying examinations:

Provided that forty percent of the admissions in all courses of the university shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the State Government from time to time.

Provided further that where there are less than ten seats in any course like Post Graduate, Ph.d and Research they shall be reserved by clubbing such courses together and where there are less than three posts in any course they shall be reserved by rotation.

10. National Accreditation.- The University shall seek accreditation from respective statutory national accreditation bodies soon after its establishment. Further all the courses run by Private Universities shall be as per the regulations of the National Accreditation Bodies.

11. Powers of the sponsoring body.- The sponsoring body shall have the following powers with reference to the University, each of which may be exercised by the Sponsoring Body at its discretion, namely:-

- (i) to appoint or re-appoint or terminate the appointment of the Chancellor;
- (ii) to constitute the first Board of Governors of the University;
- (iii) to nominate the chairperson of the Board of Governors;
- (iv) to nominate three persons as members of the Board of Governors;
- (v) to nominate two persons as members of the Board of Management;
- (vi) to determine the source of funds to be contributed to the University Endowment Fund;
- (vii) to determine the application and spending of monies by the University;
- (viii) to resolve any conflict at the meeting of the Board of Governors in the manner provided for in this Act.

CHAPTER – III **OFFICERS OF THE UNIVERSITY**

12. Officers of the University. - The following shall be the officers of the University, namely:-

- (i) The Visitor;
- (ii) The Pro-visitor;
- (iii) The Chancellor;
- (iv) The Vice-Chancellor;



- (v) The Pro Vice-Chancellor;
- (vi) The Registrar;
- (vii) The Finance Officer; and
- (viii) Such other officers as may be declared by the Statutes to be officers of the University.

13. The Visitor.- (1) His Excellency the Governor of Karnataka shall be the Visitor of the University and the visitor may offer suggestions for the improvement of the functioning of the University.

(2) The Visitor shall preside over the convocation of the University for conferring degrees and diplomas.

(3) The Visitor shall have the following powers, namely:-

- (i) to call for any paper or information relating to the affairs of the University;
- (ii) on the basis of the information received by the Visitor and if he is satisfied that any order, proceedings or decision taken by any authority of the University is not in conformity with the Act, Regulations, or Rules, he may issue such directions as he may deem fit in the interest of the University and the directions so issued shall be complied with by all the concerned.

14. The Pro-Visitor.- (1) The Hon'ble Minister for Higher Education, Government of Karnataka shall be the pro-visitor of the University.-

(2) The pro-visitor shall, when the Visitor is absent, preside at the Convocation of the University for conferring degrees and diplomas.

15. The Chancellor.- (1) The Chancellor shall be appointed by the Sponsoring Body.

(2) The founder trustee of the Sponsoring Body shall be the first Chancellor, who shall hold for life or till he demits office.

(3) The subsequent Chancellor shall be either the then Trustee of the Sponsoring Body or such other person of eminence of national figure in the field of education, science, culture or public life, when such an appointment is being considered, as may be decided by the Sponsoring Body.

(4) The subsequent Chancellor so appointed shall hold the office as determined by the Sponsoring Body.

(5) The Chancellor shall have such powers as may be conferred on him by this Act or the Statutes made there under, which shall include the following powers,



namely:-

- (i) to function as the head of the University;
- (ii) to preside at all convocations of the University in absence of visitor and pro-visitor ;
- (iii) to function as a Chairperson of the Board of Governors of the University ;
- (iv) to appoint or re-appoint or terminate the appointment of the Vice-Chancellor, in accordance with the provisions of this Act and the Statutes;
- (v) to nominate a person as a member of the Nomination Committee as referred to in sub-section (2) of section 16 of this Act;
- (vi) to pre approve the appointment of the Pro Vice-Chancellor, the Dean, the Registrar and the Finance Officer;
- (vii) to nominate two academicians as members on the Board of Governors;
- (viii) to appoint the first Pro Vice-Chancellor and the Finance Officer;
- (ix) to constitute the first Board of Management, the Finance Committee, the Research Council and the Academic Council;
- (x) to pre-approve the Agenda matters in the manner provided for in the Act;
- (xi) to resolve a conflict (excluding conflicts at a meeting of the Board of Governors) in the manner provided in this Act.

(6) In the event of there being a conflict inter-se between the functionary or body and any other functionary or body of the University, then the issue shall be referred to the Chancellor and the decision of the Chancellor in respect of such issue shall be final and binding on the University.

16. The Vice-Chancellor.- (1) The Vice-Chancellor shall be appointed by the Chancellor for a term of three years subject to other terms and conditions as may be laid down by the Statutes from among three persons recommended by the Nomination Committee constituted in accordance with the provisions of sub-section (2). After the term of three years, it is renewable for another term of three years.

Provided that a Vice-chancellor shall continue to hold the office even after expiry of his term till new Vice-chancellor joins. However, in any case this period shall not exceed one year.



(2) The Nomination Committee referred to in sub-section (1) shall consist of the following persons, namely:-

- (i) One person nominated by the Chancellor;
- (ii) Two nominees of the Board of Governors, one of whom shall be nominated as the Convener of the Committee by the Board of Governors.

(3) The Nomination Committee shall, on the basis of merit, recommend three persons suitable to hold the office of the Vice-Chancellor and forward the same to the Chancellor along with a concise statement showing the academic qualifications and other distinctions of each person.

(4) The Vice-Chancellor shall be the Principal Executive and Academic Officer of the University and shall exercise general supervision and control over the affairs of the University and give effect to the decisions of the authorities of the University.

Provided that, where any matter, other than the appointment of a Teacher is of urgent nature requiring immediate action and the same could not be immediately dealt with by any officer or the authority or other body of the University empowered by or under this Act to deal with it, the Vice-Chancellor may take such action as he may deems fit with the prior written approval of the Chancellor.

(5) The Vice-Chancellor shall exercise such other powers and perform such other duties as may be laid down by the Statutes or the Rules.

Provided that, where in the opinion of the Vice-chancellor, any decision of any authority of the university is outside the powers conferred by this Act or Statutes, Regulations or Rules made there under or is likely to be prejudicial to the interests of the university, he shall request the concerned authority to revise its decision within fifteen days from the date of its decision and in case the authority refuses to revise such decision wholly or partly or fails to take any decision within fifteen days, then such matter shall be referred to the Chancellor and his decision thereon shall be final.

(6) The services of the Vice-Chancellor can be terminated by the Chancellor with the approval of the Board of Governors after following the principles of natural justice and after providing an opportunity to present his case including for termination on disciplinary grounds.

(7) The Vice-Chancellor shall preside at the convocation of the University in the absence of the Visitor, Pro-Visitor and the Chancellor.

17. The Pro Vice-Chancellor.- The Vice-Chancellor shall appoint not exceeding three pro-vice Chancellors with the written approval of the Chancellor in



such manner and they shall exercise such powers and perform such duties as may be laid down by the Statutes.

18. Deans of faculties.- Deans of faculties shall be appointed by the Vice-Chancellor with the written approval of the Chancellor in such manner and they shall exercise such powers and perform such duties as may be laid down by the Statutes.

19. The Registrar.- (1) The Registrar shall be appointed by the Chancellor in such manner and on such terms and conditions as may be laid down by the Statutes.

(2) All contracts as defined in statutes shall be entered into and signed by the Registrar on behalf of the University.

(3) The Registrar shall have the power to authenticate records on behalf of the University and shall exercise such other powers and perform such other duties as may be conferred by the statutes or may be required from time to time, by the Chancellor or the Vice-Chancellor.

(4) The Registrar shall be responsible for the due custody of the records and the common seal of the University and shall be bound to place before the Chancellor, the Vice-Chancellor or any other authority, all such information and documents as demanded.

20. The Finance Officer.- The Finance Officer shall be appointed by the Vice-Chancellor with the written approval of the Chancellor in such manner and he shall exercise such powers and perform such duties as may be laid down by the Statutes.

21. Other Officers.- The manner of appointment, terms and conditions of service and powers and duties of the other officers of the University shall be such as may be specified by Statutes.

CHAPTER – IV

AUTHORITIES OF THE UNIVERSITY

22. Authorities of the University.- The following shall be the authorities of the University, namely:-

- (i) The Board of Governors;
- (ii) The Board of Management;
- (iii) The Academic Council;
- (iv) The Research and Innovation Council;
- (v) The Finance Committee; and



(vi) Such other authorities as may be declared by the Statutes to be the authorities of the University.

23. The Board of Governors and its powers.- (1) The Board of Governors shall consist of the following, namely:-

- (i) The Chancellor- Chairperson;
- (ii) The Vice-Chancellor- Member;
- (iii) The Principal Secretary/Secretary to the State Government in the Higher Education or by his nominee not below the rank of Deputy Secretary ;
- (iv) The Principal Secretary/ Secretary to the Government in the Medical Education or by his nominee not below the rank of Deputy Secretary;
- (v) One expert from the field of management, finance or any other specialized, including administration to be nominated by the State Government;
- (vi) Two persons nominated by the Sponsoring Body of whom one shall be woman;
- (vii) The Pro Vice-Chancellor who shall be a non-voting member;
- (viii) One eminent educationist nominee of the university grant commission.

(2) The Registrar shall be non-voting member Secretary of Board of Governors.

(3) The tenure of office of the members of the Board of Governors, appointment of members, other than Government nominees, renewal and removal, etc., shall be such as may be laid down by the Statutes.

(4) All meetings of the Board of Governors shall always be chaired by the Chancellor and in his absence by any one of the nominees of the Chancellor. If Chancellor has not nominated any person to Chair such a meeting, members present in the meeting shall elect the Chairperson for that meeting only from among themselves by a simple majority.

(5) Quorum for all meetings of the Board of Governors shall be three members attending and voting at such meeting.

Provided that the presence of either the Chancellor or one nominee of the Sponsoring Body and in the absence of the Chancellor or one nominee of



Sponsoring Body, the Vice Chancellor, shall always be necessary to form the quorum for any meeting of the Board of Governors.

(6) The Board of Governors shall be the Principal Governing Body of the University and shall have the following powers, namely:-

- (i) to appoint the Statutory Auditors of the University;
- (ii) to lay down policies to be pursued by the University;
- (iii) to review decisions of the other authorities of the University if they are not in conformity with the provisions of this Act, or the Statutes or the Rules;
- (iv) to approve the Budget and Annual Report of the University;
- (v) to make new or additional Statutes or amend or repeal the earlier Statutes and Rules;
- (vi) to take decision about voluntary winding up of the University;
- (vii) to approve proposals for submission to the Government;
- (viii) to nominate three members to the Fee Regulation Committee;
- (ix) to take such decisions and steps as are found desirable for effectively carrying out the objects of the University.

(7) The Board of Governor shall, meet at least three times a year.

(8) The Board of Governors shall meet at such time and place as may be specified by Statute.

24. The Board of Management. - (1) The Board of Management shall consist of the following, namely:-

- (i) The Vice Chancellor;
- (ii) The Pro-Vice Chancellors;
- (iii) The Registrar;
- (iv) Two nominees of the Sponsoring Body;
- (v) Two Deans of the faculties as nominated by the Vice Chancellor.

(2) The Vice Chancellor shall be the Chairperson of the Board of Management and the Registrar shall be the Secretary of the Board of Management.

(3) The Board of management shall be the executive body of the University. The powers and functions of the Board of Management shall be such as may be specified by the statutes.

(4) All meetings of the Boards of Management shall always be chaired by the Vice Chancellor and in the absence of the Vice Chancellor, by the nominee of the Sponsoring Body and where the Sponsoring Body has not nominated any



nominees, then by any other member as elected by the members present in the meeting.

(5) In the event of a conflict of opinion at a meeting of the Board of Management, the issue shall be referred to the Chancellor and the decision of the Chancellor in respect of such issue shall be final and binding on the University.

25. The Academic Council. - (1) The Academic Council shall consist of the following, namely:-

- (i) The Vice-Chancellor - Chairperson
- (ii) The Pro Vice Chancellor - Member
- (iii) The Registrar - Secretary
- (iv) Such other members as may be specified by the Statutes.

(2) The Academic Council shall be the principal academic body of the University and shall, subject to the provisions of this Act, the Statutes, Regulations and the Rules, co-ordinate and exercise general supervision over the academic policies of the University.

26. The Research and Innovation Council. - (1) Research and Innovation Council shall be the Principal Research and Innovation Committee of the University and shall provide the larger holistic vision of the kind of research to be undertaken by the University, including prioritization of the research areas. Research and Innovation Council shall, subject to the provisions of this Act, the Statutes, Regulations and the Rules, co-ordinate and exercise general supervision over the Innovation and Research policies of the University.

(2) The Research and Innovation Council shall consist of the following, namely:-

- (i) The Vice-Chancellor - Chairperson
- (ii) The Pro Vice Chancellor - Member
- (iii) The Dean of Research - Secretary
- (iv) Head of the Department of Innovation - Member
- (v) Deans of all Faculties - Members; and
- (vi) Such other members as may be specified in the Statutes.

27. The Finance Committee. - (1) The Finance Committee shall consist of the following, namely:-

- (i) The Chancellor or his Nominee - Chairperson
- (ii) The Vice-chancellor - Member
- (iii) The Registrar - Member



- (iv) The Finance Officer - Secretary
- (v) One nominee of the Sponsoring Body - Member; and
- (vi) Such other members as may be specified in the statutes.

(2) The Finance Committee shall be the principal financial body of the University to take care of financial matters and shall, subject to the provisions of this Act, Rules and Statutes co-ordinate and exercise general supervision over the financial matters of the University.

28. Other Authorities.- The constitution, powers and functions of the other authorities of the University shall be such as may be specified by the statutes.

29. Disqualification for membership of an Authority or Body: A person shall be disqualified for being a member of any of the authorities or bodies of the University, if he;

- (a) is of unsound mind and stands so declared by a competent court;
- (b) is an undischarged insolvent;
- (c) has been convicted of any offence involving moral turpitude;
- (d) is conducting or engaging himself in private coaching classes; or
- (e) has been punished for indulging in or promoting unfair practice in the conduct of any examination, in any form, anywhere.
- (f) As and when the Sponsoring Body were to form an opinion in writing that a Member of any of the authorities or bodies is unfit to hold the post.

30. Proceedings not invalidated on account of vacancy.- No act or proceedings of any authority of the University shall be invalid merely by reason of the existence of any vacancy or defect in the constitution of the authority.

31. Provisions pertaining to Agenda Matters.- (1) No Agenda Matter shall be either included in the Agenda for or taken up for discussion and decided in, the meeting of the Board of Governors or the Board of Management or any Committees without obtaining the prior written approval of the Chancellor.

(2) In the event of breach, the Chancellor shall be entitled at all time to immediately take remedial action by reversing all decisions taken by any functionary or body of the University in breach of the provisions of the Act and consequent upon the pursuit of such a remedial action all such actions taken by the functionary or body of the University in breach of the provisions of the Act shall



be deemed to be null and void, ab initio and consequently the status quo ante shall prevail in respect of the matter or decision in breach.

CHAPTER - V

STATUTES AND REGULATIONS

32. Statutes.- Subject to the provisions of this Act, the Statutes may provide for any matter relating to the University and staff, as given below, namely:-

- (i) the procedure for transaction of business of the Authorities of the University and the composition of bodies not specified in this Act;
- (ii) the operation of the permanent statutory endowment fund, University endowment fund, the general fund and the development fund;
- (iii) the terms and conditions of appointment of the Vice-Chancellor, the Registrar and the Finance Officer and their powers and functions;
- (iv) the mode of recruitment and the terms and conditions of service of the other officers, Teachers and employees of the University;
- (v) the procedure for resolving disputes between the University and its officers, Faculty members, employees and students;
- (vi) creation, abolition or restructuring of departments and faculties;
- (vii) the manner of co-operation with other Universities or institutions of higher learning;
- (viii) the procedure for conferment of honorary degrees;
- (ix) provisions regarding grant of free ships and scholarships;
- (x) policies in respect of seats in different courses of studies and the procedure of admission of students to such courses;
- (xi) policy relating to the fee chargeable from students for various courses of studies;
- (xii) institution of fellowships, scholarships, studentships, free ships, medals and prizes;
- (xiii) any other matters which may be decided by the Board of Governors or required to be provided by statutes under this Act.

33. Statutes how made.- (1) The first statutes framed by the Board of Management shall be submitted to the Board of Governors for its approval.

(2) The Board of Governors shall consider the First Statutes, submitted by the Board of Management and shall give its approval thereon with such modifications, if any, as it may deem necessary.



(3) The University shall publish the First Statutes, as approved by the Board of Governors in the University Notification, and thereafter, the First Statutes shall come into force from the date of its publication.

34. Power to amend the Statutes.- The Board of Governors may, make new or additional Statutes or amend or repeal the Statutes.

35. Regulations.- Subject to the provisions of this Act, the regulations may provide for all or any of the following matters, namely:-

- (i) admission of students to the University and their enrolment and continuance as such;
- (ii) the courses of study to be laid down for all degrees and other academic distinctions of the University;
- (iii) the award of degrees and other academic distinctions;
- (iv) the conditions of the award of fellowships, scholarships, studentships, medals and prizes;
- (v) the conduct of examinations and the conditions and mode of appointment and duties of examining bodies, examiners invigilators, tabulators and moderators;
- (vi) the fee to be charged for admission to the examinations, degrees and other academic distinctions of the University;
- (vii) the conditions of residence of the students at the University or a Constituent College;
- (viii) maintenance of discipline among the students of the University or a Constituent College;
- (ix) all other matters as may be provided in the Statutes under the Act.

36. Regulations how made.- The Regulations shall be made by the Academic Council and approved by Board of Management.

37. Power to amend Regulations.- The Academic Council may, with the approval of the Board of Management, make new or additional regulations or amend or repeal the regulations.

38. Fee Regulation Committee.- (1) The fee of the university seats reserved for Karnataka Students under section 9 shall be regulated by the Fee Regulation Committee constituted by the Government which shall be headed by a retired Supreme Court or High Court Judge and consists of Chancellor, Vice-Chancellor of the University, Principal Secretary or Secretary to Government incharge of Higher Education or by his nominee not below the rank of Deputy Secretary, Principal



Secretary or Secretary to Government incharge of Medical Education or by his nominee not below the rank of Deputy Secretary, two Academicians nominated by the Board of Governors of whom one shall be woman. A Chartered Accountant of repute shall be co-opted for this purpose in the Committee.

(2) The Committee shall look after the compliance of the university in its admissions of collection of fee.

CHAPTER – VI

MISCELLANEOUS

39. Conditions of service of employees.- (1) Every employee shall be appointed under a written contract subject to such terms and conditions as may be specified by statutes and regulations or prescribed if any by rules which shall be kept in the University and a copy of which shall be furnished to the employee concerned.

(2) Disciplinary action against the employees shall be governed by the procedure specified in the Statutes.

(3) Any dispute arising out of the contract between the University and an employee shall, be resolved in the manner provided for in the written contract and in accordance with the Statutes.

40. Right to appeal.- In case of disciplinary actions by the University against its employee or student, the aggrieved employee or students shall have a right to appeal as specified by the statutes.

41. Provident or pension fund.- The University shall constitute for the benefit of its employees such provident or pension fund and provide such insurance scheme as it may deem fit in such manner and subject to such conditions as may be specified by the statutes and the laws in force.

42. Disputes as to constitution of University authorities and bodies.- If any question arises as to whether any person has been duly elected or appointed as, or is entitled to be a member of any authority or other body of the University, the matter shall be referred to the Chancellor whose decision thereon shall be final.

43. Constitution of Committees.- Any authority of the University mentioned in section 22, shall be empowered to constitute a committee of such authority, consisting of such members of such authority and having such powers as the authority may deem fit.

44. Filling of casual vacancies.- Any casual vacancy among the members, other than ex-officio members of any Authority or body of the University shall



be filled in the same manner in which the member whose vacancy is to be filled up, was chosen, and the person filling the vacancy shall be a member of such authority or body for the residual term for which the person in whose place he would have been a member.

45. Protection of action taken in good faith.- No suit or other legal proceedings shall lie against any officer or other employee of the University for anything, which is done in good faith or intended to be done in pursuance of the provisions of this Act, the Statutes or the Rules.

46. Transitional provisions.- Notwithstanding anything contained in any other provisions of this Act and the Statutes,-

(i) the first Vice-Chancellor and Pro-Vice-Chancellor, if any shall be appointed by the Chancellor;

(ii) the first Registrar and the first Finance Officer shall be appointed by the Chancellor; and

(iii) the first Board of Management, the first Finance Committee, the first Innovation and Research Council and the first Academic Council shall be constituted by the Chancellor.

47. Permanent Statutory Endowment Fund.- (1) The University shall establish a Permanent Statutory Endowment Fund of at least rupees twenty five crores, out of which at least fifteen crores shall be in cash and remaining in the form of Bank Guarantee, which may be increased suo moto but shall not be decreased.

Provided that, in case of a University outside the Bangalore or Bangalore Rural District at least ten crores must be in form of cash and the remaining five crores shall be in form of Bank Guarantee.

(2) The University shall have power to invest the permanent Statutory Endowment Fund in such manner as may be prescribed.

(3) The University may transfer any amount from the General Fund or the Development Fund to the permanent Statutory Endowment Fund. Excepting in the event of dissolution of the University, in no other circumstances can any monies be transferred from permanent Statutory Endowment Fund for other purposes.

(4) Seventy five percent of the incomes received from permanent Statutory Endowment Fund shall be used for the purpose of development or general work of



the University. The remaining twenty five percent shall be reinvested in the permanent Statutory Endowment Fund.

48. University Endowment Fund.- (1) The University shall establish a Permanent Statutory Endowment Fund of at least rupees twenty five crores out of which at least fifteen crores shall be in cash and remaining in the form of Bank guarantee which may be increased suo moto but shall not be decreased.

(2) The University shall have the power to invest the University Endowment Fund in a manner as may be specified by the Statutes.

(3) The University Endowment Fund is a self-imposed fund that the University desires to maintain voluntarily and invest it responsibly to protect itself from financial challenges that may arise on account of pursuing social objectives and/or unforeseen circumstance.

(4) The University may transfer any amount from the General Fund or the development fund to the University Endowment Fund. Excepting in the event of dissolution of the University, in no other circumstances can any monies be transferred from the University Endowment Fund for other purposes.

(5) Eighty percent of the incomes received from the University Endowment Fund shall be used for the purposes of development or general work of the University. The remaining twenty percent shall be reinvested into the University Endowment Fund.

49. General Fund. - (1) The University shall establish a General Fund to which the following amount shall be credited, namely:-

- (i) all fees which may be charged by the University;
- (ii) all sums received from any other source not prohibited by any law for the time being in force;
- (iii) all contributions made to the University;
- (iv) all contributions/donations made in this behalf by any other person or body which are not prohibited by any law for the time being in force.

(2) The funds credited to the General Fund shall be applied to meet all the recurring expenditure of the University.

50. Development fund.- (1) The University shall establish a Development Fund to which the following funds shall be credited, namely:-

- (i) development fees which may be charged from students;



- (ii) all sums received from any other source for the purposes of the development of the University;
- (iii) all contributions made by the University;
- (iv) all contributions/donations made in this behalf by any other person or body which are not prohibited by any law for the time being in force; and
- (v) all incomes received from the Permanent Statutory Endowment Fund.

(2) The funds credited to the Development Fund from time to time shall be utilized for the development of the University.

51. Maintenance of funds.- The funds established under sections 47, 48, 49 and 50 shall, subject to general supervision and control of the Board of Governors, be regulated and maintained in such manner as may be prescribed.

52. Annual Report.- (1) The annual report of the University shall be prepared under the direction of the Board of Management and shall be submitted to the Board of Governors for its approval.

(2) The Board of Governors shall consider the annual report in its meeting and may approve the same with or without modification.

(3) A copy of the annual report duly approved by the Board of Governors shall be sent to the Visitor and the State Government before 31st December following close of the financial year in 31st March of each year.

53. Account and audit.- (1) The annual accounts and balance sheet of the University shall be prepared under the direction of the Board of Management and all funds accruing to or received by the University from all source and all amount disbursed or paid shall be entered in the account maintained by the University.

(2) The annual accounts of the University shall be audited by an auditor, who is a member of the Institute of Chartered Accountants of India, every year.

(3) A copy of the annual accounts and the balance sheet together with the audit report shall be submitted to the Board of Governors before 30th November following close of the financial year in 31 March of each year.

(4) The annual accounts, the balance sheet and the audit report shall be considered by the Board of Governors at its meeting and the Board of Governors shall forward the same to the visitor and the Government along with its observation thereon on or before 31st December of each year.



54. Mode of proof of University record.- A copy of any receipt, application, notice, order, proceeding or resolution of any authority or committee of the University or other documents in possession of the University or any entry in any register duly maintained by the University, if certified by the Registrar, shall be received as prima facie evidence of such receipt, application, notice, order, proceeding, resolution or document or the existence of entry in the register and shall be admitted as evidence of the matters and transaction therein recorded where the original thereof would, if produced, have been admissible in evidence.

55. Power of State Government to issue directions.- The State Government may give such directions to the University as in its opinion are necessary or expedient for carrying out the purposes of this Act or to give effect to any of the provisions contained therein or of any rules or orders made there under and the Board of Governor or the Board of management, as the case may be, of the University shall comply with every such direction.

56. Penalties.- (1) Whoever contravenes the provisions of this Act or the rules made thereunder or any examination matters or in matters relating to award of degrees or in giving marks cards shall on conviction be punishable with fine of rupees fifty thousand which may extend to ten lakhs rupees or with an imprisonment for a term of six months which may extend to two years or with both.

Provided that, where the University is also involved the permission letter granted under this Act to commence the University shall be withdrawn.

(2) A penalty under this section may be imposed without prejudice to the penalty specified in any other Act.

57. Power to enter and inspect.- Any officer not below the rank of Group 'A' officer authorised by the State Government in this behalf, shall, subject to such conditions as may be specified therein under the Karnataka Educational Institutions (Prohibition of Capitation Fee) Act, 1984 (Karnataka Act 37 of 1984) shall be deemed to be the Officer authorized to exercise the same powers and discharge the same functions as provided under section 9 of that Act for the purposes of this Act.

58. Power to give direction for dissolution of the University.- (1) If the University proposes dissolution in accordance with the law governing its constitution or incorporation, it shall give at least six months prior notice in writing to the Government.



(2) The Karnataka State Higher Education Council shall conduct periodical Inspection of University regarding:-

- (i) Standard of Instructions for grant of degree;
- (ii) Quality of Education;
- (iii) Avoidance of commercialisation of Higher Education;
- (iv) contravention of the provisions of the Act if any;

- and send report to the Government.

(3) On identification of mismanagement, maladministration and indiscipline, the Government shall issue directions to the management of the University to set right the administration. If the direction is not followed within such time as may be prescribed, the right to take decision for winding up of the University or any course thereof shall vest with the Government.

(4) The manner of winding up of the University or any course thereof shall be such as may be prescribed by the Government in this behalf.

Provided that no such action shall be initiated without affording a reasonable opportunity to show cause to the University

(5) On receipt of the notice referred to in sub-section (1), the Government shall, in consultation with the relevant Regulatory Authority make such arrangements for administration of the University from the proposed date of dissolution of the University or winding up of the course and until the last batch of students in regular courses of studies of the University complete their courses of studies in such manner as may be specified by the Statues.

59. Expenditure of the University during dissolution.-(1) The expenditure of administration of the University during taking over period of its management under sub-section (5) of section 58 shall be met out of the Permanent Statutory Endowment Fund, the General Fund or the Development Fund in such manner as may be prescribed.

(2) If the fund referred to in section 47, 48, 49 and 50 are not sufficient to meet the expenditure of the University during the taking over period of its management, such expenditure may be met by disposing of the properties or asset of the University, by the Government.

(3) Where the dissolution of the University is due to mismanagement or maladministration, the Government is at liberty to identify the persons responsible for such mismanagement or maladministration and to impose penalty as it deems fit.



60. Removal of difficulties.- (1) If any difficulty arises in giving effect to the provisions of this Act, the State Government may, by a notification or by order, make such provisions, which are not inconsistent with the provisions of this Act, as appear to it to be necessary or expedient, for removing the difficulty:

Provided that, no notification or order under this section shall be made after the expiry of a period of five years from the date of commencement of this Act.

(2) Every Order made under sub-section (1), shall, as soon as may be after it is made, be laid before the State Legislature.

61. Power to make rules by the State Government.- (1) The State Government may make rules, by notification, to carryout the purposes of this Act.

(2) Every rule made under this Act shall be laid as soon as may be after it is made before each House of the State Legislature while it is in session for a total period of thirty days which may be comprised in one session or in two or more successive sessions, and if, before the expiry of the session immediately following the session or the successive sessions aforesaid, both Houses agree in making any modification in the rule or both Houses agree that the rule should not be made, the rule shall thereafter have effect only in such modified form or be of no effect, as the case may be, so however, that any such modification or annulment shall be without prejudice to the validity of anything previously done under that rule.

The above translation of ದಯಾನಂದ ಸಾಗರ ವಿಶ್ವವಿದ್ಯಾಲಯ ಅಧಿನಿಯಮ 2012 (2013ರ ಕರ್ನಾಟಕ ಅಧಿನಿಯಮ ಸಂಖ್ಯೆ:20) be published in the Official Gazette under clause (3) of Article 348 of the Constitution of India.

H.R.BHARDWAJ

GOVERNOR OF KARNATAKA

By Order and in the name of the
Governor of Karnataka

K. DWARAKANATH BABU

Secretary to Government (I/c),
Department of Parliamentary
Affairs and Legislation.



ಕರ್ನಾಟಕ ಸರ್ಕಾರ

ಸಂಖ್ಯೆ: ಇಡಿ 95 ಯುಆರ್‌ಸಿ 2014

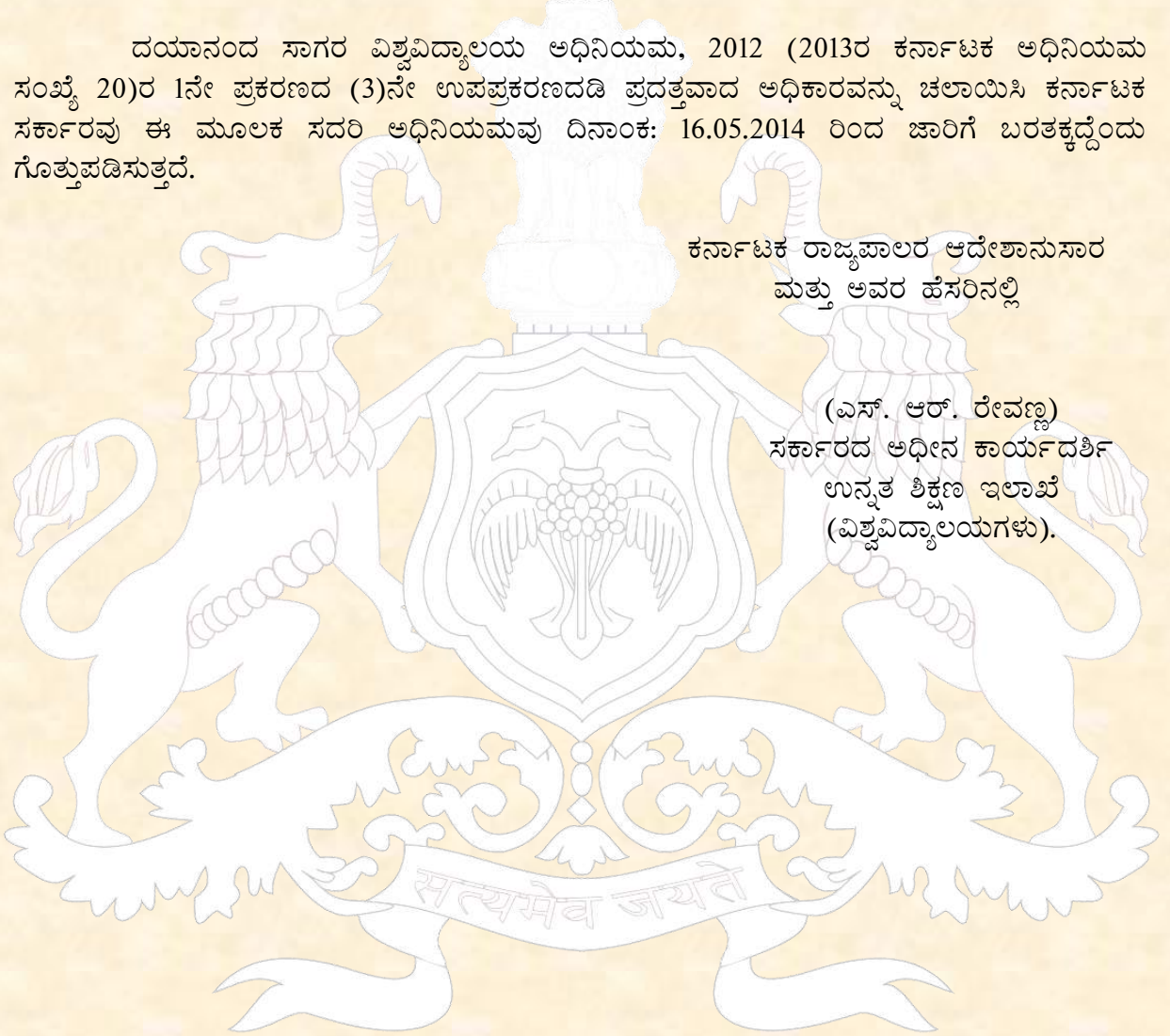
ಕರ್ನಾಟಕ ಸರ್ಕಾರದ ಸಚಿವಾಲಯ,
ಬಹುಮಹಡಿ ಕಟ್ಟಡ,
ಬೆಂಗಳೂರು, ದಿನಾಂಕ: 16.05.2014.

ಅಧಿಸೂಚನೆ

ದಯಾನಂದ ಸಾಗರ ವಿಶ್ವವಿದ್ಯಾಲಯ ಅಧಿನಿಯಮ, 2012 (2013ರ ಕರ್ನಾಟಕ ಅಧಿನಿಯಮ ಸಂಖ್ಯೆ 20)ರ 1ನೇ ಪ್ರಕರಣದ (3)ನೇ ಉಪಪ್ರಕರಣದಡಿ ಪ್ರದತ್ತವಾದ ಅಧಿಕಾರವನ್ನು ಚಲಾಯಿಸಿ ಕರ್ನಾಟಕ ಸರ್ಕಾರವು ಈ ಮೂಲಕ ಸದರಿ ಅಧಿನಿಯಮವು ದಿನಾಂಕ: 16.05.2014 ರಿಂದ ಜಾರಿಗೆ ಬರತಕ್ಕದ್ದೆಂದು ಗೊತ್ತುಪಡಿಸುತ್ತದೆ.

ಕರ್ನಾಟಕ ರಾಜ್ಯಪಾಲರ ಆದೇಶಾನುಸಾರ
ಮತ್ತು ಅವರ ಹೆಸರಿನಲ್ಲಿ

(ಎಸ್. ಆರ್. ರೇವಣ್ಣ)
ಸರ್ಕಾರದ ಅಧೀನ ಕಾರ್ಯದರ್ಶಿ
ಉನ್ನತ ಶಿಕ್ಷಣ ಇಲಾಖೆ
(ವಿಶ್ವವಿದ್ಯಾಲಯಗಳು).





(b) for any specific research or programmes receiving support from the State Government and

(c) provided to or the benefit of the similar Universities in the State whether subject to a change in State Policy or otherwise;

Provided further that the university may receive any financial support from any other source.

6. Power to establish constituent College, additional campuses, Regional Centres or Study Centres:- The University may have Constituent Colleges, Regional Centres, additional campuses and Study Centres at such places in the State as it deems fit after the completion of five years after its establishment with prior approval of the State Government subject to norms of UGC and other National Accreditation bodies.

7. Objects of the University:-The University shall employ a broad range of strategies to achieve its vision and objectives.-

(i) to support, promote and undertake advancement of and innovation in University education leading up to and including post graduate, doctoral and post doctoral courses in the Technical, Health, Management, Life sciences and allied sectors and make provisions for research, advancement and dissemination of knowledge including consultancy in these fields;

(ii) to collaborate with any other universities, research institutions, non-profit organizations, industry associations, professional associations or other organizations, to conceptualize, design, develop and offer specific educational and research programmes, training programmes and exchange programmes for students, faculty members and others;

(iii) to undertake collaborative research and advocacy with any organizations with prior approval of the State Government;

(iv) to disseminate and advance knowledge by providing instructional and research facilities in such branches of learning as it may deem fit and in particular, to make special provisions for integrated courses in Technical, Health, Management, Life sciences and other such Higher Educational Programmes of the University and to make appropriate measures for promoting interdisciplinary studies and research;

(v) to develop human resources to meet the demands of high end technical and professional industries with research on future sustainable technologies catering to engineering solutions and support technology business and technology incubation;

(vi) to provide innovative system of University level education, flexible and open with regard to methods and places of learning, combination of courses eligibility for enrolment, age of entry, conduct of examinations and operation of programmes with a view to



promoting access and equity in higher learning besides encouraging excellence in new fields of knowledge and placing special emphasis on both academic as well as application oriented learning;

(vii) to develop resource centres to contribute to quality education with prior approval of State Government;

(viii) to establish Campuses, Regional centres, study centres and constituent Colleges at various locations in Karnataka and to contribute and develop an understanding of educational change in technical, professional, general education and social and human development with prior approval of Government;

(ix) to institute degrees, diplomas, certificates and other academic distinctions like award of credits on the basis of successful completion of academic work evaluated through multiple modern methods of assessment;

(x) to disseminate knowledge and develop a public debate on issues of education and allied development fields through seminars, conferences, executive education programmes, community development programmes, publications and training programmes and events;

(xi) to undertake programmes for development and training of faculty and researchers of the University in partnership with any other university of quality with prior approval of the State Government;

(xii) to undertake necessary or expedient action to pursue and promote the objectives of the University;

(xiii) to pursue any objectives as may be approved by the Government for the enhancement of education and other development sectors in India.

8. Powers of the University:-The University shall have the following powers, namely:-

(i) to establish and maintain such Campuses, Regional Centres and Study Centres in Karnataka as may be determined by the University from time to time in the manner laid down by the Statutes with prior approval of the Government and as per UGC norms;

(ii) to carry out all such other activities as may be necessary or feasible in furtherance of the object of the University;

(iii) to confer degrees or other academic distinctions in the manner and under conditions laid down in the Statutes;

(iv) to institute and award fellowships, scholarships and prizes, awards, medals etc., in accordance with the Statutes;

- (s) "Learner Support Services" means and includes such services as are provided by a Higher Educational Institution in order to facilitate the acquisition of teaching-learning experiences by the learner to the level prescribed by or on behalf of the Commission in respect of a programme of study under Open and Distance Learning mode and/or Online mode;
- (t) "MOOCs" shall have the same meaning as assigned to it under sub-regulation 3.6 of regulation 3 of UGC (Credit Framework for Online learning courses through SWAYAM) Regulations, 2016;
- (u) "Online Mode" means a mode of providing flexible learning opportunities by overcoming separation of teacher and learner using internet, e-Learning Materials and full-fledged programme delivery through the internet using technology assisted mechanism and resources;
- (v) "Open and Distance Learning Mode" means a mode of providing flexible learning opportunities by overcoming separation of teacher and learner using a variety of media, including print, electronic, online and occasional interactive face-to-face meetings with the learners or Learner Support Services to deliver teaching-learning experiences, including practical or work experiences;
- (w) "Open University" means a Higher Educational Institution which imparts education only through Open and Distance learning mode and/or Online mode using variety of media including print, electronic, online, information and communication technology educational aids including Open Educational Resources (OERs) or Massive Open Online Courses (MOOCs) etc. and is not having any provision for offering higher education in conventional mode in its Act or Memorandum of Association or other statutory documents governing the Higher Educational Institution;
- (x) "Post Graduate Diploma" means a programme with minimum duration of two years, minimum entry level qualification as graduation, minimum 80 credits and nomenclature as recognised by the Commission and regulatory authority or statutory council, as applicable;
- (y) "Proctored Examination" means the examination conducted under the supervision of approved person or technology enabled proctoring which ensures the identity of the test taker and the integrity of the test taking environment, either in pen-paper mode or in computer based testing mode or in full-fledged Online mode; as permissible in Open and Distance Learning mode and Online mode under these regulations;
- (z) "Prohibited programmes" means such programmes which shall not be permitted to be offered in Open and Distance Learning Mode and Online Mode in Higher Education, as detailed under:
 - (a) The programmes in the disciplines (including their allied domains) of Engineering, Medical, Physiotherapy, Occupational Therapy and other Para-Medical disciplines, Pharmacy, Nursing, Dental, Architecture, Law, Agriculture, Horticulture, Hotel Management, Catering Technology, Culinary Sciences, Aircraft Maintenance, Visual Arts and Sports;
 - (b) The research based programmes such as M.Phil and Ph.D;
 - (c) Such other Programmes not permitted to be offered through Open and Distance Learning mode and/or Online mode by any concerned statutory or regulatory body or council:

Provided that, if the concerned statutory or regulatory body or council permits any of the prohibited programmes, as mentioned above, under its domain, in Open and Distance Learning mode and/or Online mode, the same may be considered by the Commission, and the decision so taken shall be notified by an Order.

SRINIVAS UNIVERSITY

Srinivas Nagar, Mukka– 574 146, Surathkal, Mangaluru, Phone: 0824-247456

(State Private University Established by Karnataka Govt. ACT No.42 of 2013 empowered to award degrees under Section 22 of UGC Act of UGC, New Delhi, & Member of Association of Indian Universities, New Delhi)

www.srinivasuniversity.edu.in



SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

(MBA Online Programme)


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MANGALORE





SRINIVAS UNIVERSITY

**CENTRE FOR DISTANCE
&
ONLINE EDUCATION**

**PROGRAMME PROJECT REPORT (PPR)
Online MBA**



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1. ABOUT “SRINIVAS UNIVERSITY”

Srinivas University, Mangaluru, is a Private Research and Skill-focused University established in 2013 under the Karnataka State Act and is part of the A. Shama Rao Foundation, founded in 1988 by eminent Chartered Accountant A. Raghavendra Rao. As the flagship of the Srinivas Group of Institutions, the University builds on a legacy of 37 years of academic excellence.

Accredited with an ‘A’ Grade by NAAC, the University today comprises 12 institutes offering 150+ undergraduate, postgraduate, and research programs in diverse domains including Medical, Engineering, Management, Aviation, Allied Health, Dental, Nursing, Hotel Management, Physiotherapy, Social Work, Education, and more.

With a strong focus on industry-aligned curriculum, innovation in examinations, skill-based education, and global collaborations, Srinivas University is committed to preparing future-ready professionals and leaders who can thrive in a rapidly changing world.

Institutes under Srinivas University

- [Institute of Allied Health Sciences](#)
- [Institute of Aviation Studies](#)
- [Institute of Computer & Information Sciences](#)
- [Institute of Education](#)
- [Institute of Engineering & Technology](#)
- [Institute of Hotel Management & Tourism](#)
- [Institute of Management & Commerce](#)
- Institute of Medical Sciences & Research Centre
- [Institute of Nursing Sciences](#)
- [Institute of Physiotherapy](#)
- [Institute of Port, Shipping and Logistics Management](#)
- [Yoga Sanskrit Studies & Research Centre](#)

VISION

To be a trendsetting university producing leaders with competence, conscience, and compassion who create a just,



sustainable world for future generations.

MISSION

To provide a transformative learning environment that fosters leadership, creativity, and intellectual growth through uncompromising academic and ethical standards.

Objectives

With an aim to be among one of the top Universities in the world, SRINIVAS UNIVERSITY has set itself the following objectives:

- Promote advanced intellectual abilities and research.
- Establish state-of-the-art educational and training facilities.
- Provide consultancy to industry and public organizations.
- Impart value-based education through national and international collaboration.
- Emphasize multi-disciplinary and trans-disciplinary education.

Core Values

Core Values to be embedded in all stakeholders

- Teamwork and unity among stakeholders.
- Respect for human dignity and harmony.
- Responsibility and accountability.
- Ethics and professional integrity.
- Courtesy and inclusiveness.


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2. PREAMBLE

PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires

- i. **“Programme”** means Post-graduate Degree Programme offered under Online Learning (OL).
- ii. **“Course”** means a Theory/Project work and any other subject that is normally studied in a semester.
- iii. **“Institution”** means **SRINIVAS UNIVERSITY**
- iv. **“Academic Council”** means the Academic Council, which is the apex body on all academic matters of **SRINIVAS UNIVERSITY**
- v. **“Controller of Examinations”** means the Controller of Examinations of **SRINIVAS UNIVERSITY** who is responsible for the conduct of examinations and declaration of results.
- i. **“Director”** means the Director of the Centre for Distance and Online Education (CDOE), CDOE is a part of **SRINIVAS UNIVERSITY**
- ii. **“Online Learning”** means a mode of providing flexible learning opportunities by overcoming the separation of teacher and learner using the internet, eLearning materials and full-fledged programme delivery through the internet using technology-assisted mechanism and resources.
- iii. **“Self-Learning e-Module (SLM) for Online mode”** means a modular unit of course material in e-learning form which is inter alia of course material in e-learning form which is inter alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, namely
 - e-Text Materials
 - Audio Podcasts
 - Video Lectures
 - Audio-Visual interactive material
 - Virtual Classroom Zoom/Team/WebEx/Google Class Room sessions
 - Virtual Simulation labs and
 - Self-Assessment Quizzes or Tests

3. CONTENTS OF PROGRAMME PROJECT REPORT (PPR)

I. Programme's Mission and Objectives:

Mission: At Srinivas University Master of Business Administration (MBA) integrates sustainability, entrepreneurship, and globalization with a core of business fundamentals to produce creative graduates with an entrepreneurial mindset ready to provide leadership in private and public sector organizations.

The objectives are as follows;

- 1. Develop Strategic Thinking and Decision-Making Skills** The MBA program at Srinivas University aims to cultivate critical thinking and strategic decision-making abilities. Students will be equipped to analyze complex business scenarios, assess risks, and make informed decisions to drive organizational success.
- 2. Build a Strong Foundation in Core Management Disciplines** The program emphasizes a deep understanding of essential business functions such as marketing, finance, human resources, operations, and business analytics. This strong foundation prepares students to handle diverse managerial challenges in various sectors.
- 3. Foster Leadership and Managerial Competencies** A key objective of the MBA program is to develop leadership and managerial skills. Students will learn to lead teams, manage projects, and effectively communicate within an organization, ensuring they are prepared for senior roles in global enterprises.
- 4. Enhance Entrepreneurial Mindset and Innovation** At SU, we encourage students to think creatively and embrace an entrepreneurial mindset. The program is designed to inspire innovation and problem-solving, empowering students to start their own businesses or bring transformative ideas to established companies.
- 5. Promote Ethical and Responsible Leadership** The MBA program emphasizes the importance of ethics and social responsibility in business. Students will be equipped to lead with integrity, navigate ethical dilemmas, and contribute positively to society through sustainable business practices.
- 6. Integrate Practical Learning with Theoretical Knowledge** Srinivas University's MBA program offers an experiential learning approach that includes

internships, industry visits, live projects, and case studies. This integration of theory with practice ensures that students gain real-world insights and apply their knowledge in practical settings.

7. Prepare for Global Business Challenges

With a focus on global business trends and practices, the MBA program at SU prepares students to tackle international business challenges. Exposure to diverse cultures and markets ensures that our graduates are well-prepared for leadership roles in multinational companies.

8. Enhance Communication and Collaboration Skills

Effective communication and teamwork are vital in the modern business environment. The program fosters the development of these essential soft skills through group projects, presentations, and interactive learning sessions.

Program Educational Objectives (PEOs):

PEO1. Prepare graduates with comprehensive knowledge of management principles and functional business areas to perform effectively in managerial roles across diverse organizational settings.

PEO2. Develop analytical, problem-solving, and data-driven decision-making capabilities to address complex business challenges.

PEO3. Enable graduates to effectively use digital technologies and contemporary managerial tools in technology-enabled and virtual business environments.

PEO4. Instil ethical values, professional integrity, social responsibility, and commitment to sustainable business practices.

PEO5. Promote self-directed learning, leadership capabilities, and continuous professional development for lifelong learning and career advancement.

Program Outcomes (POs):

PO1. Demonstrate comprehensive knowledge of management concepts, principles, and practices across functional areas of business and management.

PO2. Apply analytical, quantitative, and qualitative techniques to identify, analyse, and interpret complex business and organizational problems.

PO3. Formulate appropriate managerial decisions and solutions by integrating theoretical knowledge with practical business contexts.

PO4. Use digital technologies, information systems, and data-driven tools effectively for managerial decision-making in technology-enabled business environments.


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PO5. Exhibit ethical values, professional integrity, and adherence to corporate governance norms while discharging managerial responsibilities.

PO6. Integrate principles of social responsibility, environmental sustainability, and inclusive development in business planning and operations.

PO7. Communicate effectively in written, oral, and digital modes with diverse stakeholders, demonstrating professional competence and clarity.

PO8. Demonstrate leadership qualities, interpersonal skills, and the ability to work effectively in teams, including virtual and multicultural work environments.

PO9. Analyse global and contemporary business issues, economic conditions, and regulatory frameworks influencing organizational performance.

PO10. Develop entrepreneurial orientation, innovation capabilities, and risk-management skills relevant to business creation and organizational growth.

PO11. Engage in self-directed learning, continuous skill enhancement, and lifelong learning to adapt to changing professional and technological environments.

PO12. Demonstrate professional competence, employability skills, and readiness for managerial roles in industry, services, entrepreneurship, research, and allied sectors.

Program Specific Outcomes (PSOs):

PSO1. Apply specialized functional knowledge and managerial skills in the chosen area of specialization to address organizational and business requirements.

PSO2. Effectively manage business processes and decision-making in digitally enabled, remote, and technology-driven organizational environments.

PSO3. Integrate strategic thinking, analytical abilities, and entrepreneurial orientation to solve business problems and contribute to organizational growth and sustainability.

Srinivas University aims to achieve academic excellence by providing multi-faceted education to the students and encouraging them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic training and necessary skills to enable them to excel in their careers

Srinivas University is committed to providing a conducive learning environment that ensures comprehensive development of students and makes them competent, confident, and good citizens. The objective of the Master of Business Administration (MBA) Programme of Srinivas University is to provide high-quality management education to students through advancement of knowledge in all business administration functions and development of professionalism, confidence and creative ability in student managers

II. Relevance of the program with HEI's mission and goals:

The relevance of an “MBA” program in Higher Education Institution's (HEI) mission and goals can be multifaceted, aligning with several key aspects:

- **Specialization in a Niche Field:** If the HEI focuses on providing specialized education in specific industries or fields, offering an MBA Management course complements this focus. It demonstrates the institution's commitment to catering to industry-specific demands and producing skilled professionals in a niche sector.
- **Industry Collaboration and Partnerships:** Structured engagement with industry to integrate experiential learning, applied research, and professional competency development within the academic framework.
- **Career-Oriented Education:** Curriculum designed to develop domain expertise, analytical proficiency, and managerial competencies aligned with evolving industry requirements.
- **Global Perspective and Internationalization:** Integration of global business dimensions to enhance cross-cultural competence and strategic understanding of international markets.
- **Contribution to Economic Development:** Promotion of entrepreneurship, innovation, and managerial excellence to support sustainable regional and national economic growth.
- **Sustainability and Ethical Practices:** Embedding ethical principles, corporate governance, and sustainability frameworks to cultivate responsible and socially conscious business leaders.

III. Nature of prospective target group of learners:

The prospective target group for an MBA through Online mode typically includes Individuals already employed in management, finance, human resources & logistics sectors seeking career advancement without interrupting their jobs. Online mode allows them to balance work commitments with studies. Recent graduates aspiring to become managers and administrators across industries and working professionals who are aiming for their career development.

- Those from diverse geographical locations interested in pursuing a MBA program in from a reputable institution without relocating, offering flexibility in learning.
- Professionals from other industries aspiring to transition, leveraging an MBA program to gain industry-specific knowledge and skills.
- Individuals managing or planning to start their own businesses who seek a comprehensive understanding of the industry's nuances and managerial strategies.

- The Online mode appeals to diverse learners due to its flexibility, allowing students to study at their own pace and convenience. It accommodates various learner profiles, providing access to quality education regardless of geographical constraints or work commitments.

IV. Appropriateness of programme to be conducted in Online mode to acquire specific skills and competence:

An “MBA” conducted through Online mode can be highly appropriate for acquiring specific skills and competence due to several reasons:

- **Flexibility and Accessibility:**
Online MBA programs provide flexibility in learning schedules, enabling working professionals to balance academic and career commitments. They enhance accessibility by allowing learners from diverse geographical locations to participate without relocation.
- **Industry-Relevant Curriculum:**
The curriculum is designed to align with contemporary industry requirements and emerging business trends. It ensures the development of practical competencies and managerial skills applicable to real-world scenarios.
- **Global Reach and Diversity:**
Online mode facilitates participation from students across different countries and professional backgrounds. This diversity enriches learning through cross-cultural perspectives and collaborative knowledge sharing.
- **Technology Integration:**
Online MBA programs leverage digital platforms, analytics tools, and virtual simulations to enhance learning effectiveness. This integration strengthens students’ technological proficiency and digital decision-making skills.
- **Networking Opportunities:**
Virtual classrooms, webinars, and collaborative projects enable interaction with peers, faculty, and industry experts worldwide. These engagements foster professional networking and knowledge exchange.
- **Cost-effectiveness:**
Online programs reduce expenses related to travel, accommodation, and infrastructure. This makes quality management education more affordable and financially accessible.
- **Adaptability to Industry Changes:**
Online MBA programs can be updated rapidly to reflect evolving industry practices and technological advancements. This ensures learners acquire relevant and future-ready competencies.

V. Instructional Design:

Instructional design is the practice of designing, creating and delivering learning materials and programs. It can be applied to both physical and virtual education, including online courses.

The 5 steps of ADDIE instructional model is used with the steps such as

- Analyze
- Design
- Develop
- Implement
- Evaluate

ADDIE is a systematic and widely used framework for designing effective instructional programs and learning experiences. The acronym stands for Analysis, Design, Development, Implementation, and Evaluation. Each phase is interrelated and ensures that instruction is learner-centered, goal-oriented, and outcome-based.

Analysis

This is the foundation stage where instructional needs are identified. It involves analyzing learners' characteristics, learning gaps, performance problems, learning environment, and organizational goals. Clear instructional goals and constraints (time, resources, technology) are defined at this stage.

Design

In this phase, the instructional blueprint is created. Learning objectives are framed (often using Bloom's taxonomy), content is sequenced, assessment strategies are planned, and instructional methods and media are selected. The focus is on how learning will occur.

Development

Actual instructional materials are produced in this stage. This includes preparing lesson plans, e-content, presentations, activities, assessments, and learning resources. Content is developed as per the design specifications and reviewed for accuracy and alignment with objectives.

Implementation

The instructional program is delivered to learners. This may involve classroom teaching, online delivery, or blended learning. Facilitators are trained, learners are oriented, and instructional materials are used in real learning settings.

Evaluation

Evaluation determines the effectiveness of the instruction. It includes formative evaluation (ongoing feedback during all phases) and summative evaluation (assessment after implementation). Outcomes are measured against objectives, and findings are used for improvement.

In summary, the ADDIE model provides a structured, iterative approach to instructional design, ensuring quality, consistency, and continuous improvement in teaching-learning processes.

a. Curriculum Design & Credit Structure

List of Courses for the MBA Program

(Semester wise)

FIRST SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA11	Marketing Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA12	Financial Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA13	Human Resource Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA14	Statistics for Business Decision	Core- Major	2-1-0-3	3	30	70	100
OLMBA15	Entrepreneurship and New Venture Creation	Core- Minor	3-0-0-3	3	30	70	100
OLMBA16	Financial Reporting and Cost Control	Core- Minor	3-0-0-3	3	30	70	100
OLMBA17	AI Tools in Business	SEC	2-0-0-2	2	50		50
				23	230	420	650

SECOND SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA21	Managerial Economics	Core- Major	3-0-0-3	3	30	70	100
OLMBA22	Organizational Behaviour and Corporate Leadership	Core- Major	4-0-0-4	4	30	70	100
OLMBA23	Business Research Methods	Core- Major	3-1-0-4	4	30	70	100
OLMBA24	Accounting for Decision Making	Core- Major	3-1-0-4	4	30	70	100
OLMBA25	Production & Operations Management	Core- Minor	3-0-0-3	3	30	70	100
OLMBA26M/F/H	Discipline Specific Elective-1 (M/F/H)	Major- Elective -1	3-0-0-3	3	30	70	100
OLMBA27	Business Communication	SEC	2-0-0-2	2	50		50
				23	230	420	650

THIRD SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA31	Innovation & Strategic Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA32	Operations Research	Core- Major	4-0-0-4	4	30	70	100
OLMBA33	Management Information System and Analytics	Core- Major	4-0-0-4	4	30	70	100
OLMBA34M/F/H	Discipline Specific Elective-2 (M/F/H)	Major- Elective	3-0-0-3	3	30	70	100
OLMBA35M/F/H	Discipline Specific Elective-3 (M/F/H)	Major - Elective	3-0-0-3	3	30	70	100
OLMBA36M/F/H	Discipline Specific Elective-4 (M/F/H)	Minor- Elective	3-0-0-3	3	30	70	100
OLMBA37	Business Data Analytics	SEC	2-0-0-2	2	50		50
				23	230	420	650

FOURTH SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA41	Internship Embedded Project work & Viva Voce (or) Research work, Dissertation & Thesis	Core- Major	0-0-0-51	17		200	200
				17		200	200

Major and Minor Electives:		
Student can choose any as per their choice		
Marketing Management		
OLMBA26M	Core- Minor	Services Marketing, Promotion and Distribution
OLMBA34M	Core- Major	Digital Marketing
OLMBA35M	Core- Major	Consumer Behavior and Marketing Research
OLMBA36M	Core- Minor	Social Media Marketing
Human Resource Management		
OLMBA26H	Core- Minor	Empowering HR with Technology and Trends
OLMBA34H	Core- Major	Strategic Human Resource Management
OLMBA35H	Core- Major	Employee Relations and Labour Legislations
OLMBA36H	Core- Minor	Compensation Management
FINANCE		
OLMBA26F	Core- Minor	Strategic Cost Management
OLMBA34F	Core- Major	Strategic Financial Management
OLMBA35F	Core- Major	Advanced Financial Management
OLMBA36F	Core- Minor	Fin Tech Management

c. Duration of the Program

The Programme can be completed in a minimum of 2 years, and a maximum of 2n+2 years, as per UGC Regulations.

d. Faculty & Support Staff Requirements

Faculty shall be allocated as per the requirements stipulated in the UGC Regulations & Guidelines for ODL and Online, as the following Associate Professor / Assistant Professor: 2 nos.

Support Staff also shall be allocated, as per the guidelines, for the first 5000 students shall be always ensured.

e. Instruction Delivery Mechanisms

Courses are delivered in a “self-study” mode with learning material in the form of SLM’s, (print form / eBook Form) and Self Assessments being available to the students. Additionally, Personal Contact Programs (PCP’s) in classroom lecture mode at campus and online via recorded lecture / virtual classroom sessions to be provided as per a fixed schedule towards the end of each term for the Distance Education.

For online mode both Synchronous and Asynchronous Instructional methodologies will be adopted in compliance with the UGC guidelines.

f. Instruction Media

Program Instruction shall be delivered using Print SLM, eBook/eSLM, as well as a Personal Contact Program that shall be conducted in classroom mode, as well as broadcast using the internet using virtual classroom platform for students unable to attend physically.

g. Student Support Service Systems

Learner Support Service via Web, Chat, Call Support. Access to counsellors at the Department on University campus. Access to Library resources at the University / Department.

VI. Procedure for admissions, curriculum transaction and evaluation:

A. ELIGIBILITY FOR ADMISSION

Eligibility for Admission into Online Programmes MBA are as follows:

S.N o.	Programme	Admission Requirements
2.	MBA	Students with any Under Graduate Degree from UGC recognised institutions with 10+2+3 (or) 10+2+4 years of study and those appearing for their final examination (subject to passing) in the prescribed pattern are eligible to apply for MBA programme

- For admission into OL programme other than Indian students stated above, foreign students are also eligible to enrol in this programme.

- Admission Eligibility requirements for OL programmes are the same as programme “MBA” – offered in full time regular (conventional) mode under respective Regulations.
- Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by the university from time to time.

B. PROGRAM DELIVERY – METHOD & TOOLS

Study material, in the form of e-books, shall be provided to each student at the beginning of the year.

A Web based Portal which shall allow the student access to the following

- Admission & Enrolment Details
- Fee Details and Online Fee Payment Gateway
- Prospectus, Regulations & Syllabus
- Notifications (Admissions, fees, examinations etc) □ Course List, with completion status and scores /results
- eBook's / e- Print of SLM's.
- Self-Assessment/Practice Tests (unscored)
- Continuous Assessments /Assignments
- Online Classroom Lectures (Recorded or via Virtual Classroom session) as conducted each semester.
- Online Learners forum, for student-to-student interaction.
- Online Copy of the Grade sheet.

C. DURATION AND STRUCTURE OF PROGRAMME

The minimum and the maximum period for completion of programme will be as follows:

Programme (OL)	Min. No. of years	Max. No. of years
MBA	2	4

- This programme is designed to include the following components as prescribed in the respective curriculum:
 - a. Core courses
 - b. Elective courses
 - c. Assignments
 - d. Project work

e. Internship

f. Research work and Dissertation

- The medium of instruction and examination in the above components are only in English.
- The curriculum and syllabi of the “MBA” –Online programme shall be as per the guidelines of the UGC / AICTE and approved by the Academic Council of this Institution.
- Each academic year shall normally be for one year which is divided into two semesters. The continuous internal assessments and semester-end examinations shall follow the Academic Calendar and Examination Schedule.
- The curriculum and syllabi of Online programmes “MBA” are the same as curriculum and syllabi of programmes MBA offered in full time regular (conventional) mode under respective regulations.
- The structure for framing assessment patterns and monitoring the teaching learning process of Online programmes “MBA” are the same as for programmes MBA offered in full time regular (conventional) mode under respective regulations.
- The curriculum of “MBA” –Online programmes shall follow the minimum prescribed credits required for the award of the degree as specified in the AICTE guidelines for this programme as given below:

Programmes	Minimum Prescribed Credits
MBA	96

The norms for delivery of courses offered through ODL mode are as follows:

UGC guidelines for academic delivery of courses through ODL and OL mode as per NEP 2020					
NORMS FOR DELIVERY OF COURSES THROUGH ODL MODE					
S.No	Subject credits	SLM Units(Block pattern)	Study hours of Learner(All inclusive- Practical sessions)	Synchronous - PCP-Theory	No.of Assignments
1	2	6-10 Units	60 hours	6 hours	1
	4	14-20 Units	120 hours	12 hours	2
	6	20-28 Units	180 hours	18 hours	3
	8	30-34 Units	240 hours	24 hours	4
					Project work

D. DELIVERY OF ONLINE MATERIALS

As per UGC guidelines, Learning Materials are delivered through LMS (Learning Management System) platform with 4 Quadrant approach. Unit wise CIA (Continuous internal Assessment) is designed as per Blooms Taxonomy assessment recommendations and conducted online using LMS Platform as per the

semester requirement of the course.

Quadrant I: e-Tutorial with audio, animation, simulation and video materials

Quadrant II: Lecture notes in the PDF, video demonstrations, interactive chats, web

links, open-source simulators, case studies and role-plays will be provided as per the course needs.

Quadrant III: Discussion Forums, Feedback Forums, Helpdesk for Doubts clearing Sessions for every course unit will be coordinated by the coordinator and conducted by the respective faculties.

Quadrant IV: Self-Assessment like MCQ, Quizzes, Assignments, FAQ on course units, Clarification post assessment discussion forums.

Norms for Delivery of Courses in Online Mode

NORMS FOR DELIVERY OF COURSES THROUGH OL MODE								
S.No	Subject Credits	No.of weeks to cover the syllabus	Interactive sessions(Synchronous & Asynchronous)		Hours of Study Material		Self Study hours including assessments	Total hours of study
			Synchronous (Subject live sessions/webinars/Co unselling)	Asynchronous (Discussion Forums/Mentoring)	AV content	ELM		
1	2	6 weeks	6 hours	12 hours	10 hours	10 hours	22 hours	60 hours
2	4	12 weeks	12 hours	24 hours	20 hours	20 hours	44 hours	120 hours
3	6	14 weeks	14 hours	28 hours	30 hours	30 hours	68 hours	180 hours
4	8	16 weeks	16 hours	32 hours	40 hours	40 hours	88 hours	240 hours

ASSESSMENTS AND EXAMINATIONS

- The weightage for different components of assessments for programmes offered through Online mode shall be as under:
 - Formative Assessment (Continuous Internal Assessment) : 30 %.
 - Summative assessment (End Semester Examination) : 70 %

For project work the assessment pattern is as follows:

Review of Project Work		Dissertation & Viva-Voce	
Component	Mar ks	Component	Mark s
First Review	5	Presentation	15
Second Review	10	Content Originality	15
Third Review	15	Study/Model and Analysis Validity	15
		Findings & Conclusion	15
		Future Scope	10
Total	30		70

- End Semester Assessment Pattern for Online Learning Mode: The Examinations for online learning mode shall be conducted using the technology-enabled to conduct an online test with all the security arrangements ensuring transparency and credibility of the examinations, or through the Proctored Examination and in conformity with any other norms for such examination as may be laid down by the Commission.
- Appearing for semester-end theory examination for each course is mandatory and a student should secure a minimum of **50% marks for MBA** in each course in semester-end examination for the successful completion of the course.
- The components of continuous assessment for theory and practical courses shall be finalized in the first-class committee meeting.
- For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during the first appearance shall be considered for grading along with the marks scored in the semester-end arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester-end examination to award grades and the internal assessment marks secured during study shall not be considered.

The procedures followed for awarding marks and fixing grades for Online programmes such “MBA” are the same as for programmes offered in the regular (conventional) mode.

F. PASSING, DECLARATION OF RESULTS AND GRADE SHEET

- All assessments for a course shall be made on an absolute marks’ basis. However, the Class Monitoring Committee without the student members shall meet within 5 days after the End Semester Examination and analyse the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points for MBA are as follows:

Level	Out standing	Excellent	Very good	Good	Above Average	Average	Poor	Fail
Letter Grade	O	S	A	B	C	D	E	F
Grade Points	10	9	8	7	6	5	4	00
Score (Marks) Range (%)	≥ 90	<90	<80 ≥ 70	<70 ≥ 65	< 65 ≥ 60	< 60 ≥ 55	< 55 ≥ 50	<50

Marks

Maximum CIA (Continuous Internal Assessment)	30
Maximum TEE (Term End Semester Examinations)	70

- A student who earns a minimum of five grade points, declared to have successfully completed the course. Such a course cannot be repeated by the student for improvement of grade.
- The results, after awarding of grades, shall be signed by the Chairman of the Class Committee and declared by the Controller of Examinations.
- Within one week from the date of declaration of result, a student can apply for revaluation of his / her semester end theory examination answer script for more courses, on payment of prescribed fee to the Controller of Examinations.
- After results are declared, grade report shall be issued to each student, which contains the following details:
 - a. List of courses along with course code enrolled during the semester / arrear courses, if any;
 - b. Marks secured (CIA, TEE & Total);
 - c. Passing Minimum;
 - d. Grade Point Semester Wise Grade Point Average (GPA) of all courses enrolled from first semester onwards, if completed for the semester
 - e. Result
- GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.
- The formula for the conversion of CGPA to the equivalent percentage of marks is as follows:

$$\text{Grade Point Average (G.P.A.)} = \frac{\text{Sum of multiplication of grade points and the credits of the courses (Total Credit Points)}}{\text{Sum of the credits of the courses (passed) in a semester (No. of Credits)}}$$

* G.P.A. and No. of Credits will not be displayed for Students who have not cleared all the courses.

Percentage Equivalent of Marks = CGPA X 10

- After successful completion of the programme, the Degree shall be awarded upon fulfilment of curriculum requirements and classification based on CGPA as follows:

Classification	CGPA
First Class with Exemplary	9.0 CGPA and Above (First Attempt within stipulated Time and no break of study)
First Class with Distinction	7.5 CGPA and Above (First Attempt within stipulated Time and no break of study)
First Class	6 CGPA and Below 7.5 CGPA
Second Class	5.0 and Below 6 CGPA

- For the purpose of classification, the CGPA shall be rounded to two decimal places. For the purpose of comparison of the performance of students and ranking, CGPA will be considered up to three decimal places.

G. POWER TO MODIFY THE REGULATION

Srinivas University's Academic Council has the RIGHT and POWER TO MODIFY any of the above regulations from time to time as per the guidelines.

VII. Requirement of the laboratory support and Library resources:

Students registered in the Online programme and who desire to avail themselves of library facilities will be permitted to make use of the Exclusive Library earmarked for ODL programmes in the University and also, they will be permitted to use the main University Library. Additional online resources are also provided via the Learning Management System, with access to library.

Courses that require Laboratory support shall be provided with online virtual lab and lab simulation tools and software, to allow students to practice accordingly.

CALCULATION FOR FEE FIXATION Master of Business Administration (MBA)

1. Key Assumptions (Baseline Parameters)

Parameter	Value
Total Sanctioned Students Intake	500
60% Admission	300
Total Programme Duration	2 Years (4 Semesters)
Mode of Delivery	Online
Academic Year Intake	Two Times
Faculty Mix	Senior + Mid-level + Visiting

Gross Revenue from Student Fees

$$300 \times ₹70,500 = ₹21,150,000$$

Total Revenue = ₹2.115 Crores

2. Cost Head Classification

To realistically assess break-even, costs are categorized into:

1. Fixed Costs (Independent of student count)
2. Variable Costs (Per student dependent)
3. Fixed Cost Components (Annualized)

3.1 Academic Human Resources

Component	Qty	Annual Cost (₹)
Professors / Associate Professors	4	45,00,000
Assistant Professors	6	42,00,000
Digital Technical Staff	2	10,00,000
Academic Coordinator / HoD Allowance	1	6,00,000
Subtotal – Faculty Cost		₹ 1,03,00,000

3.2 Infrastructure & Campus Overheads

Component	Annual Cost (₹)
Classrooms (Maintenance, Utilities)	12,00,000
Computer Digital Library (Hardware AMC)	10,00,000
Electricity & Internet Bandwidth	8,00,000
Housekeeping & Security Allocation	6,00,000
Subtotal – Infrastructure	₹ 36,00,000

3.3 Academic Administration & Compliance

Component	Annual Cost (₹)
Examination & Evaluation (Internal + External)	8,00,000
ERP / LMS	4,00,000
Journals and Online Resources	18,00,000
Accreditation & Regulatory Compliance	3,00,000
Subtotal	₹ 33,00,000

4. Variable Costs (Per Student Based)

Component	Cost per Student (₹)	Total for 300 Students (₹)
Study Materials / E- Resources	4000	12,00,000
Lab Consumables & software	2,500	7,50,000
Student Support Services	1,200	3,60,000
ID Cards, Records, Certifications	1,300	3,90,000
Total Variable Cost	7,500	₹ 27,00,000

5. Total Cost Summary (Annualized)

Cost Head	Amount (₹)
Fixed Costs	1,72,00,000
Variable Costs	27,00,000
Total Annual Operating Cost	₹ 1,99,00,000

Total Projected fee per student

Total Projected Fee per student in Indian Rupees.

Total Annual Operation Cost/ No. of expected admissions
= 1,99,00,000/ 300

= Rs. 66,333 /-

(Sixty-Six thousand Three Hundred Thirty-Three)
Proposed Fee per Student for the course - 70,500/-

VIII. Quality Assurance Mechanism and Expected Programme Outcomes

The institution has established a comprehensive **quality assurance framework** to ensure that the Online MBA programme maintains high academic standards, aligns with industry expectations, and achieves the intended programme outcomes. The quality assurance mechanism follows the guidelines of **UGC (ODL and Online Regulations)**, **NAAC quality parameters**, and **best practices in digital learning**. Continuous monitoring, benchmarking, and systematic review processes are implemented to enhance programme effectiveness.

a. Review Mechanism for Programme

The Online MBA programme will be periodically reviewed through a structured **academic and administrative evaluation mechanism** to ensure relevance, quality, and continuous improvement.

Programme Review Committee (PRC):

A Programme Review Committee comprising **subject experts, senior faculty members, industry representatives, instructional designers, and academic administrators** will oversee the academic quality of the programme.

Periodic Review Process:

1. **Annual Programme Review**

- o Evaluation of curriculum relevance, course delivery, assessment methods, and learning outcomes.
- o Analysis of student feedback, course completion rates, and examination performance.

2. **Curriculum Revision**

- o The curriculum will be reviewed every **2–3 years** to incorporate:
 - Emerging business trends
 - Technological advancements
 - Industry requirements
 - Global management practices.

3. **Stakeholder Feedback**

- o Inputs will be collected from:
 - Students
 - Alumni
 - Industry partners
 - Employers
 - Faculty members.

4. **Academic Board Oversight**

- o Recommendations from the Programme Review Committee will be placed before the **Board of Studies (BoS)** and **Academic Council** for approval.

5. Compliance Monitoring

- o The programme will strictly adhere to **UGC ODL and Online Education Regulations** and institutional academic policies.

b. Course Benchmarking

Course benchmarking ensures that the Online MBA curriculum is **comparable with national and international standards** and meets industry expectations.

Benchmarking Practices:

1. Comparison with Leading Institutions

- o Course structure and syllabus will be benchmarked against top institutions offering MBA programmes such as **IIMs, leading universities, and reputed global online MBA programmes.**

2. Alignment with Industry Needs

- o Industry experts will be consulted to ensure course content reflects:
 - Current business practices
 - Digital transformation
 - Data-driven decision-making
 - Global management competencies.

3. Outcome-Based Education (OBE) Framework

- o Courses will be designed using **Outcome-Based Education principles**, linking:
 - Course Outcomes (COs)
 - Programme Outcomes (POs)
 - Programme Specific Outcomes (PSOs).

4. Professional Standards

- o Curriculum will integrate standards recommended by:
 - **AICTE management education frameworks**
 - **Professional bodies and industry associations.**

5. Continuous Content Updating

- o Learning resources including **e-content, case studies, recorded lectures, and digital materials** will be updated regularly to maintain relevance.

c. Mechanism for Monitoring Effectiveness

A systematic monitoring framework will ensure that the programme achieves its intended outcomes and maintains high academic standards.


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Monitoring Mechanisms:

1. Learning Analytics and LMS Monitoring

The Learning Management System (LMS) will track:

- Student participation in online lectures
- Assignment submissions
- Discussion forum engagement
- Course completion rates.

These analytics will help identify **learning gaps and provide timely academic support.**

2. Continuous Internal Assessment

Student performance will be monitored through:

- Online quizzes
- Assignments
- Case study analysis
- Project work
- Mid-term assessments.

3. Student Feedback System

Regular feedback will be collected on:

- Course content quality
- Teaching effectiveness
- Learning resources
- LMS usability.

Feedback results will be reviewed and corrective measures will be implemented.

4. Faculty Performance Review

Faculty teaching effectiveness will be evaluated through:

- Student feedback
- Peer review
- Academic performance indicators.

5. Programme Outcome Assessment

Achievement of programme outcomes will be measured using:

- Course outcome attainment analysis
- Capstone project evaluation
- Placement and career progression data.

6. External Academic Audit

Periodic **external academic audits and expert reviews** will be conducted to ensure the programme meets **national quality standards**.

The CIQA is striving to bring newer initiatives pertaining to research, campus development, ICT adoption in teaching, providing better focus for the research scholars through workshops, coordinating Academic and Administrative Audit of the University, etc. At the end of every academic year, the University conducts assessment of the curriculum / course/ academic programme by students. The assessment focuses on broad areas like

- 1) reasons for selecting courses,
- 2) facilities available in the Departments,
- 3) quality of the syllabus,
- 4) internal assessment evaluation,
- 5) quality of the teacher in terms of regularity to classes, command over language, encouragement of students in the classes, completion of syllabus and
- 6) rating of the programme and the Department. This feedback contributes to the academic radar prepared by the CIQA.

Towards the Quality Assurance Mechanism for ODL Programs, the University shall establish a Centre for Internal Quality Assurance exclusively for programmes in the Online mode and follow the Quality Assurance Guidelines on learning materials in multiple media, human resources, curriculum and pedagogy, as specified in the UGC ODL Regulations.

The CIQA will be required to conduct training and capacity building of teaching and administrative staff and counsellors at regular intervals.

The University IQAC's cell shall work closely with the CIQA to develop Feedback mechanisms, to allow for Program and Process Review on a regular basis. 360 Degree feedback, from Students, Faculty, Counsellors and Admin Staff shall be processed, and suggestions and improvements incorporated accordingly.

The Course shall be benchmarked with the Courses conducted in campus, for full time students, to ascertain the quality. Students' learning outcomes as measured in the exams and test shall be compared on a regular basis.

Post completion of a Degree Program, students will be regularly polled / interviewed using email feedback surveys, to measure impact of the program on their professional and academic lives. These indicators shall be used to constantly improve upon the programs and make them at par industry standards and expectations.

3. ANNEXURE - DETAILED SYLLABI

INSTITUTE OF MANAGEMENT AND COMMERCE DUAL SPECIALIZATION

MBA Semester Program 2025- 27

FIRST SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA11	Marketing Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA12	Financial Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA13	Human Resource Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA14	Statistics for Business Decision	Core- Major	2-1-0-3	3	30	70	100
OLMBA15	Entrepreneurship and New Venture Creation	Core- Minor	3-0-0-3	3	30	70	100
OLMBA16	Financial Reporting and Cost Control	Core- Minor	3-0-0-3	3	30	70	100
OLMBA17	AI Tools in Business	SEC	2-0-0-2	2	50		50
				23	230	420	650

SECOND SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA21	Managerial Economics	Core- Major	3-0-0-3	3	30	70	100
OLMBA22	Organizational Behaviour and Corporate Leadership	Core- Major	4-0-0-4	4	30	70	100
OLMBA23	Business Research Methods	Core- Major	3-1-0-4	4	30	70	100
OLMBA24	Accounting for Decision Making	Core- Major	3-1-0-4	4	30	70	100
OLMBA25	Production & Operations Management	Core- Minor	3-0-0-3	3	30	70	100
OLMBA26M/F/H	Discipline Specific Elective-1 (M/F/H)	Major- Elective -1	3-0-0-3	3	30	70	100
OLMBA27	Business Communication	SEC	2-0-0-2	2	50		50
				23	230	420	650

THIRD SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA31	Innovation & Strategic Management	Core- Major	4-0-0-4	4	30	70	100
OLMBA32	Operations Research	Core- Major	4-0-0-4	4	30	70	100
OLMBA33	Management Information System and Analytics	Core- Major	4-0-0-4	4	30	70	100
OLMBA34M/F/H	Discipline Specific Elective-2 (M/F/H)	Major- Elective	3-0-0-3	3	30	70	100
OLMBA35M/F/H	Discipline Specific Elective-3 (M/F/H)	Major - Elective	3-0-0-3	3	30	70	100
OLMBA36M/F/H	Discipline Specific Elective-4 (M/F/H)	Minor- Elective	3-0-0-3	3	30	70	100
OLMBA37	Business Data Analytics	SEC	2-0-0-2	2	50		50
				23	230	420	650

FOURTH SEMESTER							
Subject Code	Subject	Category of Courses	L-T-P-C	Credit	IA	TEE	Total Marks
OLMBA41	Internship Embedded Project work & Viva Voce (or) Research work, Dissertation & Thesis	Core- Major	0-0-0-51	17		200	200
				17		200	200

Major and Minor Electives:

Marketing Management	
OLMBA26M	Services Marketing, Promotion and Distribution
OLMBA34M	Digital Marketing
OLMBA35M	Consumer Behavior and Marketing Research
OLMBA36M	Social Media Marketing
Human Resource Management	
OLMBA26H	Empowering HR with Technology and Trends
OLMBA34H	Strategic Human Resource Management
OLMBA35H	Employee Relations and Labour Legislations
OLMBA36H	Compensation Management
FINANCE	
OLMBA26F	Strategic Cost Management
OLMBA34F	Strategic Financial Management
OLMBA35F	Advanced Financial Management
OLMBA36F	Fin Tech Management

SEMESTER 1



SEMESTER I

1. OLMBA11 - Marketing Management

Attribute	Details
Course Code & Name	OLMBA11 - MARKETING MANAGEMENT (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4
Course Objectives	• To equip students with the foundational principles of marketing, including orientation toward the marketplace, the holistic marketing concept, and the marketing mix. • To cultivate an understanding of product life cycles, new product development, and innovative pricing strategies. • To analyze and create effective marketing communication strategies across multiple platforms. • To examine the roles of retailers, wholesalers, and supply chain management.
Course Outcomes	CO1: Analyze fundamental marketing concepts to develop strategies that enhance customer value and build sustainable business relationships. CO2: Evaluate methods of market segmentation, targeting, and positioning to create strong brand strategies. CO3: Design comprehensive product life cycle strategies and pricing models. CO4: Develop and manage integrated marketing communication strategies leveraging various channels. CO5: Critically assess retailing, wholesaling, and market logistics practices to propose innovative solutions.
SLM Units(Block Patterns)	BLOCK 1: UNDERSTANDING AND ANALYSING MARKETING MANAGEMENT (11 Hrs) Definition of Marketing. Orientation towards the Marketplace: Product, Production, Selling, Marketing Concept. Holistic Marketing Concept: Relationship, Internal, Socially Responsible Marketing. Marketing Mix. 4 As of Marketing. Marketing and Customer Value. BLOCK 2: IDENTIFYING MARKET SEGMENTATION & TARGETS (10 Hrs) Geographic, Demographic, Psychographic, and Behavioural Segmentation. Major segmentation variables for Business Markets. Market Targeting and Target Market Strategies. Understanding Positioning and Value Proposition. Brand Mantras. Measuring Brand Equity. BLOCK 3: BUILDING STRONG BRANDS BY SETTING PRODUCT STRATEGY (10 Hrs) Product Life Cycle: Sales and Profit life cycle. Style, Fashion, and Fad Life cycle. Product Characteristics: Five Product Levels. Product Classification. Product Mix and Product lines. Packaging, Labelling, Warranties, and Guarantees. New Product Development. BLOCK 4: CREATING VALUE THROUGH STRATEGIC PRICING (10 Hrs) Understanding Pricing in a Digital World. Consumer Psychology and Pricing. Reference Prices. Setting the Price: Objective, Demand, Costs. Adapting the Price: Geographical, Discounts, Promotional. Initiating and Responding to price changes. BLOCK 5: PROMOTING VALUE AND MANAGING MASS COMMUNICATIONS (10 Hrs) Developing and Managing an Advertising Program. Deciding the budget. Sales Promotion. Sponsorship Decisions in Events and Experience. The six steps of Personal Selling. Word of Mouth Buzz. Channel Management Decisions. E-commerce and M-Commerce Marketing Practices. BLOCK 6: INTEGRATED MARKETING COMMUNICATION AND DELIVERING VALUE (9 Hrs)

Attribute	Details
	Marketing Communication Mix. The Communications Process Models. Developing Effective Communications. Types of Retailers. Private Labels. Wholesaling. Market Logistics: Supply chain management, Order processing, Warehousing, Inventory.
Reference Books	• Philip Kotler, Kevin Lane Keller, (2021) Marketing Management (15e), Pearson. • Rajan Saxena. (2003), Marketing Management, Tata McGraw Hill. • J.Michael. Etzal, Bruce J.Walker, Marketing, MGH. • V.S.Ramaswamy and S.Namakumari, (2012). Marketing Management.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	-	1	2	1	-	2	1	2	2
CO2	2	3	3	1	-	-	2	-	1	2	1	2
CO3	2	3	3	1	-	-	1	-	2	2	2	2
CO4	2	2	3	3	1	1	3	2	2	2	2	2
CO5	2	3	3	2	-	1	1	1	2	2	2	2

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	1	3
CO3	3	1	2
CO4	3	3	2
CO5	3	2	3

2. OLMBA12 - Financial Management

Attribute	Details
Course Code & Name	OLMBA12 - FINANCIAL MANAGEMENT (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4

Attribute	Details
Course Objectives	- To give insights into the basic concepts of Financial Management. - To give broad understanding and overview of Finance & its impact on business to students. - To familiarize students about the application of financial aspect in the industry setup. - To evaluate financial competency among students.
Course Outcomes	CO1: Strong understanding of the concepts of financial management. CO2: Examine the financial decision making process followed by the companies. CO3: Apply the Capital Budgeting methods in the industry setup. CO4: Analyse the receivables management strategies. CO5: Evaluate the emerging Trends in Financial Management for decision making.
SLM Units(Block Patterns)	BLOCK 1: FUNDAMENTALS OF FINANCIAL MANAGEMENT (10 Hrs) Financial Management - Meaning, Definition, Importance and Scope, Finance Manager - Role, Key activities. Changing role of Finance Manager, Objectives of Financial Management. Financing decisions, dividend decisions. BLOCK 2: CAPITAL BUDGETING DECISIONS (10 Hrs) Capital Budgeting Decisions -Meaning and significance, Techniques of Appraisal of Long-term projects; Traditional Techniques – Payback Period & Accounting Rate of Return Methods. Discounted Cash Flow Techniques – NPV, PI, IRR methods. BLOCK 3: MEASUREMENT OF COST OF CAPITAL (10 Hrs) Cost of Capital - Meaning, Definition, Importance, Measurement of Specific cost of capital, Cost of Debt, Cost of Preference Share and Cost of Equity shares, Calculation of overall cost of capital/ Weighted average cost of capital. BLOCK 4: WORKING CAPITAL ESTIMATES FOR COMPANIES (10 Hrs) Working Capital -Meaning and Definition, Concept & Types of Working Capital, Operating Cycle, Determinants of Working Capital, Estimation of Working Capital requirements, Company analysis of working capital. BLOCK 5: RECEIVABLES AND INVENTORY MANAGEMENT (10 Hrs) Introduction to Receivables Management, Credit Policy - Nature and Goals. Optimum credit policy, Credit Terms and Collection Policies. Inventory Management- Meaning, Nature and Objectives, Inventory Control Techniques (ABC analysis & EOQ models). BLOCK 6: INTRODUCTION TO SUSTAINABLE FINANCE (10 Hrs) Sustainable finance – meaning, fundamentals of sustainable finance – concept of environmental, social and governance (ESG) risk management, financial and sustainability reporting, green bonds, green loans.
Reference Books	- Prasanna Chandra, (2022) Financial Management. - I M Pandey (2021). Financial Management, Vikas Publishing. - R.P. Rustagi (2024), Financial Management – Theory, concepts and Problems. M. Y. Khan and P.K. Jain (2018), Financial Management.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	-	1	-	1	1	2	2
CO2	2	3	3	1	2	-	1	1	2	2	2	2
CO3	2	3	3	2	-	-	1	1	1	2	2	3

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO4	2	3	3	1	1	-	1	-	1	2	2	2
CO5	2	2	2	2	3	3	2	1	3	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	2	2	3

3. OLMBA13 - Human Resource Management

Attribute	Details
Course Code & Name	OLMBA13 - HUMAN RESOURCE MANAGEMENT (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4
Course Objectives	• To understand and equip students with comprehensive understanding of the principles, functions and practices of HRM. • To analyze the effective strategy for attracting selecting and retaining a talented work force. • To design and evaluate the training programs that enhance employee skills. • To analyze the alignment of HR strategies with organizational goals.
Course Outcomes	CO1: Demonstrate a comprehensive understanding of HRM functions and their strategic importance. CO2: Apply advanced techniques in recruitment, selection, and onboarding to build a competent workforce. CO3: Analyze workforce trends to create strategic HR plans that align with business objectives. CO4: Design and evaluate employee development programs to enhance performance. CO5: Adapt HR practices to meet the challenges of managing a global workforce in multicultural environments.
SLM Units(Block Patterns)	BLOCK 1: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (10 Hrs) Definition, Evolution & Development of HRM, Scope, objective & function of HRM, Strategic HRM vs Traditional HRM, Roles and responsibilities of HR professionals, HR Models (Matching, Harvard, Warwick, Ulrich, 5P model), Current issues and trends in HR. BLOCK 2: RECRUITMENT SELECTION AND PLACEMENT (10 Hrs)

Attribute	Details
	HUMAN RESOURCE PLANNING: Workforce planning, Job Analysis, Job Evaluation and Job design. RECRUITMENT & SELECTION: Importance & Factors influencing recruitment, attracting right talent, Future trends, Selection Process & Selection Tests, Orientation and Induction. BLOCK 3: TRAINING & PERFORMANCE MANAGEMENT (10 Hrs) Purpose & importance of Training, Training process & methods, Training Evaluation. Definition & importance of performance management, Distinction b/w performance management & appraisal, methods of performance appraisal, Career and succession planning. BLOCK 4: COMPENSATION MANAGEMENT & EMPLOYEE RELATION (10 Hrs) COMPENSATION: Basic determinants, compensation & reward system (Plans & Forms of pay), Establishing payrates, employee benefits. EMPLOYEE RELATION: Participation & Motivation, Managing grievances and discipline, settlement of disputes. BLOCK 5: EMPLOYEE SAFETY & HEALTH (10 Hrs) Nature and role of safety & Health, Developing safety programs, Types of Working Environment, Causes of accidents and its prevention, Supervisor's role in safety, Labor welfare activities, Sources of Stress, Methods of Stress relievers. BLOCK 6: EMERGING TRENDS & INNOVATION IN HR (10 Hrs) Introduction to emerging trends & innovation in HR, Engaging Gen Z with future of HR, Human Resources Meets Artificial Intelligence, HR Analytics Revolution.
Reference Books	• Amitabha Sengupta (2021). Human Resource management concepts, Practices & New Paradigms. • P. Subba Rao (2022). Essentials of Human Resource Management and Industrial Relations. • Gary Dessler/ Biju Varkkey (2023). Human resource management 17th edition, Pearson.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	1	1	2	1	1	2	2
CO2	2	2	3	1	2	1	2	2	1	1	2	3
CO3	2	3	3	2	1	-	1	2	2	2	2	2
CO4	2	2	3	1	1	1	2	3	1	1	2	3
CO5	2	2	3	2	2	2	2	3	3	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	2	2
CO3	2	2	3

CO	PSO1	PSO2	PSO3
CO4	3	2	2
CO5	2	2	3

4. OLMBA14 - Statistics for Business Decision

Attribute	Details
Course Code & Name	OLMBA14 - STATISTICS FOR BUSINESS DECISION (Core- Major)
Credits	3 Credits
L-T-P-C	2-1-0-3
Course Objectives	• To understand the basic concept of data and represent data in tabular form and graphical presentation. • To apply and gain Knowledge of Measures of Central tendency and Dispersion. • To evaluate and develop a deeper understanding of Correlation and Regression. • To acquaint with the basic tool for analysis data using Excel.
Course Outcomes	CO1: Describe the quantitative methods with associated statistical techniques and their usefulness in managerial decision making. CO2: Understand business problems and to develop skill-set that is in demand in both the research and business environments. CO3: Apply statistical tools such as measures of central tendency, dispersion, and correlation to summarize and analyze business data effectively. CO4: Create predictive models using statistical techniques to solve real-world business challenges. CO5: To develop relevant computational skills through hands-on experience with Excel spreadsheet.
SLM Units(Block Patterns)	BLOCK1: INTRODUCTION TO STATISTICS (9 Hrs) Statistics: Definition, scope, Importance, limitations. Basic Statistical Concepts (Population, Census, Sample, Parameter). Collecting data (Primary and Secondary), Organizing data, Visualizing Data – Bar Chart, Pie Chart, Pareto Chart, Histogram, Frequency Polygon and Ogives. BLOCK 2: MEASURES OF CENTRAL TENDENCY AND MEASURES OF DISPERSION (11 Hrs) Mean, Requisites of good average, Step deviation method, weighted arithmetic mean. Median, Mode, Geometric mean, Harmonic Mean, Quartiles, Deciles, Percentiles –Applicability to Business Decisions. Significance of Measuring Dispersion. Classification of Measures of Dispersion (Absolute and relative), Range, Mean Deviation, Quartile Deviation, Standard Deviation, Coefficient of Variation BLOCK 3: CORRELATION ANALYSIS AND REGRESSION ANALYSIS (14 Hrs) Concept of Correlation, Usage, Properties of Correlation, Methods of Correlation (Scatter diagram, KARL PEARSONS co-efficient, Spearman's Rank Correlation Co-efficient), Co-efficient of determination, Correlation co-efficient for Bi-variate frequency distribution. Simple Regression Analysis, Equation of the Regression Line, Parameters of Simple Linear Regression Model, Methods to Determine Regression

Attribute	Details
	Coefficients (Least Squares Normal Equations, Deviations Method), Regression lines for predicting values. BLOCK 4: INDEX NUMBERS & TIMES SERIES FORECASTING (11 Hrs) Concept and Types of Index Numbers, Uses, Problems in Constructing, Methods to construct Index Number (Simple Average, Weighted Average). Time Series - The Importance of Business Forecasting, Component Factors, Smoothing an Annual Time Series.
Reference Books	• Black, K. (2023). Business statistics: for contemporary decision making. • J K Sharma, Business Statistics, Pearson Education in South Asia. • Gupta, S. P. (2021). Statistical methods. Sultan Chand & Sons. • Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	1	-	-	1	-	-	1	2	2
CO2	2	3	2	2	-	-	1	1	1	2	2	2
CO3	1	3	3	2	-	-	1	1	-	1	2	3
CO4	1	3	3	3	-	-	1	1	1	2	2	3
CO5	1	3	2	3	-	-	2	1	-	1	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	2	2	3
CO3	3	2	3
CO4	2	3	3
CO5	2	3	2

5. OLMBA15 - Entrepreneurship and New Venture Creation

Attribute	Details
Course Code & Name	OLMBA15 - ENTREPRENEURSHIP & NEW VENTURE CREATION (Core- Minor)

Attribute	Details
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	- To familiarize students with the concept of entrepreneurship & bring awareness about starting new business ventures. - To explain concepts of Entrepreneurship and build an understanding about business situations. - To analyze the role and importance of entrepreneurship for economic development. - To evaluate and create the stages of the entrepreneurial process and the resources needed.
Course Outcomes	CO1: Know basic entrepreneurial mindset & appreciate business startups culture. CO2: Understand various steps involved in starting a venture and to explore marketing methods & new trends. CO3: Apply the understanding of creativity, innovation and creativity process in idea generation. CO4: Analyse feasibility of business idea or opportunity for setting up new venture. CO5: Evaluate and interpret the systematic approach to planning adopted by an entrepreneur.
SLM Units(Block Patterns)	BLOCK 1: INTRODUCTION TO ENTREPRENEURSHIP (11 Hrs) Entrepreneurship and Entrepreneur - Process of Entrepreneurship – Theories of Entrepreneurship – Attributes of successful entrepreneurs - Entrepreneurial Strategy Matrix; How to Identify Problems, Immersion Techniques, Decision Making - Objectives and Structure of Entrepreneurship Development Programs (EDP). BLOCK 2: NEW VENTURES & BUSINESS PLANS (12Hrs) Business idea – The Anatomy of a Business Idea - Challenges and Opportunities - Assessment of Environmental Factors - Comprehensive Analysis of Industry Landscape - Business Plan - Significance - Steps Involved in Creating a Business Plan: Vision and mission, Feasibility plan, Components of feasibility plan – Incubation Centre. BLOCK 3: MANAGING GROWTH (11 Hrs) Life cycle of an entrepreneurial venture - The Dynamic Role of an Entrepreneur - Growth through Expansion - Various Growth Strategies: Joint venture - Sub-Contracting - Business Acquisitions and Franchising. BLOCK 4: FINANCING A NEW VENTURE (11 Hrs) Methods of financing - Valuing early stage ventures, venture capital methods - Venture capital and new venture financing - Private Equity - Foreign Direct Investments - Foreign Institutional Investments - Government agencies assisting in financing - Export Oriented Units.
Reference Books	S. S. Khanka, (2014). Entrepreneurship Development. E. Gordon, Dr. K. N Natarajan (2017). Entrepreneurship Development. - Peters Hisrich. (2012), Entrepreneurship. - Adam Sutherland (2018). Be a Young Entrepreneur.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	2	1	2	2	3	2	2
CO2	2	2	3	1	1	1	2	2	2	3	2	3
CO3	1	2	3	2	1	1	2	2	1	3	2	2

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO4	2	3	3	2	1	2	2	1	2	3	2	3
CO5	2	3	3	1	2	2	2	2	2	3	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	1	3
CO2	2	2	3
CO3	2	2	3
CO4	2	2	3
CO5	2	2	3

6. OLMBA16 - Financial Reporting and Cost Control

Attribute	Details
Course Code & Name	OLMBA16 - FINANCIAL REPORTING AND COST CONTROL (Core- Minor)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To enable students to understand and apply the principles of financial reporting and cost control. • To develop skills for analysing and interpreting financial data to support decision-making. • To foster the ability to apply theoretical knowledge to practical, real-world financial scenarios.
Course Outcomes	CO1: Recall the key concepts, principles, and terminologies of financial accounting and cost control. CO2: Apply appropriate accounting techniques to prepare and analyse financial statements and cost sheets. CO3: Analyze financial data to identify discrepancies and variances, and interpret their impact. CO4: Evaluate the effectiveness of accounting methods, including depreciation and cost variance analysis. CO5: Create accurate financial reports, reconciliations, and variance analyses.

Attribute	Details
SLM Units(Block Patterns)	BLOCK 1: OVERVIEW OF FINANCIAL ACCOUNTING (10 Hrs) Introduction to Bookkeeping and Accounting, Branches of Accounting. Basic Terminologies in Accounting. Framework and Process of Accounting. Generally Accepted Accounting Principles (GAAP). BLOCK 2: ACCOUNTING MECHANICS (12Hrs) Accounting Equation. Single Entry System vs Double Entry System. Kinds of Accounts and Accounting Entries. Problems on Accounting Entries in Various Books: Journal, Ledger, and Subsidiary Books, including Petty Cash Book. BLOCK 3: BRS AND ACCOUNTING STANDARDS (AS) (10 Hrs) Introduction to Bank Reconciliation Statement (BRS): Objectives and Uses. Preparation of BRS and calculation of adjustments. International Accounting Standards (IAS). Impact of IAS on Business. BLOCK 4: DEPRECIATION ACCOUNTING (13 Hrs) Concept of Depreciation – meaning, features, objectives, causes, advantages. Various methods of calculating depreciation. Tax Implication of Depreciation. Practical problems on Straight line method, WDV, Units of Production, Sum of Year Digits Method. Introduction to Financial Statements. Adjustments – Balance sheet. Horizontal and Vertical Format as per latest companies act. Annual report analysis of various companies.
Reference Books	• Gupta, R.L. & Radhaswamy, M. (2021). Advanced Accounting. • Shukla, M.C. & Grewal, T.S. (2020). Advanced Accounting. • Jain & Narang (2021). Advanced cost Accounting. • N.K. Prasad, (2018). Principles and Practice of Cost Accounting.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	-	2	-	1	-	1	-	2	2
CO2	2	3	3	2	1	-	1	1	1	1	2	3
CO3	1	3	3	2	2	-	2	1	2	1	2	3
CO4	2	3	3	2	1	-	1	1	1	1	2	2
CO5	2	3	3	3	2	-	3	1	2	1	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	2
CO3	3	2	3
CO4	3	1	2

CO	PSO1	PSO2	PSO3
CO5	3	3	2

7. OLMBA17 - AI Tools in Business

Attribute	Details
Course Code & Name	OLMBA17 - AI TOOLS IN BUSINESS (SEC)
Credits	2 Credits
L-T-P-C	2-0-0-2
Course Objectives	• To establish a foundational understanding of key AI concepts (ML, NLP, GenAI) and their strategic value. • To survey the practical applications of AI tools across core enterprise functions. • To introduce the transformative impact of Generative AI, including prompt engineering. • To develop a strategic framework for AI implementation and ethics.
Course Outcomes	CO1: Define and differentiate between AI, Machine Learning, NLP, and Generative AI. CO2: Identify and describe how specific AI applications drive value in marketing, sales, finance, and operations. CO3: Apply basic prompt engineering techniques to leverage Generative AI tools. CO4: Formulate a high-level AI implementation strategy, including assessing ethical and privacy risks. CO5: Evaluate emerging AI technologies to propose innovative solutions for organizational performance and competitive advantage.
SLM Units(Block Patterns)	BLOCK 1: FOUNDATIONS OF AI IN BUSINESS (10 Hrs) Introduction to AI and Business Value: Defining AI, ML, NLP, and Generative AI; The Business Case for AI. UNIT 2: AI Tools for Data Analysis and Automation: Predictive Analytics and BI Platforms; Robotic Process Automation (RPA); AI in Data Management. BLOCK 2: AI APPLICATIONS ACROSS THE ENTERPRISE (10 Hrs) AI in Marketing and Sales: AI-Powered CRM; Personalization Engines; AI in Advertising. UNIT 4: AI in Operations and Finance: Supply Chain Optimization; AI Fraud Detection; Algorithmic Trading. UNIT 5: AI for Customer Service and HR: AI Chatbots; Sentiment Analysis; AI-Driven Recruiting. BLOCK 3: STRATEGY, IMPLEMENTATION, AND THE FUTURE (10 Hrs) Generative AI for Business Innovation: Understanding LLMs; GenAI Tools for Content Creation; Prompt Engineering Basics. UNIT 7: AI Implementation Strategy: High-Impact Use Cases; Data Governance; Build vs. Buy Decisions. UNIT 8: Ethics, Risk, and Future Trends: AI Ethics, Bias, Data Privacy; Governance Frameworks.
Reference Books	• Agrawal, A., Gans, J., & Goldfarb, A. (2018). <i>Prediction machines: The simple economics of artificial intelligence</i>. Harvard Business Review Press. • Akerkar, R. (2019). <i>Artificial intelligence for business</i>. Springer. • Christian, B. (2020). <i>The alignment problem: Machine learning and human values</i>. W. W. Norton & Company.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	3	1	-	1	-	2	2	3	2
CO2	2	2	2	3	1	1	1	1	2	2	2	3
CO3	1	2	2	3	1	-	2	1	1	3	3	3
CO4	2	2	3	2	3	2	2	2	2	3	2	3
CO5	2	3	2	3	3	2	2	3	2	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	3	3	2
CO3	2	3	2
CO4	2	2	3
CO5	3	3	2



SEMESTER 2



8. OLMBA21 - Managerial Economics

Attribute	Details
Course Code & Name	OLMBA21 - MANAGERIAL ECONOMICS (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To equip students with the foundational principles of managerial economics. • To develop skills to analyze market behavior, pricing, and competition. • To provide an in-depth understanding of production and cost theory. • To analyze and apply economic models to evaluate competitive strategies. • To foster a global perspective on international trade and globalization.
Course Outcomes	CO1: Analyze fundamental economic principles and concepts (demand, supply, elasticity) for managerial decisions. CO2: Evaluate the impact of various cost structures, pricing models, and production techniques on profitability. CO3: Apply concepts of market competition, pricing strategies, and equilibrium to formulate optimal strategies. CO4: Assess the economic implications of government policies, taxation, and regulation on business operations. CO5: Design and implement business strategies using tools like CVP analysis, risk analysis, and forecasting.
SLM Units(Block Patterns)	BLOCK 1: INTRODUCTION TO DEMAND, SUPPLY AND EQUILIBRIUM ANALYSIS (7 Hrs) Scope of Managerial Economics. Theory of the Firm: Transaction cost, Constrain Optimisation, Principal-agent problem. Individual Demand: Demand Curve, normal vs inferior goods. Market Demand. Theory of Consumer Choice: Indifference curves, Marginal Rate of Substitution, Budget Line. Market Supply. BLOCK 2: MEASUREMENT OF DEMAND (8 Hrs) Price Elasticity of Demand: Point and Arc, Total Revenue and Marginal Revenue. Income and Cross-Price Elasticity. Substitution between Domestic and Foreign Goods. Optimisation analysis. Demand Estimation and Forecasting Techniques. BLOCK 3: PRODUCTION AND COST ANALYSIS (8 Hrs) Production function with one/two variable inputs: Isoquants, Marginal Rate of Technical Substitution. Optimal Combination of Inputs. Returns to scale. Short run and Long run cost curves. Economies of scale, Economies of scope, Learning curve, Breakeven Analysis. Cost Volume Profit Analysis. BLOCK 4: MARKET STRUCTURE (7 Hrs) Market structure: Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Price determination under perfect competition and Monopoly. Product variation and selling Expenses. Oligopoly: Kinked Demand Curve, Cartels. Game Theory: Dominant Strategy and Nash Equilibrium. BLOCK 5: PRICING PRACTICES (7 Hrs) Pricing of Multiple Products. Price Discrimination. International price discrimination and Dumping. Transfer Pricing. Pricing in Practice: Cost plus pricing, Peak-Load Pricing, Two-Part Tariff, Tying and Bundling. Other Pricing Practices: Skimming, value pricing. BLOCK 6: REGULATION (8 Hrs) Government regulation to support business and to protect consumers. Government Regulations that Restrict Competition. Public Utility Regulation. India fair competition laws. Importance of circular flow of Income. National Income Aggregates. Type of Inflation. Balance of Trade and Balance of Payment.

Attribute	Details
Reference Books	• Salvatore, D. (2018). Managerial economics in a global economy. Oxford Univ Press. • Thomas, C. R., & Maurice, S. C. (2020). Managerial economics. • Baye, M. R., & Prince, J. (2021). Managerial economics and business strategy.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	1	-	1	-	2	1	2	2
CO2	2	3	3	1	1	-	1	-	2	2	2	2
CO3	2	3	3	1	2	1	2	1	3	3	2	2
CO4	2	2	3	1	3	2	2	1	3	2	2	2
CO5	2	3	3	2	2	1	2	2	2	3	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	2	3
CO3	3	1	3
CO4	2	1	2
CO5	3	2	3

9. OLMBA22 - Organizational Behaviour and Corporate Leadership

Attribute	Details
Course Code & Name	OLMBA22 - ORGANIZATIONAL BEHAVIOUR AND CORPORATE LEADERSHIP (Core- Major)
Credits	4 Credits
L-T-P-C	4-0-0-4
Course Objectives	• To familiarize the student on the concepts of intra-individual, inter-personnel and inter-group behavior. • To provide an understanding of how organizations can be managed more effectively. • To apply and implement a comprehensive framework for leadership development. • To familiarize students with an understanding of group behavior, power, politics, and conflict.

Attribute	Details
Course Outcomes	CO1: Outline the composition of organizational behavior. CO2: Discover management issues as related to organizational behavior. CO3: Apply relevant theories to solve problems of change and conflict within organizations. CO4: Analyze the behaviour of individuals and groups in terms of the key factors that influence Leadership. CO5: Evaluate differences and similarities between leadership, power and management.
SLM Units(Block Patterns)	BLOCK 1: A PRELUDE TO ORGANIZATIONAL BEHAVIOR (10 Hrs) Overview of Organizational Behavior, Conceptual Foundation, Emergence (Historical Background). Ethics and Organizational Behaviour, OB models- Feudal, Autocratic, Custodial, Supportive, Human Value, Contingency. Key levels of analysis in organizational behaviour. BLOCK 2: INDIVIDUAL BEHAVIOR IN ORGANIZATION (9 Hrs) Foundation of Individual Behavior, Personality and Individual Differences, Traits Theories, Big Five Personality Traits (OCEAN), MBTI. Transactional Analysis (TA). Perception- Process, Perceptual Errors and Bias. Attitude, Motivation (Maslow, Herzberg). Power and Politics. BLOCK 3: GROUP DYNAMICS AND TEAM DEVELOPMENT (9 Hrs) Group Dynamics, Stages of Formation (Tuckman's Model), Group Decision Making Techniques, Social Loafing. Role of Emotional Intelligence. Team-Types, Composition, Virtual Teams. Conflict Management-Types of Conflict, Resolution Strategies. BLOCK 4: ORGANIZATIONAL CULTURE AND ENHANCING WELLBEING (10 Hrs) Organizational Culture-Definition and Importance. Organizational change- Resistance and management, Lewin's Change Model, Kotter's 8-Step Process. Cross Culture Management, Stress Management, Work-Life Balancing. Impact of employee emotions and emotional intelligence. BLOCK 5: CORPORATE LEADERSHIP (10 Hrs) Corporate leaders- responsibilities. Leadership Theories-Contingency theory, Trait Approach, Behavioral theory. Leadership Styles. Hersey-Blanchard Model of Situational Leadership, Path-goal theory, Attribution theory of leadership. Difference between a Leader and a Manager. Neuro management. BLOCK 6: EMERGING TRENDS AND CHALLENGES IN ORGANIZATION (12 Hrs) Globalization, Emerging employment relationship, Knowledge Management. Workplace Trends- Hybrid Model of work, Flexi Time and Flexi place. Digital Transformation and Artificial Intelligence. Sustainability and Green Organizational Practices, Gig Economy. Diversity, equity and inclusion (DEI), CSR.
Reference Books	• Robbins, Timothy A. Judge, (2013). Organizational Behavior. • Moorhead and Griffin, (2015). Managing Organizational Behaviour. • L M Prasad (2024); Organizational Behaviour; Sultan Chand and Sons.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	1	-	2	1	2	2	1	1	2	2
CO2	2	3	2	1	2	1	2	3	2	2	2	2
CO3	2	2	3	1	2	1	2	3	2	2	2	3
CO4	2	2	2	1	2	1	2	3	2	2	2	3

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO5	2	2	2	1	2	1	2	3	1	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	2	1	3
CO3	2	1	3
CO4	2	2	3
CO5	2	1	2

10. OLMBA23 - Business Research Methods

Attribute	Details
Course Code & Name	OLMBA23 - BUSINESS RESEARCH METHODS (Core- Major)
Credits	4 Credits
L-T-P-C	3-1-0-4
Course Objectives	- To equip students with the necessary skills and knowledge to identify Research Problems. - To enable the students to develop an actionable research proposal. - To equip students with an understanding of relevant approaches and elements of undertaking a research enquiry. - To help organizations do research to solve problems.
Course Outcomes	CO1: Describe the key concepts in business research, hypothesis testing, sampling methods. CO2: Understand the role of business research in solving business problems and making strategic decisions. CO3: Create a research plan to address a specific business problem, incorporating appropriate designs. CO4: Analyze the results of a business research project using statistical tests. CO5: Evaluate the ethical considerations in business research and create a professional research report.
SLM Units(Block Patterns)	BLOCK 1: INTRODUCTION TO RESEARCH (9 Hrs) Role of research in business decision-making, Types of research. Factors Affecting Business Research. Business Research and the Internet. Research Process Overview. Reviewing the literature. Formulating a research problem. BLOCK 2: RESEARCH DESIGN (9 Hrs) Business Research Design: Exploratory, Descriptive and Causal Designs. Sampling Design & Sample Theory. Levels of Measurements & Scaling Techniques: Nominal, Ordinal, Interval, Ratio. Popular Scaling Techniques- Likert Scale, Semantic Differential Scale, NPS.

Attribute	Details
	BLOCK 3: RELIABILITY VALIDITY & NORMAL DISTRIBUTION (10 Hrs) Concept and importance of reliability and validity. Types of reliability - Test-retest, Inter-rater, Internal consistency. Types of validity - Content, Construct, Criterion-related. Normal Distribution & Standard Normal Variate (Z-score). BLOCK 4: HYPOTHESIS TESTING (10 Hrs) Steps in hypothesis testing, Formulation of null and alternative hypotheses. Types of Errors (Type I and Type II). Selection of Tests. Mean Comparison- Single mean, Two means (independent and paired). Z-Test, t-Test, Multiple Means (ANOVA). BLOCK 5: NON-PARAMETRIC TESTS (10 Hrs) Introduction to Non-Parametric Tests. Comparison with parametric tests. Assumptions of Non-Parametric Tests. Chi-Square Test of Independence, Steps in computation, Applications in research. BLOCK 6: ETHICAL ISSUES IN BUSINESS RESEARCH AND REPORT WRITING (12 Hrs) Ethical Issues in Business Research, Plagiarism and Intellectual Property Rights (IPR). Contents and Format of a Research Report. Use of citations and adherence to referencing styles (APA, MLA, etc.). Types of Research Reports. AI in research.
Reference Books	• Kothari, C. R. (2023). Research methodology: Methods and techniques (5th ed.). New Age International. • Sachdeva, J. K. (2023). Business research methodology (3rd ed.). Himalaya. • Sharma, J. K. (2019). Business statistics (5th ed.). Pearson.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	-	1	-	1	1	2	2
CO2	2	3	3	2	1	-	1	1	2	2	2	2
CO3	2	3	3	2	2	-	2	2	1	2	2	3
CO4	2	3	3	3	1	-	2	1	2	2	2	3
CO5	1	1	2	2	3	2	3	1	2	1	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	2	2	3
CO3	3	2	3
CO4	2	3	3
CO5	2	2	2

11. OLMBA24 - Accounting for Decision Making

Attribute	Details
Course Code & Name	OLMBA24 - ACCOUNTING FOR DECISION MAKING (Core- Major)
Credits	4 Credits
L-T-P-C	3-1-0-4
Course Objectives	• To make students remember and understand accounting decision making. • To give broad overview of Decision making with the help of accounting data. • To familiarize students about the importance of financial information in organizations decision making. • To Provide solutions for the routine problems of realistic business situations.
Course Outcomes	CO1: Examine the business transactions related to financial data. CO2: Relate the decision-making process followed in modern organisations. CO3: Build the Budgetary control techniques. CO4: Fusion financial accounting and management accounting principles. CO5: Derive optimum results with optimum utilization of resources.
SLM Units(Block Patterns)	BLOCK 1: INTRODUCTION TO MANAGEMENT ACCOUNTING (9 Hrs) Management Accounting-Definition, Nature and Scope, Functions, Tools & Techniques. Distinction between Financial Accounting and Management Accounting, and Cost Accounting. Role of Management Accountant in Modern Business World. BLOCK 2: ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS (11 Hrs) Financial Statement Analysis – Meaning, Objectives– Types - Tools or Methods. Problems on Common size financial statements, Trend analysis. Ratio analysis – Liquidity ratios, Profitability ratios and Solvency ratios, implication on decision making. BLOCK 3: STATEMENT OF CHANGES IN FINANCIAL POSITION (10 Hrs) Meaning and concept of Fund – Uses and limitations of Fund Flow Statement. Statement of changes in working capital – Statement of Funds from Operations. Cash flow Statement according to Ind-As-7 (Indirect Method only). BLOCK 4: MARGINAL COSTING AND BREAK-EVEN ANALYSIS (9 Hrs) Marginal costing – Meaning, Features and Relevance. Absorption costing. CVP analysis - Contribution analysis, P/V ratio – Break-even analysis, P/V and Break-even graphs. Standard costing. BLOCK 5: COST ANALYSIS FOR DECISION MAKING (11 Hrs) The role of costs, relevant costs, differential costs, Cost behavior, Managerial Decision making - make or buy, Product mix decisions, Accepting special orders, Decision to shut down or continue operations, Marginal pricing. BLOCK 6: BUDGETARY CONTROL (10 Hrs) Concept of Budget – Budgetary control – The Budgeting process - Types of Budgets - Functional budgets – cash budgets – Sales Budget - master budget, Fixed Vs. Flexible budgets. Zero based budgets.
Reference Books	• Charles T. Horngren, (2020) -Introduction to Management Accounting. • Anthony & Welsh. (2012). Fundamentals of Management Accounting. • Harper (2007). Management Accounting.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	1	-	1	-	1	1	2	2
CO2	2	3	3	2	1	1	2	1	2	2	2	3
CO3	2	3	3	2	1	1	2	2	1	2	2	3
CO4	3	3	3	1	2	-	1	1	1	2	2	3
CO5	2	3	3	2	1	1	1	1	2	3	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	3	2	3

12. OLMBA25 - Production & Operations Management

Attribute	Details
Course Code & Name	OLMBA25 - PRODUCTION & OPERATIONS MANAGEMENT (Core- Minor)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To Develop Expertise in Designing and Managing Production and Operational Systems. • To Acquire Proficiency in Capacity Planning, Scheduling, and Inventory Management. • To Apply Quality Management Strategies and Foster Continuous Improvement. • To Understand the Role of Technology in Transforming Operations Management.
Course Outcomes	CO1: Apply Core Concepts and Principles of Production and Operations Management. CO2: Design and Enhance Production Systems for Optimal Efficiency. CO3: Leverage Tools for Effective Capacity Planning, Scheduling, and Inventory Control. CO4: Implement Effective Quality Management and Foster Ongoing Improvement. CO5: Integrate Technological Advancements into Production and Operations.
SLM Units(Block Patterns)	BLOCK 1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT (8 Hrs) Historical background of Modern Industry; types of Production systems; The role of operations manager; An introduction to production planning and control; Tools for Implementation of Operations;

Attribute	Details
	Manufacturing vs service operations; Recent trends in operations management. BLOCK 2: FACILITY PLANNING AND LAYOUT (8 Hrs) Facilities location decisions; Factors affecting facility location decisions; Facility location models; Facility layout planning; Warehouse operations; Service operations and office operations, types of plant layouts. BLOCK 3: MATERIAL REQUIREMENT PLANNING AND QUALITY MANAGEMENT (8 Hrs) Dependent inventory models; MRP structure; Maintenance Management: preventive maintenance, maintaining system reliability; Quality control concept; Quality circles & Total quality control; Control charts X and R charts, P control charts. BLOCK 4: MATERIAL SOURCING AND PRICING (6 Hrs) Introduction to Material Sourcing; Benefits of Effective Sourcing Decisions; Supplier Scoring and Assessment; Supplier Selection; Material Procurement Process; Pricing and Revenue Management for Multiple Customers; Material sourcing and pricing for Perishable Products.
Reference Books	• Chase, R. B., & Aquilano, N. J. (2021). Operations management (13th ed.). • Adam, E. E., & Erbert, R. J. (2008). Production and operations management. • Krajewski, L. J., & Ritzman, L. P. (2013). Operations management.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	1	1	1	-	1	2	2	2
CO2	2	3	3	2	1	2	2	2	2	3	2	3
CO3	2	3	3	3	1	1	1	1	2	2	2	3
CO4	2	3	3	2	2	2	2	2	2	3	2	3
CO5	2	2	3	3	1	2	2	1	3	3	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	2	3
CO3	3	3	3
CO4	3	2	3
CO5	2	3	3

13. OLMBA26M - Services Marketing, Promotion and Distribution

Attribute	Details
Course Code & Name	OLMBA26M - SERVICES MARKETING, PROMOTION AND DISTRIBUTION (Core- Elective -1)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To equip students with the foundational principles of service marketing. • To cultivate an understanding of customer expectations, perceptions, and service recovery. • To analyze physical evidence and service delivery channels.
Course Outcomes	CO1: Recall and explain key concepts in service marketing, such as service quality, customer experience, service design, and service recovery. CO2: Summarize and explain the main features and characteristics of different types of services and service industries. CO3: Demonstrate proficiency in designing service delivery processes and customer touchpoints. CO4: Analyze the impact of service encounters and customer interactions on overall service experience. CO5: Critically evaluate the success and impact of service marketing initiatives.
SLM Units(Block Patterns)	BLOCK 1: FOUNDATIONS OF SERVICES MARKETING BLOCK 1 : INTRODUCTION TO THE SERVICE ECONOMY: (6Hrs) Introduction to services, Consumer Behaviour in Services. Customer Expectations And Perceptions. Customer Research And Relationships: Understanding Customer Expectations through Marketing Research, Building Customer Relationship. BLOCK 2: SERVICE DESIGN AND STANDARDS (8 Hrs) Service Recovery. Service Development And Design: Customer Defined Service Standards. Physical Evidence and the Servicescape. BLOCK 3: DELIVERING AND PERFORMING SERVICES (7 Hrs) Human Factors in Service Delivery: Employees’ and Customers’ Roles. Channel And Capacity Management: Delivering Service through Intermediaries and Electronic channels, Managing Demand and Capacity. BLOCK 4: MANAGING SERVICE PROMISES (8 Hrs) Integrated Communications And Pricing. Service Quality And Financial Impact: The Financial and Economic Effect of Service, The Integrated Gaps Model of Service Quality.
Reference Books	• Marketing for Hospitality and Tourism – Philip Kotler, John T. Bowen & James C. Makens (2023 Edition) • Tourism Marketing: A Strategic Approach – Metin Kozak & Seyhmus Baloglu (2023 Edition) • Services Marketing: Integrating Customer Focus Across the Firm – Valarie Zeithaml, Mary Jo Bitner, & Dwayne Gremler (2023 Edition)

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	1	1	-	2	1	1	1	2	2
CO2	3	2	2	1	-	-	1	-	2	1	2	2
CO3	2	2	3	2	1	1	2	2	2	3	2	3
CO4	2	3	3	1	1	1	2	1	2	2	2	3
CO5	2	3	3	2	2	-	2	1	2	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	1	2
CO3	3	2	3
CO4	3	1	2
CO5	3	2	3

14. OLMBA26H - Empowering HR with Technology and Trends

Attribute	Details
Course Code & Name	OLMBA26H - EMPOWERING HR WITH TECHNOLOGY AND TRENDS (Core- Elective -1)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To define and explain key concepts of HR analytics. • To understand how HR technology aligns with organizational strategy. • To learn functional HR analytics for diverse HR processes.
Course Outcomes	CO1: Define and explain the key concepts and principles of human resource analytics, including data collection, HR metrics, and workforce planning. CO2: Summarize the steps involved in the human resource analytics process, from data preprocessing to data visualization. CO3: Apply data analysis tools and software to analyze HR data and extract meaningful insights. CO4: Analyze the effectiveness of HR programs and initiatives using HR analytics data. CO5: Evaluate the effectiveness of HR analytics in improving HR decision-making and organizational performance.

Attribute	Details
SLM Units(Block Patterns)	BLOCK 1: FOUNDATIONS OF HR ANALYTICS (8 Hrs) Introduction to HR Analytics: Overview of HR Process, HR as an expense, the analytics and prediction. Strategic Framework for HR Analytics: Strategic Human capital measures, Technology Used, SWOT Analysis of HR analytics. BLOCK 2: EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL ALIGNMENT (8 Hrs) Talent Attraction and Retention. Organizational Alignment Analytics: HR Alignment Inventory. Performance Metrics and Policy Measurement: Predicting future ‘performance’. BLOCK 3: ORGANIZATION WIDE AUDIT AND FUNCTIONAL ANALYTICS (6 Hrs) System and Practice Assessment. Functional HR Analytics: Recruitment, Staffing, Performance, Compensation, Training, Attrition Analytics. The HR Audit Process: Conducting HR Practice Audits, Data Triangulation. BLOCK 4: ADVANCED HR SOLUTIONS AND EVALUATION (7 Hrs) Data-Driven HR Solutions: HR Dashboards, Advanced Data Analytics (Forecasting, Predicting), KPI Catalogue Creation. Program Evaluation and ROI: Applied research for data-driven organization change, Evaluating critical HR initiatives. Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.
Reference Books	• HR Analytics- Understanding Theories and Applications” - Bhattacharya, Dipak Kumar - Sage Texts, India-2017 • Fundamentals of HR Analytics: A Manual on Becoming HR Analytical- Fermin Diez, Mark Bussin, Venessa Lee- Emerald Publishing Limited – 2019 • Compensation Management in a Knowledge-based World” by Richard I. Henderson- 2003

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	1	-	1	1	1	1	2	2
CO2	2	3	2	3	-	-	2	-	1	1	2	2
CO3	1	3	3	3	1	-	2	1	1	2	3	3
CO4	2	3	3	3	1	-	2	1	2	2	2	3
CO5	2	3	3	3	2	1	2	2	2	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	2	3	2
CO3	3	3	2
CO4	3	2	3
CO5	3	3	3

15. OLMBA26F - Strategic Cost Management

Attribute	Details
Course Code & Name	OLMBA26F - STRATEGIC COST MANAGEMENT (Core- Elective -1)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	- To introduce the paradigm shift from traditional cost accounting to strategic cost management. - To provide a comprehensive understanding of advanced costing techniques, including ABC, Value Chain Analysis, and Target Costing. - To equip students with strategic frameworks for performance evaluation. - To explore contemporary cost management philosophies (JIT, TOC).
Course Outcomes	CO1: Differentiate between traditional and strategic cost management and apply Activity-Based Costing (ABC). CO2: Analyze an organization's value chain to identify cost drivers and apply Target Costing and Life Cycle Costing. CO3: Develop and interpret a Balanced Scorecard and analyze the Costs of Quality (COQ). CO4: Evaluate and apply advanced cost control techniques like Just-in-Time (JIT), Theory of Constraints (TOC), and Customer Profitability Analysis (CPA). CO5 : Apply Activity-Based Costing (ABC) and Responsibility Accounting techniques to manage organizational costs and enhance managerial accountability.
SLM Units(Block Patterns)	BLOCK 1: FOUNDATIONS OF STRATEGIC COST MANAGEMENT (8 Hrs) Introduction to Strategic Cost Management: Traditional vs. Strategic; Cost Leadership, Differentiation. Cost Concepts and Behavior Analysis: Cost Classification; Strategic CVP Analysis. Activity-Based Costing (ABC) and Management (ABM): ABC Methodology. BLOCK 2: STRATEGIC COST ANALYSIS TOOLS AND TECHNIQUES (8 Hrs) Value Chain Analysis: Porter's Value Chain; Supplier and Customer Linkage. Target Costing and Life Cycle Costing: Kaizen Costing. Quality and Environmental Cost Management: Total Quality Management (TQM); Costs of Quality (COQ) Framework. BLOCK 3: PERFORMANCE, CONTROL, AND ADVANCED APPLICATIONS: (8 Hrs) Strategic Performance Measurement: The Balanced Scorecard. UNIT 8: Budgeting, Control, and Responsibility Accounting: Flexible Budgets, Transfer Pricing. Advanced Cost Management Concepts: Just-in-Time (JIT), Theory of Constraints (TOC). Contemporary Issues in Cost Management: Customer

Attribute	Details
	Profitability Analysis (CPA). BLOCK 4:VALUE CHAIN ANALYSIS(7 Hrs) Value Chain Analysis. Value Engineering (Present a case study of a company that successfully implemented value engineering.) Business Process Re-engineering , Lean Manufacturing
Reference Books	• Drury, C. (2018). Management and Cost Accounting (10th ed.). Cengage Learning. • Horngren, C. T., Datar, S. M., & Rajan, M. V. (2020). Cost Accounting: A Managerial Emphasis (16th ed.). Pearson. • Kaplan, R. S., & Anderson, S. R. (2019). Advanced Management Accounting: A Strategic Approach (4th ed.). Pearson. • Shank, J. K., & Govindarajan, V. (2020). Strategic Cost Management: The New Tool for Competitive Advantage (3rd ed.).

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	1	-	1	-	1	1	2	2
CO2	2	3	3	2	1	1	2	1	2	2	2	3
CO3	2	3	3	2	2	1	2	2	1	2	2	3
CO4	2	3	3	2	1	1	2	1	2	3	2	3
CO5	3	3	3	3	2	2	2	2	2	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	2	3
CO3	3	2	3
CO4	3	2	3
CO5	3	3	3

16. OLMBA27 - Business Communication

Attribute	Details
Course Code & Name	OLMBA27 - BUSINESS COMMUNICATION (SEC)
Credits	2 Credits
L-T-P-C	2-0-0-2
Course Objectives	- To enable students, learn correct pronunciation, spelling, meaning and usage of English vocabularies. - To give English language skill practice to students to enhance their English proficiency. - To help students to become autonomous and self-directed English language learners.
Course Outcomes	CO1: Learn and master basic communicative English. CO2: Understand and demonstrate the use of basic and advanced proper writing techniques that today's technology demands. CO3: Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.
SLM Units(Block Patterns)	BLOCK 1: ART OF COMMUNICATION (10 Hrs) Receptive Skills, Reading & Speaking Skills - Definition, need and importance, Understanding and demo exercises with activities on reading and speaking skills. BLOCK 2: VOCABULARY BUILDING (10 Hrs) Reading for vocabulary building –synonyms, antonyms, homophones, homonyms, Suffixes, prefixes, collocations, words often confused. LISTENING SKILLS: Barriers for effective listening, Types of Listening - Techniques to improve listening skills. BLOCK 3: PRODUCTIVE SKILLS (10 Hrs) Productive Skills: Writing Skills- Drafting Brochure, Leaflet, Invitations, Reported Speech - Report drafting, Barriers and how to overcome noise. NON- VERBAL COMMUNICATION: Verbal and Non-verbal communication, Summarizing - Speech Writing - Essay Writing, Body Language.
Reference Books	- Sethi, J.Dhamija.P.V. (2005). A Course in Phonetics and Spoken English. - Balasubramanian.T. (2010). A Textbook of English Phonetics for Indian Students. - Yule, George. (2010). The Study of Language.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	-	-	-	1	-	3	1	1	-	2	2
CO2	1	-	1	2	1	-	3	1	1	-	2	2
CO3	1	-	1	-	2	-	3	3	1	1	2	2
CO4	1	-	1	2	1	3	3	1	1	2	2	2
CO5	1	2	-	-	1	-	3	1	1	-	2	2

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	1	1	1
CO2	2	2	1
CO3	2	1	2
CO4	3	2	1
CO5	2	2	1



SEMESTER 3



17. OLMBA31- Innovation & Strategic Management

Attribute	Details
Course Code & Name	OLMBA31 Innovation & Strategic Management
Credits	4
L-T-P-C	4-0-0-4
Course Objectives	- To equip students with the foundational principles of Innovation and strategic management, including orientation toward the industry, the holistic strategic thinking concept, and innovation in general - To cultivate an understanding of organizational life cycles, new product development, and innovative strategies tailored to dynamic corporate conditions. - To analyze and create effective strategies across multiple platforms, like marketing, human resource, Finance, Production management. - To examine the roles of functional level, mid-level, and corporate level management to enhance decision- making related to strategic positioning of an organization.
Course Outcomes	CO1: Analyze core strategic management concepts to formulate customer-centric and sustainable business strategies. CO2: Evaluate strategic positioning approaches to develop strong brand strategies and compelling value propositions. CO3: Design integrated organizational life cycle and strategic models aligned with market dynamics and behavioral factors. CO4: Develop cross-functional strategies across marketing, HR, finance, and production to effectively deliver value and engage target markets. CO5: Critically assess multi-level organizational and supply chain practices to propose innovative solutions that enhance efficiency and value chain performance.
SLM Units(Block Patterns)	BLOCK 1: FUNDAMENTALS OF STRATEGIC MANAGEMENT AND INNOVATION (10 Hrs) Definitions and Concepts: Evolution of strategic management and its management vs. operational management. Innovation Management: Types of innovation: Incremental, disruptive, architectural, and radical innovation. Role of innovation ecosystems and innovation clusters. Class of Decisions and Levels of Strategy: Decision-making under certainty, risk, and uncertainty. Corporate, business, and functional-level strategies. Core Competence: Identifying and nurturing core competencies. BLOCK 2: STRATEGY IMPLEMENTATION AND LEADERSHIP (9 Hrs) Innovation as a Business Strategy: Strategic Frameworks for Innovation: Blue Ocean Strategy: Creating uncontested market spaces. Value Innovation: Delivering exceptional value while reducing costs. Role of technology and R&D in driving business innovation. Steps in Strategy Implementation:. BLOCK 3 : STRATEGY EVALUATION AND CONTROL (11 Hrs) Operational Control Optimizing Processes: Lean Management: Principles and practical applications for waste reduction. Total Quality Management (TQM): Building a culture of continuous improvement. Technological Integration in Control Systems: Role of ERP (Enterprise Resource Planning) systems in operational efficiency. Real-time analytics and IoT for dynamic operational control.

Attribute	Details
	BLOCK 4: STRATEGIC GROWTH, CORPORATE TURNAROUND, AND RESTRUCTURING (10 Hrs) Growth Strategies Expanding Horizons: Franchising models: Opportunities and challenges in global markets. Strategic alliances: Building synergies across industries. Leveraging Technology for Growth: Digital transformation as a driver of scalability and innovation. Stability Strategies Maintaining Competitive Edge: BLOCK 5 : COMPETITIVE STRATEGIES AND GLOBALIZATION (11 Hrs) Role of Technology in Competitive Analysis: Value Chain Analysis Contemporary Approaches: Digital Value Chain: . Porter's Generic Competitive Strategies Traditional Approaches: Cost leadership, differentiation, and focus. Modern Adaptations: Hybrid Strategies: Combining cost efficiency with differentiation. BLOCK 6: CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY (9 Hrs) Corporate Social Responsibility (CSR) CSR Reporting Standards: Comparison of frameworks: GRI, UN SDGs, ISO 26000, and SASB standards. Legal mandates on CSR in India and global practices (e.g., Section 135 of the Indian Companies Act).
Reference Books	- Fred R. David, Forest R. David (2017), Strategic Management: Concepts and Cases (16e), Pearson Education Limited. - Azhar Kazmi & Adela Kazmi (2015), Strategic Management and Business Policy (4e), McGraw Hill Education. - Thompson, Strickland & Gamble (2021), Crafting and Executing Strategy: The Quest for Competitive Advantage (22e), R. M. Srivastava (2016), Strategic Management: Concepts, Skills and Practices, PHI Learning Private Limited, New Delhi. - Jay B. Barney & William S. Hesterly (2018), Strategic Management and Competitive Advantage: Concepts (6e), Pearson Education.

CO–PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	1	-	2	1	2	1	3	2
CO2	2	3	2	3	1	-	2	1	2	2	3	3
CO3	2	3	3	2	2	-	2	2	2	2	3	3
CO4	2	2	3	2	2	1	2	1	3	3	2	3
CO5	3	3	2	3	1	1	2	2	2	2	3	3

CO–PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	2	3	2
CO3	3	3	2
CO4	3	2	3
CO5	3	3	2

18. OLMBA32 - OPERATIONS RESEARCH

Attribute	Details
Course Code & Name	OLMBA32 - OPERATIONS RESEARCH
Credits	4
L-T-P-C	4-0-0-4
Course Objectives	- To Remember various concepts Operation Research - To Understand mathematical models used in Operation Research - To Understand concepts that can be applied in real business situations - To Apply Operation Research on new business operations like e-commerce and on line supply chain companies - To Analyze the challenges these organizations are facing currently
Course Outcomes	CO1: Explain fundamental concepts and techniques of Operations Research for managerial decision-making. CO2: Apply linear programming methods and optimization solvers to analyze problems and interpret actionable solutions. CO3: Solve transportation and assignment problems using appropriate quantitative and optimization techniques. CO4: Develop and apply mathematical models, including integer programming and network models, to address complex operational problems. CO5: Evaluate the effectiveness of solution methods for cost optimization in logistics and resource allocation scenarios..
SLM Units(Block Patterns)	BLOCK 1: INTRODUCTION TO OPERATIONS RESEARCH (11 Hrs) Introduction to OR, Basic concepts of OR, origins from World War II military operations to modern day business applications. Definitions, Optimization, Techniques of OR, how OR addresses problems through systematic analysis and mathematical modelling. Models of OR, Advantages, Classifications, Phases of OR, Applications and Limitations of OR BLOCK 2: LINEAR PROGRAMMING (9 Hrs) Concept of Linear Programming and formulation of L.P. models, Used in resource allocation, logistics, production scheduling, finance, HR planning, and marketing campaigns. Business Cases in L.P, Modeling, Graphical Technique, problems, Simplex Algorithm and interpretation of final results, Duality Problems. Practical cases: Production Optimization, Media Planning, Transportation Problems, Blending Problems. BLOCK3:TRANSPORTATION AND ASSIGNMENT (11 Hrs) Analysis of transportation problems, Applications: Logistics, warehousing, supply chain distribution, cargo planning. Basic feasible solutions, Problems in West Cornder method, Problems in Least Cost Method, Problems Vogel's Approximation method, Problems in Modi Method, Solution to Problems, Assignment Problems, Assignment Method, Maximization Assignment Problems, Unbalanced Transportation Problems, Travelling Salesman Project, Find the shortest closed path visiting each node once.

	BLOCK 4: NETWORK ANALYSIS (9 Hrs) Network construction, Project Management Technique for visualizing task dependencies and sequencing. Critical Path Method, Program Evaluation & Review Technique (PERT), CPM – Problems, PERT – Problems, PERT/CPM – Cost consideration, Time –Cost Optimization. BLOCK 5: GAME & DECISION THEORY (11 Hrs) Introduction & Assumptions in a game, Pay-off matrix and types of games, Pure strategy games, Games without saddle points - Introduction, Types of decision Making, Decision making under certainty, Decision making under uncertainty, Decision making under risk (EMV, EOL, EVPI), Business problems in decision making. BLOCK 6: REPLACEMENT DECISIONS & SIMULATION (9 Hrs) Replacement of items that deteriorates with time (Case I), Replacement of items that deteriorates with time (Case II), Optimum replacement policy, Replacement of items that fails suddenly, Determine the optimal time to replace the item before it becomes uneconomical. Types of simulation, Monte-Carlo method, Random number generation, Business cases in replacement decisions and Business applications of simulation models.
Reference Books	• Hillier, F. S., & Lieberman, G. J. (2024). <i>Introduction to operations research</i> (12th ed.). McGraw- Hill Education. • Ravindran, R. (2015). <i>Operations research and management science</i>. Himalaya Publishing House. • Panneerselvam, R. (2003). <i>Operations research</i>. New Delhi: Prentice-Hall of India. • Rama Murthy, P. (2018). <i>Operations research</i>. New Delhi: New Age International Publishers • Barron, E. N. (2024). <i>Game theory: An introduction</i> (3rd ed.). Wiley.

CO–PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	1	-	2	1	2	1	3	2
CO2	2	3	2	3	1	-	2	1	2	2	3	3
CO3	3	2	3	2	2	-	1	2	2	3	3	3
CO4	2	2	3	2	2	1	2	1	3	3	2	3
CO5	3	3	2	3	1	1	2	2	2	2	3	3

CO–PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	2	2	3
CO3	3	3	2
CO4	3	2	3

CO5	3	3	2
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19. OLMBA33 MANAGEMENT INFORMATION SYSTEM AND ANALYTICS

Attribute	Details
Course Code & Name	OLMBA33 MANAGEMENT INFORMATION SYSTEM AND ANALYTICS
Credits	4
L-T-P-C	4-0-0-4
Course Objectives	- To develop understanding of major information systems, including TPS, DSS, and ERP. - To provide knowledge of E-Commerce and M-Commerce models, payment systems, and security issues. - To equip students with data analytics skills using tools such as Excel, Tableau, Python, and R. - To build competency in IT governance, cybersecurity risk management, and regulatory compliance. - To promote application of emerging technologies like AI, Blockchain, IoT, and Cloud Computing in business contexts.
Course Outcomes	CO1: Explain fundamental concepts and emerging trends in Information Technology. CO2: Analyze the role of MIS in strategic decision-making and organizational performance. CO3: Evaluate the impact of TPS, DSS, and ERP systems on business efficiency. CO4: Apply E-Commerce and M-Commerce models, digital payments, and security frameworks in practice. CO5: Develop data-driven strategies using analytics while considering ethical implications.
	BLOCK 1: INTRODUCTION TO INFORMATION TECHNOLOGY (11 Hrs) Fundamentals of Information (Concepts, Types and Classification of Information) Evolution of Information Technology (Historical Overview, Present Landscape, & Future Trends) Applications and Utility (Information Technology in Various Domains) Impact of IT on Business (Operations and Strategy) Emerging Trends in Information Technology (AI, IoT, Blockchain, Cloud Computing) BLOCK 2: INFORMATION SYSTEMS AND STRATEGIC MANAGEMENT (9 Hrs) Overview of Information Systems and MIS (Nature and Functions) Key Characteristics and Frameworks for Management Information Systems - Organizational and Control Issues in MIS Implementation -- Strategic Role and Utilization of Information Systems -- Competitive Advantage through Information Systems -- Planning and Growth Cycles in Information Systems -- Techniques for Information Systems Planning (Strategic Grid, Value Chain)--Critical Success Factors -- Risks and Mitigation Strategies in Information Systems.

	BLOCK3: INFORMATION SYSTEMS FOR MANAGEMENT AND OPERATIONS (11 Hrs) Role of Information Systems Across Organizational Levels -- Types of Information Systems: (Transaction Processing Systems, Decision Support Systems and more, Operational and Management Support Systems) -- Advanced Systems -Overview of Enterprise Resource Planning (ERP)(Modules and Vendors) -- Success and Failure Factors of MIS Implementation, Information System Resources (Hardware, Software, DBMS, and Communication Systems) Internet and Office Automation Tool BLOCK 4: E-COMMERCE AND M-COMMERCE (9 Hrs) Building Infrastructure for E-Commerce -- Communication Networks Supporting E-Commerce, Payment Systems(Traditional and Emerging Trends) E-Commerce's Impact on Business Models and Operations -- E-Commerce in the Indian Business Context -- Business Models (B2B, B2C, C2C, and Beyond) BLOCK 5: DATA ANALYTICS AND DECISION-MAKING (10 Hrs) Introduction to Data Analytic (Concepts and Applications) Types of Analytics (Descriptive, Predictive, and Prescriptive) Tools and Techniques for Data Analysis (Overview of Excel, Tableau, Python, R) Big Data and Its Impact on Decision-Making -- Data-Driven Strategies in Business Operations and Marketing ,Business Intelligence -- Visualization Techniques for Data Presentation -- Ethical Considerations and Data Privacy Issues. BLOCK 6: IT GOVERNANCE AND CYBER SECURITY (10 Hrs) IT Governance Frameworks(COBIT, ITIL, ISO 27001) IT Risk Management and Policy Development -- Fundamentals of Cyber security(Threats, Vulnerabilities, and Attack Vectors) Cybersecurity Technologies (Firewalls, Encryption, Intrusion Detection Systems) Legal and Regulatory Aspects of Cyber security -- Cyber security in E-Commerce and Cloud Computing -- Incident Management and Response Planning
Reference Books	• Sanjay Saxena.(2001). A first Course in Computer. (First edition)Vikas Publishing house. • Sanjay Saxena.(2000). MS Office. Vikas Publishing House. (first edition) • Efraim Turban (2021) : Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability (first edition) • Kenneth C. Laudon (2020) ; Management Information Systems: Managing the Digital Firm

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	1	-	2	1	2	1	3	2
CO2	2	2	1	3	1	-	2	1	2	1	3	2
CO3	3	2	3	2	2	-	1	2	2	1	3	3
CO4	2	2	1	2	2	1	2	1	3	3	2	3
CO5	3	3	2	3	1	1	2	2	2	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	2	3	1
CO2	2	2	3
CO3	1	3	2
CO4	1	2	3
CO5	1	3	2

20. OLMBA34H - STRATEGIC HUMAN RESOURCE MANAGEMENT

Attribute	Details
Course Code & Name	OLMBA34H - STRATEGIC HUMAN RESOURCE MANAGEMENT (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	•To Understand how SHRM contributes to informed decision-making by providing timely and relevant information to leaders and managers. •To Learn to Apply various strategic human resource management decisions in real life situations •To Analyze the impact of SHRM on organization performance •To Develop skills to design HR strategies aligned with business objectives. •To Explore global trends and practices in strategic HRM.
Course Outcomes	CO1: To understand and demonstrate SHRM theories, models, and practices and how they align HR functions with organizational strategies. CO2: To gain insights into managing organizational change and fostering a culture of innovation through effective HR strategies. CO3: To apply and develop the ability to integrate HR practices with business strategies to enhance organizational performance and achieve competitive advantage CO4: To analyze the challenges and strategies of managing human resources in global and multicultural environments.

Attribute	Details
	CO5: To interpret strategies to improve employee engagement, retention, and overall performance in alignment with business objectives.
SLM Units (Block pattern)	BLOCK 1 INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT (10 Hrs) Definition, scope, and importance of SHRM. Difference between traditional HRM and SHRM. Role of SHRM in achieving organizational goals. Evolution of HRM to SHRM. BLOCK 2: STRATEGIC HR AND WORKFORCE PLANNING (11 Hrs) Definition and importance in achieving business objectives. Aligning HR strategy with organizational strategy. Environmental scanning and forecasting workforce needs. Managing change through strategic HR initiatives BLOCK 3-FORMULATION OF HR STRATEGIES AND IMPLEMENTATION (12 Hrs) HR Strategy Formulation Process Steps in Formulating HR Strategy: Environmental scanning (internal and external analysis), implementing HR Strategies, Key Components of Implementation: Translating strategy into action plans, Change management and communication strategies, Resource allocation and policy development, Challenges in Implementation: Common barriers Monitoring and Evaluating HR Strategies, Measuring Success: Metrics for evaluating HR strategies BLOCK 4 – TALLENT ACQUISITION AND MANAGEMENT (12 Hrs) Definition and Importance, Differences between Talent Acquisition vs. Recruitment, The role of SHRM in Talent Acquisition and Management, Current trends and challenges, Talent gaps and succession planning, Employer Branding, Sourcing Strategies: Internal vs. External sourcing Innovative tools (e.g., LinkedIn, AI-powered tools) Data-Driven Recruitment Metrics for success (Time-to-hire, Quality of hire), Separation Management- Meaning, Types of separation, process of Separation Management
Reference Books	• Strategic Human Resource Management, Ananda Das Gupta, 1st edition, 25 march, 2020 https://doi.org/10.4324/9780429327728 • Human Resource Management: Functions, Applications, and Skill Development: Robert N. Lussier John R. Hendon-5TH Edition 2024 • Human Resource Management: A Transformative Approach: Cam Caldwell, PhD, Verl Anderson, PhD-2019

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	-	1	2	1	-	2	1	2	2
CO2	2	3	3	1	-	-	2	-	1	2	1	2
CO3	2	3	3	1	-	-	1	-	2	2	2	2

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO4	2	2	3	3	1	1	3	2	2	2	2	2
CO5	2	3	3	2	-	1	1	1	2	2	2	2

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	1	3
CO3	3	1	2
CO4	3	3	2
CO5	3	2	3

21. OLMBA35H EMPLOYEE RELATIONS AND LABOUR LEGISLATIONS

Attribute	Details
Course Code & Name	OLMBA35H EMPLOYEE RELATIONS AND LABOUR LEGISLATIONS
Credits	3
L-T-P-C	3-0-0-3
Course Objectives	•To provide a comprehensive understanding of industrial relations and their importance in maintaining workplace harmony. •To familiarize students with key labor legislations in India and their practical implications for employees and employers. •To develop the ability to analyze and resolve workplace conflicts, focusing on collective bargaining and negotiation strategies. •To explore contemporary issues in employee relations, including global workforce trends, employee wellness, and stress management
Course Outcomes	CO1: To Know on the concepts of employee relations and industrial peace and harmony. CO2: To Apply the concepts of grievance handling, resolution, disputes, settlement and conflicts in organizations CO 3: To develop better understanding of the prevailing laws and government policies regarding labor. CO 4: Apply labour legislation principles to resolve workplace disputes and ensure legal compliance. CO5: Analyze the role of trade unions, collective bargaining, and grievance handling in industrial relations.
SLM Units (Block pattern)	BLOCK 1 EMPLOYEE RELATIONS AND CONTEMPORARY ISSUES IN EMPLOYEE RELATIONS (12 Hrs) Overview: Concept and importance of Employee relations, Comparison between

	Industrial relations (IR) and Employee relations (ER), Paradigm shift from IR to ER, Trends in employee relations management, Understanding IR – ER shift in industrial set up and current trends. The role of ER manager, The future of employee relations, Characteristics of industrial employees in the modern organizations. Employee relations during crises – Recession, Employee Wellness understanding, global workforce emerging issues – world view study. BLOCK 2: COLLECTIVE BARGAINING AND NEGOTIATION (12 Hrs) Conflict and Negotiations, form of negotiation, Situations requiring negotiation, Integrative and distributive negotiation strategies, the basic negotiation process-strengthening collective bargaining, Phases of Collective Bargaining, Collective Bargaining Advantages, Employee counselling methods principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, , Case study on collective bargaining and industrial negotiations. BLOCK 3: EVOLUTION OF LABOUR LEGISLATION IN INDIA (11 Hrs) History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes. Code of Discipline Concept and steps of Grievance, Need for a Grievance Redressal procedure, Employee Grievance handling procedure, Model of Grievance redressal Procedure , Legislative aspects of the grievance redressal procedure in India, Industrial Employment (SO) Act, 1946. BLOCK 4:TRENDS IN EMPLOYEE RELATIONS (ER) MANAGEMENT (10 Hrs) Employer responsibility to create harassment free work place, stress free environment in work place, Introduction, Careerism, Stress and Employee wellness in organization, organizational Justice, organizational Misconduct, Employee relations during crises – Recession, workers participation in Management practices in other countries
Reference Books	• Srivastava S.C,(2006).Industrial Relations and Labour Laws, Vikas Publishing House. • Singh B.(2000).Industrial Relations and Labour Law- Excel Books publishing. • Sarma A.M,(2014).Industrial Jurisprudence and Labour Legislation, 5th edn - Himalaya Publishing House. • Kapoor N.D,(2003). Hand Book of Industrial Law - Sultan Chand and Sons, New Delhi publisher.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	-	1	-	1	1	2	2
CO2	2	3	3	1	2	-	1	1	2	2	2	2
CO3	2	3	3	2	-	-	1	1	1	2	2	3
CO4	2	3	3	1	1	-	1	-	1	2	2	2
CO5	2	2	2	2	3	3	2	1	3	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	2	2	3

22. OLMBA36H MINOR HUMAN RESOURCE MANAGEMENT – COMPENSATION MANAGEMENT

Attribute	Details
Course Code & Name	OLMBA36H - COMPENSATION MANAGEMENT
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To understand compensation concepts, philosophies, and system design. • To design competitive and equitable pay structures aligned with organizational strategy. • To analyze performance-based compensation, including incentives and total rewards. • To examine employee benefits, non-monetary rewards, and global compensation practices. • To evaluate pay equity, ethics, HR technology, and emerging compensation trends.
Course Outcomes	CO1: Explain fundamental concepts and strategic principles of compensation management. CO2: Design equitable pay structures and incentive systems using market and internal

	data. CO3: Analyse performance-based compensation and total rewards frameworks. CO4 : Evaluate employee benefits and global compensation practices for motivation and retention. CO5: Assess contemporary compensation issues including pay equity, ethics, HRIS, and emerging trends.
SLM Units (Block pattern)	BLOCK 1: Introduction to Compensation Management (12 Hrs) Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches BLOCK 2: Designing Compensation Systems Pay Structures (12 Hrs) Designing pay levels, grades, and ranges. Market Competitiveness: Conducting and using salary surveys. Pay-for-Performance: Merit pay. Incentives and bonuses. Executive Compensation: Components, trends, and issues in executive pay. Global Compensation: Managing compensation in multinational corporations. BLOCK 3: Performance-Based Compensation (10 Hrs) Performance Management Systems: Aligning performance with compensation. 15 25 Incentive Plans: Types of incentives (individual, team, and organizational), and their effectiveness. 3 Employee Benefits and Services: Types of benefits, administration, and impact on employee satisfaction. 15 25 Non-Monetary Compensation: programs, career development opportunities, and work-life balance initiatives. Recognition 4 Total Rewards: Integrating compensation and benefits to enhance employee motivation and retention. BLOCK 4: Contemporary Issues and Future Trends in Compensation (11 Hrs) Technology in Compensation Management: Use of HRIS and other software in managing compensation. Ethics and Fairness in Compensation: Ensuring equitable pay practices and transparency. Pay Equity: Addressing gender and diversity pay gaps. Trends in Compensation: Gig economy, flexible working arrangements, and their impact on compensation.
Reference Books	• Dipak Kumar Bhattacharya, Compensation Management , Oxford University Press , 2014 • Richard.I. Henderson: Compensation Management In A Knowledge Based World - Prentice-Hall, 2012, 9th Ed • Milkovich & Newman, Compensation, Tata McGraw –Hill, New Delhi, 2015

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-	1	-	1	-	1	1	2	2
CO2	2	3	3	1	2	-	1	1	2	2	2	2
CO3	2	3	3	2	-	-	1	1	1	2	2	3
CO4	2	3	3	1	1	-	1	-	1	2	2	2
CO5	2	2	2	2	3	3	2	1	3	2	2	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	1
CO2	3	2	3
CO3	3	2	3
CO4	3	1	2
CO5	2	2	3

23. OLMBA34F STRATEGIC FINANCIAL MANAGEMENT

Attribute	Details
Course Code & Name	OLMBA34F STRATEGIC FINANCIAL MANAGEMENT
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	- To Learn different methods to achieve various aims. - To illustrate how SFM contributes to informed decision-making. - To apply concepts in real financial situations. - To Analyze data that supports growth in a faster way - To Evaluate all available options. - To manage and minimize risk using Strategic models and methods.
Course Outcomes	CO 1: To illustrate the concept of SFM and its importance in organizational growth and success. CO 2: To define strategic financial management practices with the overall strategic objectives. CO 3: To Apply the SFM skills in uncertain situations of the organization in the area of decision making. CO 4: To make judgements in capital Budgeting and risk analysis. CO 5: To Apply the models and Methods Suitable for facing future changes and challenges.
	BLOCK1:FINANCIAL STRATEGY AND PLANNING (12 Hrs)

SLM Units (Block pattern)	Definition, characteristics, scope and importance of strategic financial management, constraints to strategic financial management, financial forecasting, techniques, financial planning process, decision-making and problem- solving process. Agency theory, agency costs, constituents and criticism of agency theory BLOCK2: EVALUATION OF RISKY PROPOSALS FOR INVESTMENT DECISIONS (12 Hrs) Evaluation of Risky Proposals for Investment Decisions (Theory), Decision tree analysis BLOCK3: LEASING DECISIONS (10 Hrs) Leasing decisions (Theory) lease financing (Theory) Evaluation of lease vs Buy options BLOCK4: SECURITIZATION- CONCEPT, PRINCIPLES OF SECURITIZATION, MECHANISM AND PROBLEMS OF SECURITIZATION. (11 Hrs) Securitization- Concept, Principles of Securitization (Theory) - Mechanism and Problems of Securitization.(Theory)
Reference Books	• Khan, M. Y., & Jain, P. K. (2011). <i>Financial management: Text, problems and cases</i> (6th ed.). Tata McGraw-Hill Education • Chandra, P. (2011). <i>Financial management: Theory and practice</i> (8th ed.). McGraw-Hill Education (India) Pvt. Ltd. • Sofat, R., & Hiro, P. (2015). <i>Strategic financial management</i> (2nd ed.). Prentice Hall India Pvt. Ltd. • Sheridan, J. F., & Keown, A. J. (2018). <i>Financial management: Principles and applications</i> (13th ed.). Pearson Education Ltd. • Wiley. (2023). <i>Wiley CMA exam review 2023 study guide part 2: Strategic financial management</i> (1st ed.). Wiley.

24. OLMBA35F - ADVANCE FINANCIAL MANAGEMENT

Attribute	Details
Course Code & Name	OLMBA35F ADVANCE FINANCIAL MANAGEMENT
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To remember various advanced financial management concepts and theories • To understand the implications of financial decision on the growth of an organization • To apply techniques of financial management • To analyze various results of financial investment and implications

	- To evaluate various financial reports - To teach students to create and have a first-hand knowledge and expertise in handling the various aspects of finance in an organization
Course Outcomes:	CO1: Understand the fundamentals of financial management and its various aspects. CO2: Apply concepts of dividend policy and capital structure in financial planning. CO3: Analyse mergers and acquisitions for effective financial decision-making. CO4: Solve practical problems using time value of money and leverage calculations. CO5: Understand long-term financing and venture capital processes for business growth.
SLM Units (Block pattern)	BLOCK 1: TIME VALUE OF MONEY (12 Hrs) Meaning, Concept & Definitions, Reasons for the time value (Case Study Analysis – Use real-world examples like savings accounts or investment opportunities to illustrate why money is worth more today than tomorrow.), Methods of calculating the Time value of Money, Compounding and Discounting, Present Value and Future Value. Annuities. BLOCK 2: DIVIDEND POLICIES (12 Hrs) Meaning, Concept of Dividend and Dividend Policy. Factors affecting Dividend Policy (Group Discussion – Divide students into groups to discuss various factors that affect dividend policy). Dividend Models - MM Model. Walters Model. Gordons Model (Including practical cases). BLOCK 3 : CAPITAL STRUCTURE (11 Hrs) Meaning and Importance, Theories of Capital Structure (Provide a detailed explanation of each theory, emphasizing their assumptions and real-world applications.). Net Income (NI) Approach. Net Operating Income (NOI) Approach. Traditional Approach. Miller and Modigliani Approach (MM). Practical Problems Block 4: MERGERS AND ACQUISITIONS (10 Hrs) Meaning and Concept, Advantages and Reasons for Mergers and Acquisitions. Types of Merges and Acquisitions Determination of goodwill and cost of control.
Reference Books	- Prasanna Chandra (2024). Financial Management. McGraw Hill Education. - I M Pandey (2020). Financial Management. McGraw Hill Education. - Sehgal & Haley (2022). Introduction to Financial Management. Tata McGraw Hill Education.

	- James C. Van Horne & John M. Wachowicz (2019). Fundamentals of Financial Management (14th Edition). Pearson Education. - Hampton, J. (2022). Financial Management: Creating Value in a Dynamic World (7th Edition). Pearson Education
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25. OLMBA36F - FINTECH MANAGEMENT

Attribute	Details
Course Code & Name	OLMBA36F - FINTECH MANAGEMENT
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	- To understand the foundational principles of FinTech, including its evolution, ecosystem, and disruption of traditional financial services. - To examine innovative technologies such as block chain, AI, and Big Data and their applications in financial services. - To analyze FinTech business models, success factors, and responses from traditional players.
Course Outcomes	CO1: Critically analyze the FinTech ecosystem and its technological and market dynamics. CO2: Design FinTech innovation strategies and business models for startups and incumbent players. CO3: Apply knowledge of regulation and compliance to develop sustainable FinTech solutions. CO4: Assess the role of customer-centric innovation and digital transformation in financial services. CO5: Forecast future trends in FinTech and propose strategies for value creation.
SLM Units (Block pattern)	BLOCK 1 : INTRODUCTION TO FINTECH Definition and Historical Evolution of FinTech Overview of FinTech Technologies: AI, Blockchain, Big Data, and IoT, Differences Between Traditional Financial Services and FinTech Startups, Impact of the Financial Crisis on FinTech Growth. Concept of “Disintermediation” in Financial Services BLOCK 2: FINTECH ECOSYSTEM The Structure of the FinTech Ecosystem: Startups, Regulators, Financial Institutions, Core Attributes: Talent, Policy, Capital, Demand, and Solutions.

	Role of Governments and Regulators in Promoting FinTech (<i>e.g., Sandboxes</i>). Overview of Regional Ecosystems: US, UK, Singapore, China, Collaboration Models: FinTechs vs. Incumbents BLOCK 3: BUSINESS MODELS AND INNOVATION IN FINTECH Introduction to FinTech Business Models: Crowdfunding, Robo-Advisors, P2P Lending, Components of a Business Model Canvas for Fintech, Insurtech: How Technology is Transforming Insurance (<i>e.g., Usage-Based Insurance</i>), The Role of Big Data and AI in Predictive Analytics, Identifying Success Factors for FinTech Innovations BLOCK 4: REGULATIONS AND ETHICS IN FINTECH Global Regulatory Frameworks: US, UK, EU, and Asia, AML (Anti-Money Laundering) and KYC (Know Your Customer) Compliance, Data Privacy Regulations (<i>e.g., GDPR</i>) and FinTech's Role, Ethical Implications: Consumer Trust, Transparency, and Cybersecurity, Impact of Regulation on Innovation and Growth
Reference Books	• Nicoletti, B. (2017). The future of FinTech: Integrating finance and technology in financial services. Palgrave Macmillan. • Chishti, S., & Barberis, J. (2020). The FINTECH Book: The financial technology handbook for investors, entrepreneurs, and visionaries. Wiley. • Tapscott, D., & Tapscott, A. (2021). Blockchain revolution: How the technology behind bitcoin is changing money, business, and the world. Portfolio. • Tanda, A., & Schena, C. M. (2019). FinTech, BigTech, and banks: Digitalisation and its impact on banking business models. Palgrave Macmillan. • Puschmann, T. (2017). Digital finance and FinTech: Current research and future research directions. Business & Information Systems Engineering, 59(1),

26. OLMBA34M - Digital Marketing (Core- Major)

Attribute	Details
Course Code & Name	OLMBA34M - Digital Marketing (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To Understand the Fundamentals of Digital Marketing • To Develop Expertise in Website Development & SEO • To Master Social Media and Influencer Marketing Strategies • To Gain Proficiency in Performance Marketing & Paid Advertising

Attribute	Details
	To Explore Content, Video, and Mobile Marketing Techniques
Course Outcomes	CO1: Understand the Foundations of Digital Marketing CO2: Develop SEO & Website Optimization Skills CO3: Design and Execute Social Media Marketing Strategies CO4: Master Paid Advertising and Performance Marketing CO5: Utilize Content, Video & Mobile Marketing Techniques
SLM Units (Block pattern)	BLOCK 1: INTRODUCTION TO DIGITAL MARKETING & STRATEGY (10 Hrs) Evolution & Scope of Digital Marketing, Traditional vs. Digital Marketing, Consumer Behavior in the Digital Age, Digital Marketing Funnel, Key Performance Indicators (KPIs) & Metrics, AI & Automation in Digital Marketing, Digital Marketing Ethics & Data Privacy. BLOCK 2: WEBSITE DEVELOPMENT & SEARCH ENGINE OPTIMIZATION (11Hrs) Website Planning & Wireframing, UX/UI Design Principles, CMS Platforms (WordPress, Shopify), Basics of Search Engine Optimization (SEO), On-Page & Off-Page SEO Techniques Local SEO & Google My Business Optimization. Storytelling in Digital Marketing Blog & Article Writing for SEO Video Marketing (YouTube, Instagram Reels, TikTok) Mobile Marketing (SMS, In-App Ads, Push Notifications) Podcast & Webinar Marketing BLOCK 3: SOCIAL MEDIA MARKETING (SMM) & INFLUENCER MARKETING (11 Hrs) Social Media Strategy (Facebook, Instagram, LinkedIn, Twitter, TikTok) Paid vs. Organic Social Media Campaigns Community Building & Engagement Influencer Marketing & UGC (User Generated Content) Crisis Management in Social Media. BLOCK 4: PERFORMANCE MARKETING – PPC, SEM & EMAIL MARKETING (13 Hrs) Pay-Per-Click (PPC) fundamentals, Search Engine Marketing (SEM), Google Ads network, Campaign structuring and bidding strategies, Display and retargeting ads, Email marketing strategy, Automation and drip campaigns, A/B testing and optimization. Web Analytics (Google Analytics, Heatmaps), AI & Machine Learning in Marketing Predictive Analytics & Customer Insights, Chatbots & Conversational Marketing Growth Hacking Techniques.
Reference Books	- Ryan, D., & Jones, C. (2016). Understanding digital marketing: Marketing strategies for engaging the digital generation (4th ed.). Kogan Page. - Carter, B., Brooks, G., Catalano, F., & Smith, B. (2010). Digital marketing for dummies. John Wiley & Sons. - Ahuja, V. (2015). Digital marketing. Oxford University Press. - Gay, R., Charlesworth, A., & Esen, R. (2007). Online marketing: A customer-led approach. Oxford University Press. - Priluck, R. (2019). Social media and mobile marketing strategy. Oxford University Press. - Gupta, S. (2018). Driving digital strategy: A guide to reimagining your business. Harvard Business Review Press.

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	1	1	2	1	2	2	2	2
CO2	2	3	2	3	-	-	2	2	1	2	3	3

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO3	3	2	3	3	2	1	3	2	2	3	2	3
CO4	2	3	3	3	1	-	2	1	2	2	3	3
CO5	3	2	3	3	1	-	3	2	2	3	2	3
CO6	2	3	3	3	2	-	2	1	2	3	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	3	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	2
CO5	3	3	3
CO6	2	3	3

27. OLMBA35M - Consumer Behavior and Marketing Research

Attribute	Details
Course Code & Name	OLMBA35M - Consumer Behavior and Marketing Research (Core- Minor)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To introduce the key psychological, social, and cultural drivers of consumer behavior. • To analyze the consumer decision-making process using real-world applications. • To apply perception, motivation, learning, and attitude theories to marketing strategy and brand positioning. • To examine the impact of digital platforms and e-commerce on consumer choices and engagement. • To understand the influence of culture, social class, and reference groups on buying behavior. • To emphasize ethical consumer research, data privacy, and responsible marketing practices
Course Outcomes	CO1: Analyse consumer decision-making and psychological influences. CO2: Understand consumer motives, personality, and cognition. CO3: Analyse perception, learning, memory, and attitudes in marketing.

Attribute	Details
	CO4: Get Deeper insights to social, cultural, and digital influences on consumer behaviour. CO5: Design and conduct ethical marketing research using traditional and AI methods.
SLM Units (Block pattern)	BLOCK 1: FOUNDATIONS OF CONSUMER BEHAVIOR IN THE DIGITAL ERA (10 Hrs) Introduction to Consumer Behavior - “What’s in Your Cart?”. The Consumer Decision-Making Process: Rational vs. Emotional Buying, Fast vs. Slow Thinking (Daniel Kahneman’s Theory) - “Rational vs. Emotional Shopping Showdown”. Psychological Influences on Consumer Behavior (Perception, Learning, Motivation, Attitudes). Behavioral Economics & Heuristics: Nudge Theory & Choice Architecture, Loss Aversion & Endowment Effect. Consumer Personality and Lifestyle (Big Five Personality Traits, VALS Model). Influence of Culture and Subculture on Buying Behavior. BLOCK 2: CONSUMER MOTIVATION, PERSONALITY AND CONSUMER BEHAVIOR (12 Hrs) Arousal of Motives: Physiological Arousal, Emotional Arousal, Cognitive Arousal. Maslow’s Hierarchy of Needs. A Trio of Needs: Power, Affiliation, Achievement. Measurement of Motives: Self-Reported Measures of Motives & Qualitative Measures. Qualitative Measures of Motives: Metaphor Analysis, Storytelling, Word Association and Sentence Completion, Thematic Apperception Test, Drawing pictures and Photo Sorts. Theories of Personality: Freudian Theory, Neo-Freudian Personality Theory and Trait Theory. Cognitive Personality Factors: Need for Cognition & Visualizers versus Verbalizers. Consumer Ethnocentrism: Antecedents and Consequences. Cosmopolitanism, Anthropomorphism, Brand Personification. BLOCK 3: CONSUMER PERCEPTION, LEARNING AND ATTITUDE (12 Hrs) Sensory Dynamics of Perception: Sensation, The Absolute Threshold, Differential Threshold and Subliminal Perception. Elements of Perception: Perceptual selection, Perceptual Organisation, Perceptual Interpretation. Perceived Risk: Types of Perceived Risk & How Consumers Handle Risk. Element of Consumer Learning: Motivation, Cues, Response, Reinforcement. Behavioural Learning : Classical Conditioning, Instrumental Conditioning, Modeling or Observational Learning. Information Processing: Sensory Store, Short-Term Store, Long Term Store, Rehearsal and Encoding, Retention, Retrieval. Tricomponent attitude model: Cognitive, Affective and Conative Stage. Ideal Point Model. Cognitive Dissonance Theory, Attribution Theory, Self Perception Theory, Foot In The Door Technique. BLOCK 4: CONSUMER PSYCHOLOGY OF INFLUENCE (11 Hrs) Social Influences: Reference Groups, Family, and Social Class. Digital Consumer Behavior and Online Decision-Making - E-Commerce UX Audit. Cultural & Social Influences on Consumer Behavior: Influence of Subcultures & Reference Groups, Social Identity & Brand Attachment. Interdisciplinary Research Issues in Consumer Behavior: cognitive psychology, clinical psychology, behavioural economics, social psychology, sociology, semiotics and literary criticism, computer science and anthropology.
Reference Books	• Consumer Behaviour – Leon G. Schiffman, Joseph Wisenblit & Leslie Lazar Kanuk (Pearson) • Consumer Behavior: Buying, Having, and Being – Michael R. Solomon (Pearson) • Consumer Behavior: A Strategic Approach – Henry Assael (Cengage Learning) • Consumer Behavior: Building Marketing Strategy – Del I. Hawkins & David Mothersbaugh • Consumer Behavior and Marketing Strategy – J. Paul Peter & Jerry C. Olson • Consumer Psychology – Cathrine Jansson-Boyd • Marketing Research – Naresh K. Malhotra & David F. Birks (Pearson) • Essentials of Marketing Research – William G. Zikmund, Barry J. Babin, Jon C. Carr & Mitch Griffin

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
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CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1	1	-	2	1	2	2	2	2
CO2	3	2	2	1	1	-	1	1	2	1	2	2
CO3	3	3	2	1	1	-	2	1	2	2	2	2
CO4	2	2	2	2	2	1	2	2	3	2	2	3
CO5	2	3	3	3	3	1	3	2	2	3	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	1	2
CO2	3	1	2
CO3	3	1	2
CO4	3	2	2
CO5	3	3	3

28. OLMBA36M - Social Media Marketing

Attribute	Details
Course Code & Name	OLMBA36M - Social Media Marketing (Core- Major)
Credits	3 Credits
L-T-P-C	3-0-0-3
Course Objectives	• To understand the dynamics of social media and its role in modern marketing. • To learn how to develop a comprehensive social media marketing strategy. • To explore content creation, curation, and community management techniques. • To master social media advertising and paid campaign management. • To measure and analyze social media performance using appropriate analytics tools.
Course Outcomes	CO1: Explain the social media ecosystem and the unique characteristics of different platforms. CO2: Formulate effective social media marketing strategies aligned with business goals. CO3: Create engaging content and manage online communities to foster brand loyalty. CO4: Design and execute paid social media advertising campaigns to maximize ROI. CO5: Utilize social media analytics tools to track performance, derive insights, and optimize campaigns.

Attribute	Details
Module Details	BLOCK 1: Introduction to Social Media Marketing (11 Hrs) Evolution of social media. The social media landscape: Major platforms (Facebook, Instagram, LinkedIn, Twitter/X, TikTok) and their demographics. Role of social media in the digital marketing mix. Consumer psychology and social sharing. Social media ethics and privacy regulations. BLOCK 2: Social Media Strategy and Planning (12 Hrs) Setting social media goals and KPIs. Conducting a social media audit. Competitor analysis on social platforms. Defining target personas. Developing a social media content calendar and choosing the right mix of platforms for B2B vs. B2C. BLOCK 3: Content Creation and Community Management (12Hrs) Types of social content: text, images, videos, reels, stories, and live streams. Visual storytelling and branding. User-Generated Content (UGC) and viral marketing concepts. Community building, engagement strategies, and managing customer service via social channels. Handling social media crises. BLOCK 4: Paid Social Media Advertising (10Hrs) Organic vs. Paid reach. Introduction to Meta Business Manager (Facebook/Instagram Ads), LinkedIn Ads, and Twitter Ads. Campaign structures, targeting options (custom audiences, lookalike audiences), bidding strategies, and A/B testing. Influencer marketing and partnership campaigns.
Reference Books	• “Social Media Marketing Workbook” by Jason McDonald • “Jab, Jab, Jab, Right Hook” by Gary Vaynerchuk • “The Art of Social Media” by Guy Kawasaki and Peg Fitzpatrick

CO-PO Mapping Matrix

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	2	-	2	1	2	2	2	2
CO2	2	3	3	2	1	-	2	2	2	3	2	3
CO3	2	2	2	3	2	1	3	2	2	3	2	3
CO4	2	3	3	3	1	-	2	1	2	2	2	3
CO5	2	3	3	3	1	-	3	1	2	2	3	3

CO-PSO Mapping Matrix

CO	PSO1	PSO2	PSO3
CO1	3	3	2
CO2	3	3	3
CO3	3	3	2
CO4	3	3	2

CO	PSO1	PSO2	PSO3
CO5	2	3	2


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Topic Name
Introduction to Marketing management
Foundations of Marketing
Nature and Scope of Marketing Management
The Marketing Process
The Marketing Environment and Marketing Organizations
Organizational Buyer Behaviour (B2B)
Key Marketing Challenges in the 21st Century
Emerging Concepts in Marketing
The Marketing Mix Framework
Introduction to Strategic Marketing Planning
The Marketing Planning Process
The Concept of Customer Value
Marketing Planning and Competitiveness
Foundations of Competitive Marketing
Competitor Analysis
Formulating Competitive Strategy
Introduction to Buyer Behaviour
Consumer Buyer Behaviour
The Consumer Decision-Making Process
Organizational Buyer Behaviour (B2B)
The Role of Information in Marketing
Marketing Information Systems (MIS)
Demand Forecasting
Fundamentals of Product Strategy
Product Planning and Policy
The Product Life Cycle (PLC)
New Product Development (NPD)
Branding
Introduction to Pricing Decisions
Pricing Objectives
Factors Influencing Pricing
Pricing Policies and Methods
Introduction to Integrated Marketing Communications (IMC)
The Promotion Mix Elements
The Communication Process
Developing Effective Communications
Foundations of Distribution
Distribution Channel Design
Channel Conflict Management
Logistics and Supply Chain Management
Introduction to Strategic Mix Integration
Strategic Product Mix Decisions
Advanced Pricing Strategies
Managing Price Changes

Strategic Integration of Marketing Activities
Strategic Promotion Decisions
Strategic Distribution Channel Management
Creating and Sustaining Competitive Advantage
Introduction to Modern Marketing Frontiers
Global Marketing Strategies
The Global Marketing Environment
Sustainable Marketing
Introduction
Core Concepts and Definitions
The AI Technology Stack
The Business Case for AI
AI as a Strategic Driver
Foundations of AI-Driven Data
Predictive Analytics and Business Intelligence (BI)
Robotic Process Automation (RPA)
AI Modeling in Practice
The New Landscape of AI-Powered Marketing
Personalization and Recommendation
AI in Advertising (AdTech)
Market Trend and Competitor Analysis
Transforming Core Business Operations
AI in Financial Services (FinTech)
Algorithmic Trading and Forecasting
AI in Accounting and Auditing
The Rise of Conversational AI
Analyzing the Voice of the Customer (VoC)

AI in Human Resource Management (HRM)
Enhancing the Employee Experience
Understanding Generative AI Fundamentals
Key GenAI Tools and Applications
Prompt Engineering Basics for Business
Strategic Implications of GenAI
Developing an AI Strategy
Data and Infrastructure Readiness
Build vs. Buy vs. Partner
Managing AI Project Implementation
AI Ethics and Data Privacy
Bias in AI
AI Governance and Risk Management
The Future of AI in Business
Introduction to Entrepreneurial Concepts
The Entrepreneurial Process
Theoretical Foundations of Entrepreneurship
The Spectrum of Entrepreneurship
Attributes and Case Studies of Successful Entrepreneurs
Introduction to Opportunity Recognition
Frameworks for Identifying Opportunities
The Problem-Solving Process
Problem-Solving Skills and Competencies
Developing and Refining Business Ideas
Introduction to Strategic Planning
Environmental and Industry Analysis
Steps in Creating a Business Plan
Conducting a Comprehensive Feasibility Analysis
Finalizing the Business Idea and Plan
Overview of the Entrepreneurial Ecosystem
Incubation Centres and Support Mechanisms
Entrepreneurship Development Programs (EDPs)
The New Venture Creation Process

Economic Impact of Entrepreneurship in India
Introduction to Venture Growth Dynamics
The Entrepreneurial Venture Life Cycle
The Evolving Role of the Entrepreneur
Strategic Management for Growth
Case Study Analysis: Flipkart
Introduction to Strategic Growth Options
Collaborative Growth Strategies
Acquisition as a Growth Strategy
Growth Through Franchising
Identifying Opportunities in Emerging Fields
Introduction to Venture Financing
Sources and Methods of Early-Stage Funding
Venture Valuation Techniques
Venture Capital Financing
Financial Planning and Forecasting
Overview of Advanced Investment Structures
Private Equity and Institutional Investment
Foreign Direct Investments (FDI)
Government Financial Support and Agencies
Special Schemes and Designations
Introduction to the Legal and Policy Environment
Intellectual Property Rights (IPR)
Understanding Micro, Small, and Medium Enterprises (MSMEs)
Dynamics of Small Business Failure and Success
Government Policies and Legal Formalities
Introduction to Diverse Entrepreneurial Forms
Rural Entrepreneurship
Women Entrepreneurship
Green and Sustainable Entrepreneurship
Emerging Trends and the Future of Entrepreneurship
Introduction
Foundations of Financial Management
Scope and Functions of Finance
Financial Objectives of a Firm
The Role of the Finance Manager
The Indian Financial System
Fundamentals of Corporate Financing
Equity Capital
Preference & Debenture Capital

Term Loans
Foundations of Valuation
Time Value of Money Calculations
Measurement of Cost of Capital
Valuation of Bonds and Stocks
Introduction to Capital Budgeting
Project Classification and Analysis
Evaluation Techniques: Non-Discounting & DCF
Advanced Evaluation Techniques
Principles of Cash Flow Estimation
Determination of Cash Flow Streams
Capital Rationing
Conflicts in NPV and IRR and Complexities in Project Evaluation
Understanding Risk in Investment Decisions
Conventional Techniques for Risk Analysis
Statistical Risk Analysis Techniques and Advanced Risk Analysis Approaches
Strategic Risk Management in Projects
The Concept of Leverage
Operating, Financial, Combined Leverage
EBIT-EPS Analysis
Implications of leverage in Financial planning
Foundations of Capital Structure
Relevance and Irrelevance Theories of Capital Structure
Advanced Capital Structure Theories
Determinants of Capital Structure
Introduction to Dividend Policy
Forms of Dividend and Stability of Dividends
Theories of Dividend Policy
Determinants of Dividend Decision
Overview of Corporate Restructuring Actions
Bonus and Rights Issues
Share Split and Buyback of Shares
Strategic and Regulatory Considerations
Core Concepts of Working Capital
The Operating and Cash Conversion Cycle
Estimation of Working Capital Needs
The Risk-Return Tradeoff and Determinants
Foundations of Working Capital Policy
Current Asset Investment Policy
Working Capital Financing Policy & Sources
Working Capital Control and Monitoring
Practical_Unit_01
Practical_Unit_02
Practical_Unit_03
Practical_Unit_04

Practical_Unit_05
Practical_Unit_06
Practical_Unit_07
Practical_Unit_08
Practical_Unit_09
Practical_Unit_10
Practical_Unit_11
Practical_Unit_12
Introduction
Foundations of Business Communication
Accounting as an Information Systemy
Fundamental Accounting Concepts
Accounting Conventions
Introduction to the Balance Sheet Equation
Components of the Accounting Equation
Analyzing Business Transactions
Application of the Accounting Equation
Introduction to Account Classification
The Traditional Approach to Classification
The Modern (Accounting Equation) Approach
The Double Entry System
Practical
The Journal: Book of Original Entry
The Ledger: The Principal Book of Accounts
The Trial Balance
Practical
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https://lms.suonline.ac.in/mod/url/view.php?id=13715	00:22:52

https://lms.suonline.ac.in/mod/url/view.php?id=14155	00:31:05
https://lms.suonline.ac.in/mod/url/view.php?id=13717	00:21:57
https://lms.suonline.ac.in/mod/url/view.php?id=13718	00:22:48
https://lms.suonline.ac.in/mod/url/view.php?id=13719	00:14:52
https://lms.suonline.ac.in/mod/url/view.php?id=13720	00:23:49
https://lms.suonline.ac.in/mod/url/view.php?id=14156	00:38:41
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https://lms.suonline.ac.in/mod/url/view.php?id=13734	00:27:08
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https://lms.suonline.ac.in/mod/url/view.php?id=14159	00:50:11
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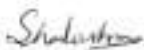
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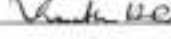
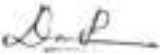
SRINIVAS UNIVERSITY

CENTRE FOR DISTANCE & ONLINE EDUCATION

Minutes of BOS Meeting held on 25th February 2026 at 3.00 pm at Board Room

BOARD OF STUDIES OF MANAGEMNT & COMMERCE

Name	Designation	Signature
Dr. Shailashree	Chair Person MBA/BBA (Hons)	
Dr Richard	Member	
Dr Nikshitha Shetty	Member	
Dr. Veena Santhosh Rai	Member	
Prof. Dawn Prakash, Associate Professor, SDM College, Mangalore	External Member	
Dr. Narayana Kyarakatte, Academic Advisor, Trisha Group of Colleges, Mangalore	External Member	

Name	Designation	Signature
Dr. Kavyashree	Chair Person B. Com (Hons)	
Dr. Venkatesh Amin	Member	
Ms. Shilpa K	Member	
Ms. Shwetha N S	Member	
Ms. Vinutha H. R	Member	
Dr. Dawn Prakash, Associate Professor, SDM College, Mangalore	External Member	
Mr. Kausthub Puthran, Wing Head Mangalore, My logic- ACCA- Bangalore	External Member	

AGENDA OF THE MEETING:

3. As per the recommendations from the UGC- DEB Expert Committee, to consider for the suggestions/improvement in line with the UGC- ODL & OL Regulations 2020 guidelines, approval of Program wise (Project proposal Report) PPR having the contents regarding the programme- Syllabus structure, Exams schema, Formative and Summative weightage, Assessment matrix, Mode of Examination of online Programmes MBA, BBA (Hons) & B. Com (Hons).

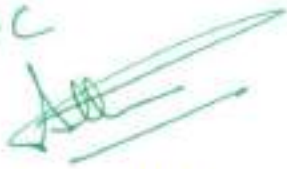
4. As per the recommendations from the UGC- DEB Expert Committee, to consider for the suggestions/improvement in line with the UGC- ODL & OL Regulations 2020 guidelines, approval of E- learning Material (ELM) subject wise of online Programmes MBA, MCA, BBA (Hons) & B. Com (Hons).

PROCEEDINGS OF THE MEETING:

The Meeting was presided by the Chairpersons of Respective Course - Coordinators

SL. NO.	AGENDA	RESOLUTION
2.	Approval of PPR of online Programmes 1. MBA, 2. BBA (Hons) 3. B. Com (Hons).	It was resolved to approve the CDOE Programmes Online mode- 1. MBA, 2. BBA (Hons) 3. B. Com (Hons). as per the guidelines of UGC - OL Regulations 2020 (Annexure of final Programme Project Report)
2.	Approval of E- learning Material (ELM) subject wise of online Programmes 1. MBA, 2. BBA (Hons) 3. B. Com (Hons).	It was resolved to Approve of E - Learning Material for the online Programmes. 1. MBA, 2. BBA (Hons) 3. B. Com (Hons). as per the guidelines of UGC - OL Regulations 2020

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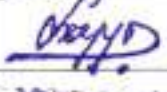
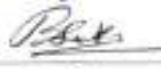
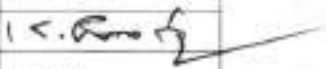
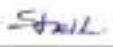
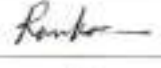
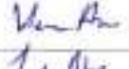
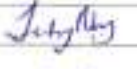


REGISTRAR
SRINIVAS UNIVERSITY
MANGALORE

SRINIVAS UNIVERSITY
MINUTES OF THE FORTIETH ACADEMIC COUNCIL MEETING
HELD ON 26/02/2026
Time: 11:30 A.M
Venue: COUNCIL ROOM, SRINIVAS UNIVERSITY, MUKKA
Meeting No.: AC/42/2025-26

The Forty second of Academic Council was held on 26th February, 2025 at 11.30 AM at Srinivas University under the Chairmanship of Hon'ble Vice-Chancellor

The following members were present in the meeting:

Sl. No	Name and Designation	Designation	Attendance
1.	Dr. K Satyanarayan Reddy Vice Chancellor	Chairperson	
2.	Prof. Dr. Anil Kumar Registrar	Secretary	
3.	Prof. Dr. Shrinivasa Mayya D Registrar - Evaluation	Ex-officio	
4.	Prof. Dr. Ajay K.G (Senior Faculty)	Member	
5.	Prof. Arpana Bhatta L Finance Officer	Ex-officio	
6.	Dr. Jayashree R Bolar Asst. Registrar/IQAC Coordinator	Member	
7.	Dr Praveen B.M Research Director	Member	
8.	Dr. Suchetha Kumari N Director -Research & Development (Health Science)	Member	
9.	Dr. K Rama Narasihma, Director CDOE	Member	
10.	Prof. B. Prashanth Prabhu Hotel Management & Tourism	Member	
11.	Prof Shebin L	Member	
12.	Prof. Thrishala Noronha Dean- Physiotherapy	Member	
13.	Prof. Dr. Padmanabha C H Dean- Education,	Member	
14.	Prof. Ramakrishna N Hegde Dean- Engineering & Technology	Member	
15.	Prof. Pavana Krishnamurthy Dean- Allied Health Science	Member	
16.	Prof. Pavithra Kumari Chairman- Students' Redressal Committee	Member	
17.	Dr. Juby Mary Chacko Dean- Nursing Sciences	Member	
18.	Dr. Santhosh D Shenoy	Member	

19.	Prof. Naveen Kumar J R	Member	<i>Naveen</i>
20.	Mr. Harischandra (Chief Librarian)	Member	<i>Harish</i>
21.	Dr. Udaya Kumar Rao	Member	<i>UR</i>
22.	Mr. Krishnamurthy Reddy	Alumni Member	<i>KR</i>
23.	Ms. Anita Murthy	Alumni Member	<i>AM</i>

PROCEEDINGS

At the beginning of the meeting the Registrar and Member Secretary welcomed the members to the 42th meeting of the Academic Council. The Registrar informed that the University looks forward to active contributions from all the members in helping the University to grow further. Later the agenda for the meeting was taken up for discussion.

1. To confirm the minutes of the 41st meeting of the Academic Council held on 23rd October 2025 was placed to the members and the same was unanimously passed by the Academic Council.
2. **Action Taken Report on the decisions of the 41st meeting of the Academic Council. -:**
The members were appraised of the action taken on the decisions made in the academic council meeting on 23rd October 2025
3. To consider the **recommendations from the UGC- DEB Expert Committee and to improve in line with the UGC ODL OL Regulations 2020 guidelines the Programme Project Report (PPR) including the Scheme of Studies and syllabi of the five programmes to be offered under Online mode from academic year 2025-26:**

The director CDOE presented the proposed PPR in the meeting along with the scheme of studies and syllabi of the Five online programmes prepared by the Board of Studies for Computer Applications and the Board of Studies for Management and Commerce to be offered from academic year 2025-26 subject to due approvals from UGC-DEB. The details of the programmes to be offered under the **online** mode are as follows:

S.No	Programmes to be offered under online mode.	Level of Programme
1	Master of Business Administration (MBA)	PG
2	Bachelor of Business Administration (Hons) (BBA)	UG
3	Bachelor of Commerce (Hons) (B. Com)	UG
4	Master of Computer Application (MCA)	PG
5	Bachelor of Computer Application (Hons) (BCA)	UG

Resolved: To approve and recommend for ratification the PPR by BOM

4. **To approve the E-Learning Material (ELM) of the MBA, MCA, B. Com (Hons), BCA(Hons) and BBA (Hons) Programmes to be offered through Online mode as prepared by the respective Board of Studies.**

The Director CDOE presented the E-Learning Material prepared by the Board of studies of Management and Commerce for the MBA/BBA/B. Com Programmes to be offered in Online mode. He also presented the E-Learning Material prepared by the Board of Studies of Computer Application for MCA/BCA to be offered in the Online mode. The members appreciated the efforts of the faculty and members of the board of studies and approve and recommended the same.

Resolved: To accept and recommend the E-Learning Material (ELM) of the MBA, MCA, B. Com (Hons), BCA(Hons) and BBA (Hons) Programmes to be offered through Online mode as prepared by the respective Board of Studies

5. **To ensure minimum 70% weightage to end semester end examination for the Programmes MBA/ BBA/B. Com in online mode and for all five programs offered in Online mode:**

The Director CDOE proposed that in line with existing regulatory framework the semester end/Term end examinations of the five Programmes offered under the Online mode will have 70% weightage and whereas the formative or continuous assessment(internal) weightage will be 30% for all the Programmes.

Resolved: The members approved and recommended that the Semester End/Term End examination will carry 70% weightage and the remaining 30% will be assigned to formative or continuous assessment (Internal).


Dr. K Satyanarayan Reddy
 Vice-Chancellor

VICE-CHANCELLOR

Srinivas University

Mukka, Mangalore - 574 146, D.K.
 Karnataka, India



Office of the Registrar
SU/Reg/BOM-58/EXTRACT

03/02/2026

EXTRACT BOARD OF MANAGEMENT MINUTES

Extract of the meetings of the Board of Management of Srinivas University duly convened at which a proper quorum was present on 28th February 2026 (Meeting Number: BOM/58/2026) in the University Council Room.

Members Present:

- | | |
|---|-------------|
| 1. Dr. K Satyanarayan Reddy, Vice-Chancellor | Chairperson |
| 2. Prof. Dr. Shrinivasa Mayya D, Registrar Evaluation | Member |
| 3. Dr. Anil Kumar, Registrar | Secretary |
| 4. Dr. Ajay K.G Sponsoring Body Nominee | Member |
| 5. Prof. Arpana Bhatta, Sponsoring Body Nominee | Member |
| 6. Dr. Jayashree R Bolar, Asst. Registrar/IQAC Coordinator | Member |
| 7. Prof. Ramakrishna N Hegde, Vice –Chancellor's Nominee Member | |

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Agenda 1: Reconfirmation of the minutes of the 54th Meeting of the Board of Management held on 27th September, 2025 regarding Online programmes offered through UGC-DEB.

The Vice Chancellor explained that the Minutes of the meetings were sent to all the members and no comments were received from any member. He asked the Registrar to read the minutes. He also said that a copy of the Minutes of the meeting is attached for information. The members were requested to place before the house if there are any comments. The Pro-Chancellor pointed out that the discussion on the implementation of NEP for the courses proposed to be offered under **ONLINE** mode needs to specify the duration of the programme.

Accordingly, the members discussed the same and approved the following

S.No	Programme	Level	Duration as per NEP
1	BBA (Hons)	UG	4 Years
2	BCA (Hons)	UG	4 Years
3	B. Com (Hons)	UG	4 Years
4	MBA	PG	2 Years

5	MCA	PG	2 Years
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Resolved: The members resolved to follow NEP for the online programmes of MBA, MCA, B. Com (Hons), BCA(Hons) and BBA (Hons) as it is already followed in the conventional mode.

Agenda 2: As per the recommendations from the UGC- DEB Expert Committee, to consider for the suggestions/improvement in line with the UGC ODL OL Regulations 2020 guidelines, and recommend the Programme Project Report (PPR) including the Scheme of Studies and syllabi of the five programmes to be offered under Online mode from academic year 2025-26:

The Registrar presented the Academic Council recommendation to approve the proposed PPR along with the scheme of studies and syllabi of the Five online programmes prepared by the Board of Studies for Computer Applications and the Board of Studies for Management and Commerce to be offered from academic year 2025-26 subject to due approvals from UGC-DEB. The details of the programmes to be offered under the **ONLINE** mode are as follows:

S.No	PPR's of the Programmes to be offered under online mode.	Level of Programme
1	Master of Business Administration (MBA)	PG
2	Bachelor of Business Administration (Hons) (BBA)	UG
3	Bachelor of Commerce (Hons) (B. Com)	UG
4	Master of Computer Application (MCA)	PG
5	Bachelor of Computer Application (Hons) (BCA)	UG

Resolved: To approve and recommend the Programme Project Report (PPR) of all the five programmes through online mode forwarded by the Academic Council.

Agenda 3: To approve the e-Learning Material (ELM) of the MBA, MCA, B. Com (Hons), BCA(Hons) and BBA (Hons) programmes to be offered through Online mode as prepared by the Board of Studies of Management and Commerce (MBA, BBA & B. Com) & Board of Studies of computer applications (MCA & BCA) which has been passed through academic council

The Registrar presented the e-Learning Material prepared by the Board of Studies of Management & commerce for the programme's MBA/BBA/B. Com programmes by online mode. He also presented the e-Learning Material prepared by the Board of Studies of Computer Application for MCA/BCA which is recommended by the Academic Council for offering in the online mode.

The members appreciated the efforts of the faculty and members of the board of studies and accepted the recommendation of the Academic council to approve the same.

Resolved: To accept and recommend the e-Learning Material (ELM) of the MBA, MCA, B. Com (Hons), BCA(Hons) and BBA (Hons) programmes to be offered through Online mode as prepared by the Board of Studies and recommended by the Academic Council.

Agenda 4: To ensure minimum 70% weightage to end semester examination for the MBA, MCA, B. Com (Hons), BCA(Hons) and BBA (Hons) programmes offered in Online mode:

The Registrar presented that in line with existing regulatory framework the semester end/Term end examinations of the five programmes offered under the Online mode will have 70% weightage and whereas the formative or continuous assessment(internal) weightage will be 30% for all the programmes. He stated that the same has been accepted and recommended by the Academic Council.

Resolved: The members approved and recommended that the Semester End/Term End examination will carry 70% weightage and the remaining 30% will be assigned to formative or continuous assessment (Internal) as recommended by the Academic Council for all the five MBA, MCA, B. Com (Hons), BCA(Hons) and BBA (Hons) programmes offered in Online mode.

//Certified True Copy//

For Srinivas University


Dr. Anil Kumar

Registrar

REGISTRAR
SRINIVAS UNIVERSITY
MANGALORE



SRINIVAS UNIVERSITY

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Office of the registrar
SU/REG/CDOE-162/2026

Date: 11-03-2026

To whomsoever it may concern

This is to certify that Srinivas University, Mangalore will ensure full compliance with the UGC guidelines recommended for 4 year Under Graduate Programmes as per NEP 2020. This includes meticulous adherence to the development and implementation of the curriculum framework as per the curriculum and Credit Framework for Undergraduate Programmes, as well as the preparation of study material in accordance with the guidelines set forth by the University Grants Commission-2020.


Director
Center for Distance and Online Education
Srinivas University, Mangalore
DIRECTOR
CDOE
SRINIVAS UNIVERSITY


Registrar
REGISTRAR
SRINIVAS UNIVERSITY
MANGALORE