

VARDHMAN MAHAVEER OPEN UNIVERSITY, KOTA

Department of Management

MBA Programme Guide

THE UNIVERSITY

Vardhman Mahaveer Open University, Kota (earlier Kota Open University, Kota) was established by an Act of the Rajasthan State Legislative Assembly in 1987 with a view to achieve the following objectives:

- Democratizing higher education by taking education to the doorsteps of students.
- Providing access to quality education to all those who seek it, irrespective of age or formal qualification.
- Offering need based academic programmes by giving professional and vocational orientation to the courses.
- Promoting and developing distance education in the State of Rajasthan.

Special Features of the Open and Distance Education System :

- Relaxed entry requirements.
- Provision of equal opportunities of admission to people from all walks of life.
- Provision of learning at one's own pace, place and time.
- Cost effective educational operations.
- Self instructional printed course material.
- Network of students support services throughout the State of Rajasthan.
- Face to face and distance counselling wherever and whenever needed.
- Continuous evaluation through internal home assignments.
- Provision of term-end examinations.

ACADEMIC PROGRAMMES

The University offers both short term and long term Programmes leading to Certificate, Diploma or Degree covering conventional as well as innovative programmes. These programmes have been developed by VMOU. They are launched with a view to fulfil the student needs for :

- Improvement of skills.
- Acquisition of professional qualifications.
- Continuing education and professional development at work place.
- Self-enrichment.
- Diversification of knowledge etc..

CREDIT SYSTEM

The University follows the Credit System for its Programmes. Each credit amounts to 30 hours of study containing all learning activities. All management courses are six credit courses. Thus, a six credit course involves 180 hours of study. Completion of an academic programme (Degree or Diploma) requires successful clearing of both the home assignments and the term end examinations of each course in a Programme.

STUDENTS SUPPORT SERVICES

VMOU has established a number of Study Centres throughout the state of Rajasthan. Study Centre provides counselling facilities at periodic intervals, acts as information centre and examination centre. Each student will be assigned a Study Centre specially designed for Management Programmes.

Students are advised to get in touch with their Regional/Study Centres for advance/timely/day to day information. Learners may seek the help of the following functionaries from 10.00 AM to 5.00 PM on working days to sort out the problems as indicated below :

- (i) About non-receipt of Study Materials, Assignments etc.
Director (MPD), VMOU, Rawatbhata Road, Kota - 324 021
0744-2797346, 0744-2797349, 0744-2797350
- (ii) About Admission, Fee Receipts, Registration, Change of Regional/Study Centre and postal addresses, etc.
Concerned Regional Centre of VMOU, Kota
- (iii) About Examination Centres, Results, Mark Sheets, Revaluation etc.
Controller of Examinations, VMOU, Rawatbhata Road, Kota - 324 021
0744-2797314, 0744-2797328, 0744-2797324
- (iv) Important Telephone Numbers –
Toll Free No. 1800-180-6166

PROGRAMME DELIVERY

The methodology of instructions in this University is different from that of the conventional Universities. The Open University System is more learner centric and the student is an active participant in the teaching and learning process. Most of the instructions are imparted through distance mode rather than face to face communication. The University follows a multi-media approach for instructions. It comprises of :

- (a) **Self-Instructional Printed Material:** The written printed material for theory components of the programme is supplied to the students for every course. Besides, Videos on selected topics are also available on Website.
- (b) **Counselling Sessions:** Normally counselling sessions are held as per a schedule drawn by the Co-ordinator of the Study Centre. They are generally held on Sundays. The counselling sessions will be held subject to the availability of a minimum number of students at a particular centre and local expertise as per rules.

MBA PROGRAMME STRUCTURE

Duration	: Minimum 2 Years and Maximum 6 Years
Credits	: 132 (6 credits of each course)
Medium of Instructions	: English
Examinations	: English or Hindi
Fees	: Rs. 14600/- First Year
	: Rs. 14600/- Second Year

MBA-I Year: Compulsory Courses

S. No.	Course Code	Course Title	Credits
1.	MP 101	Management & Organizational Behaviour	6
2.	MP 102	Managerial Economics	6
3.	MP 103	Accounting for Managers	6
4.	MP 104	Fundamentals of Information Technology	6
5.	MP 105	Business Ethics	6
6.	MP 106	Marketing Management	6
7.	MP 107	Financial Management	6
8.	MP 108	Human Resource Management	6
9.	MP 109	Operations Management	6
10.	MP 110	Entrepreneurship & Small Business Management	6
11.	MP 111	Global Business Management	6

MBA-II Year : Compulsory Courses

S. No.	Course Code	Course Title	Credits
12.	MP 201	Business Environment	6
13.	MP 202	Research Methodology	6
14.	MP 203	Management Information System	6
15.	MP 204	Quantitative Techniques	6
16.	MP 205	Strategic Management	6

Specialisation Stream : Five Courses of each Stream plus MP- 100 Dissertation.

17-21 The student will have to opt for specialisation in any one of the following stream:

Specialisation Stream - Human Resource Management (HRM)

S. No.	Course Code	Course Title	Credits
17	MP 401 (HRM)	Human Resource Development	6
18	MP 402 (HRM)	Organizational Development & Training	6
19	MP 403 (HRM)	Performance Mgt & Compensation Planning	6
20	MP 404 (HRM)	Indian Labour Legislation	6
21	MP 405 (HRM)	Collective Bargaining & Negotiation Skills	6
22.	MP100	Dissertation (One Course of 100 Marks)	6

Specialisation Stream - Financial Management (FM)

S. No.	Course Code	Course Title	Credits
17	MP 501 (FM)	Security Analysis & Portfolio Management	6
18	MP 502 (FM)	Financial Services	6
19	MP 503 (FM)	Capital Market & SEBI Regulations	6
20	MP 504 (FM)	International Financial Management	6
21	MP 505 (FM)	Project Management	6
22.	MP100	Dissertation (One Course of 100 Marks)	6

Specialisation Stream - Marketing Management (MM)

S. No.	Course Code	Course Title	Credits
17	MP 601 (MM)	Consumer Behaviour & Mark Research	6
18	MP 602 (MM)	Retail Management	6
19	MP 603 (MM)	Product & Brand Management	6
20	MP 604 (MM)	Advertising & Sales Promotion	6
21	MP 605 (MM)	Sales & Logistics Management	6
22.	MP100	Dissertation (One Course of 100 Marks)	6

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Note: The University has the right to withdraw/offer/change the courses as per requirement.

ELIGIBILITY FOR MANAGEMENT PROGRAMMES

Graduate with 50% marks or Bachelor's Degree with three years of supervisory/managerial/professional experience or Professional Qualification in Accountancy/Cost and Works Accountancy/Company Secretary etc. or Master's degree in any subject.

Explanations: 'Professional' means a person holding a degree in Engineering, Law, Medicine, Accountancy etc./ 'Experience' means work experience of a person during or after acquiring the qualification as specified above / Supervisory experience means that person is in the supervisory grade and supervising the work of a minimum of three subordinates reporting to him / her. / Managerial Experience means that the person is concerned with decision making responsibilities.

Format for Experience Certificate (To be attached with the Admission Form, if applicable)

Experience Certificate

This is to certify that Mr./Ms. is a bachelor's degree holder, employed with this organisation as since and has more than 3 years of Supervisory/Managerial/Professional experience. Total number of persons working under his/her supervision is

Signature with date

Name & Designation with Seal

(Self-employed professionals may certify on their own behalf but they should attach attested copies of their Registration Certificates)

ADMISSION CRITERIA

Admission to the eligible aspirants for the Management Programme will be granted subject to:

Qualifying in the Management Entrance Test (MET) organised by VMOU or scores obtained in MAT/CAT/CMAT/any other recognised test organised by Competition Test Agency during last one year. University reserves the right to exempt the test or decide the cut off pass percentage for admission. The requisite score card of the test is to be enclosed with the Application Form if test score of other agency is to be considered for Admission. One who qualifies the Management Entrance Test will be required to fulfil the admission eligibility as mentioned above.

Note: The Entrance Test will be conducted at selected cities of Regional Centres to be decided by the University. The model question paper and instructions are given in the **Appendix-A**.

REGISTRATION

- (1) Admission Forms will be submitted only at the time of first entry to the Programme. Subsequent continuation in the programme will be through Promotion. Promotee Form or Re-registration form will be made available at the website of VMOU.
- (2) In case the student does not qualify the courses within stipulated examination. i.e. four he/she will have to apply for Term end Examination for those courses. The marks obtained in the qualifying courses will be carried forward. Examination fee will be extra @ Rs. 300/- per course, as per the prevalent Fee Structure at that time.

RESERVATION

The University follows Govt. policy in respect of reservation or seats in admission.

FEE STRUCTURE

The Fee for Management Entrance Test (MET) Rs. 1000/- (Rupees One thousand only) is to be deposited in the Bank through e-Mitra or Online Banking. For Online Application and other details are available on University Website- **vmou.ac.in**

After qualifying the Management Entrance Test (MET) Course Fee of Rs. 14,600/- for MBA First Year is to be deposited. The Course Fee includes Registration Fee, Development Fee, **Study Material**, Examination Fee. The course fee will be paid through E-Mitra or Online Banking System. The fee structure of the MBA Programme is given below:

DETAIL OF FEE STRUCTURE

S. No.	Programme Year	Registration Fee	Development Fee	Postal Charges	Course Fee @ 1000/- Per Paper	Exam Fee @ 300/- Per Paper	Total
1	MBA (I Year)	100	100	100	11000	3300	14600
2	MBA (II Year)	100	100	100	11000	3300	14600

VALIDITY OF ADMISSION LISTS

Candidates who are offered admission have to join on or before the date indicated by the University. In case they seek admission in the next session they have to apply afresh in the next year.

INCOMPLETE AND LATE APPLICATIONS

Incomplete and late application forms will be summarily rejected without referring to the candidate. The students are, therefore, advised to fill in the relevant columns carefully and enclose all the copies of the certificates asked for and submit the filled in form to the concerned Director, Regional Centre before the due date.

MEDIUM

The medium of instructions is English. However, the student can opt to write in English or Hindi in the Examinations.

EVALUATION AND EXAMINATIONS

The evaluation system of the Programme is based on two components :

- (a) **Continuous Evaluation** : It carries a weightage of 20% marks which consists of Internal Home Assignments.
- (b) **Term-End Examinations (TEE)** : It carries a weightage of 80% marks. Term-end Examinations will be held after completion of one year in the months of June and December every year. The students are at liberty to appear in any of the examinations conducted by the University during the year subject to the completion of the minimum time frame prescribed for the programme pursued.

For appearing in the examination a student has to submit an examination form before the due date. If a student misses any Term-end Examination, s/he may appear for any of them or all the papers in the subsequent Term-end Examination subject to a maximum ceiling of courses at a time. This facility will be available until a student secures the minimum qualifying marks upto a stipulated period. For successfully qualifying a course, a student will have to obtain at least 36% marks in both continuous and term-end examination respectively.

Successful candidate will be awarded division as under :

- I Division 60% and above
- II Division 48% and above but less than 60% Marks
- III Division 36% and above but less than 48% Marks

Examination date sheets (Schedule which indicate the date and time of examination for each course) uploaded on University Website in advance. It is an essential per-requisite for a student to submit the Examination Form for taking examination in any course(s). Copies of the examination forms are available University's Website. Only one form is to be submitted at concerned Regional Centre or Controller of Examination VMOU, Kota. for all the courses in one term-end examination.

The examination fee for the first attempt is included in the admission fee. The last date for submission of examination forms is notified. The examination form received after the date shall be rejected.

Permission letter for the Term End Examination is to be downloaded from the University Website. Your scholar number is generally Roll Number for examinations unless otherwise given separately. Any mistake on writing the Roll No. will result in non-declaration of the result. It is your duty to check whether you are registered for that course and whether you are eligible to appear for the examination or not. If you neglect this and take the examination without being eligible for it, your result will be cancelled.

The student can apply for revaluation of examination as per University rules.

All Legal cases, if any, are subject to the jurisdiction of Kota City (Rajasthan) only.

Modalities of Submission of Home Assignments

Assignments constitute the continuous evaluation, therefore, its submission is compulsory. The Marks in the Assignments will be counted in the final result. Assignments of a course carries 20 percent weightage while 80 percent is given to the term-end examination. Therefore, it is advised to take the assignments seriously. The student will not be allowed to appear for term end examination for the course if he/she does not submit the minimum number of assignments in time for that course.

The main purpose of assignments is to test the comprehension of the learning material and also to help the student through the course. The information given in the printed course materials should be sufficient for answering the assignments. However, if one has easy access to other books, he/she may make use of them But the assignments are designed in such a way as to help to concentrate mainly on the printed course materials.

These are Tutor Marked Assignments (TMA) which are generally evaluated by the counsellor. Whenever, you download from University Website / receive a set of materials and assignments check them immediately and ask for missing pages, if any, to Director (Materials Production and Distribution), VMOU, Rawabhata Road, Kota. The assignments should be complete in all respects. Before submission you should ensure that you have answered in all the questions in all assignments. Incomplete answer sheets bring you poor grades. The student has to submit response sheets to the Coordinator of the Study Centre assigned to him/her. The Coordinator of the Study Centre has right to entertain or reject the assignments submitted after the due date. You are, therefore, advised to submit the assignments before the due date.

If you do not get minimum pass marks in an assignment, you have to submit it again. However, once you get the pass marks in an assignment, you cannot resubmit it for improvement of grade. Assignments are not subject to re-valuation except for factual errors, if any.

In case you find that the marks of assignments are not entered in your grade card you are advised to contact Director of Regional Centre with a request to forward correct award list to the Examination Unit at the Headquarter. Send your doubts, if any, in a separate cover to Director, Regional Centre with your complete Scholar Number, Name, Address, Title of the course and the number of the assignments etc. on top of the letter.

Specific Instructions for Home Assignments:

1. Write your Scholar Number, Name, Full Address, Signature and Date on the top right hand corner of the first page of your response sheet.
2. Write the Programme Title, Course Code, Assignment Code and name of your Study Centre on the left hand corner of the first page of your response sheet.
3. Read the assignments carefully and follow the specific instructions, if any, given on the assignments itself about the subject matter for its presentation.
4. Go through the units on which assignments are based. Make some points regarding the question and then arrange those points in a logical order and draw up a rough outline of your answer. While answering an essay type question give adequate attention to introduction and conclusion. The introduction must offer summarise your response to the question. Make sure that the answer is logical and coherent and has clear connection between sentences and paragraphs. The answer should be relevant to

the question given in the assignment. Make sure that you have attempted all the main points of the question. Once you are satisfied with your answer, write down the final version neatly and underline the points you wish to emphasise. While solving numerical use proper format and give working notes wherever necessary.

5. Use only foolscap size paper for your responses and tie all the pages carefully. Avoid using very thin paper. Allow a 4 cm margin on the left and at least 4 lines in between each answer. This may facilitate the evaluator to write useful comments in the margins at appropriate place.
6. Write the response in your own hand writing. Do not print or type answers. Do not copy your answer from the units/blocks sent to you by the University. If you copy, you will get zero marks for the respective question.
7. Do not copy from response sheets of other students. If copying is noticed, the assignments of such students will be rejected.
8. Write each assignment separately.
9. Write the question number with each answer.
10. After submitting the assignments at the Study Centre get the acknowledgement from the Coordinator of Study Centre.
11. In case you requested for a change of Study Centre, you should submit your Tutor Marked Assignments only to the original Study Centre until the change of Study Centre is notified by the University.

Term End Examination (TEE)

The Term End Examination are arranged after completion of specified period of MBA Programme i.e. one year for each year. The University conducts TEE in the months of June and December each year. If the student does not qualify any course (s) s/he can appear in next forthcoming TEE by depositing the examination fee of Rs. 300/- per course.

The pattern of question paper will consist of three sections namely Very Short Answer Type (30 words each), Short Answer Type (100 words each) and Long Answer Type (500 words each). Kindly refer the website for contents of question papers of TEE. The maximum marks of each course are 80.

INSTRUCTIONS FOR MANAGEMENT ENTRANCE TEST (MET)

1. Please fill up the necessary information at the cover of the booklet and specially designed answer sheet before commencement of the test.
2. Please do not open this scaled booklet until you are told to do so.
3. The total time is 120 minutes.
4. The candidate has to complete all the four sections in one single session of 120 minutes.
5. All questions carry equal marks. Each question carries 1 marks.
6. All questions are of MULTIPLE choice type. Each question has four options. The candidate has to select only one of the given options as his/her correct answer and indicate his/her answer on the separate SPECIAL ANSWER SHEET provided by putting cross (X) marks at the appropriate place against the questions number.
Example:
State the number when squared the then added to 12 becomes seven times of its value:
(A) 2 (B) 3 (C) 5 (D) 6
Out of the above choice 3 being the correct the answer, cross mark (X) is to be placed on (B) as follows:
Q. 1 (A) (B) (C) (D)
 () (X) () ()
7. Putting a cross at more than one place in the same question will be treated as wrong answer. There is no negative marking for any wrong answer.
8. Wherever you wish to change your answer, completely blacken (or erase completely) the circle already crossed and then put cross at the appropriate place.
9. Rough work, if any is to be done in this booklet. No extra sheet will be provided.
10. CALCULATORS ARE NOT ALLOWED.
11. Please use Ball pen or Ink pen. **Do not use Pencil**
12. TEST COMPOSITION

Section No.	Section Name	No. of Questions	Question Sl. No.
Section I	Reading Comprehension	25	1 – 25
Section II	Logical Reasoning	25	26 – 50
Section III	Data Interpretation	25	51 – 75
Section IV	Numerical Ability	25	76 - 100

Model Question Paper of Management Entrance Test

SECTION – I

(Reading Comprehension)

Question No. 1 to 25

Directions: Read the following passages and pick out the correct answer out of the given alternatives for the questions:

- A. There are many ways to sort data. One useful way to organise data is to divide them into similar categories or classes and then count the number of observations that fall into each category. This method produces a frequency distribution. The purpose of organising data is to enable us to see quickly some of the characteristics of the data. Frequency distributions sacrifice some detail but offer us new insights into pattern of data. A frequency distribution is a table that organises data into classes, that is, into groups of values describing one characteristics of the data.

Questions:

- Which is the objective of organising data?
 - to quickly observe the characteristics of data.
 - to make frequency table.
 - to compress data.
 - to make frequency distribution.
- What is a frequency distribution?
 - frequency distribution is to divide data into classes.
 - frequency distribution is a table that organises data into classes.
 - frequency distribution is helpful in putting groups of values describing one characteristic of the data.
 - All of the above.

- B. The case for mechanisation of agriculture is based primarily on advantages of production made possible by machinery. Man by himself can produce only very little but with the help of the machinery he can produce much more. What a farmer with the pair of bullocks can plough in ten days, a tractor can do in one day. Secondly, farm machinery has relieved man of much of the heavy work. For instance, land reclamation, digging and carrying of earth, ploughing etc. are all heavy jobs. Farm machinery helps to perform these tasks easily. Thirdly, farm machinery has led to large scale production. Huge plot of land can be ploughed; large crops can be harvested; huge amounts of produce can be taken into market; all these can be done by machinery without any loss of time. Output per acre as well as per man can be increased. The cost of production is reduced.

Questions:

- Without mechanisation of agriculture:
 - Cost of production was high
 - Output per man acre was less
 - (a) & (b)
 - None of the above
- The similar word for 'job' in the paragraph is :
 - Perform
 - Amount
 - Task
 - Plough

Directions: Each of the following questions consist of a word.
Choose the word with the correct spelling.

1. (a) PREGMETIC (b) PRAGMATIC
(c) PREGMATIC (d) PRAGMETIC
2. (a) APPROACH (b) APROCH
(c) APPROUCH (d) APPROUGH

SECTION – II
(Logical Reasoning)
Question No. 26 to 50

Directions: What is the next number in the series?

1. $\frac{3}{2}, -3, 6, -12, \dots$:

- (a) -18 (b) -24
- (c) 24 (d) 18

2. $\frac{1}{3}, \frac{1}{6}, \frac{1}{9}, \frac{1}{12}, \dots$:

- (a) $\frac{1}{15}$ (b) $\frac{1}{18}$
- (c) $\frac{1}{9}$ (d) $\frac{1}{3}$

Directions: Find the odd one out:

1. (a) TV (b) REMOTE
(b) RADIO (d) CABLE
2. (a) TELEPHONE (b) MOBILE
(c) FAX (d) A-4

Directions: Answer the following questions based on given text:

Grandmother of PS are three sisters SL, KL and VL. Eldest sister SL has two sons KK and RK and four daughters UL, KN, GD and MJ. VL the youngest sister has two sons PP and GL and two daughters ML and SD.

1. What is the relationship between PS and ML?
(a) ML is grandmother (b) ML is aunt
(c) ML is sister (d) ML is cousin
2. Who is the eldest sister of GL?
(a) PP (b) PS
(c) SL (d) ML

Directions: Each of the given two words has certain relationship to each other. From the options, select the correct pair of words that show a similar relationship:

1. DAY : NIGHT ::

- (a) HUSBAND : WIFE (b) TABLE : CHAIR
(c) AIR : PHONE (d) HONESTY : DISHONESTY

2. COMPUTER : DVD ::

- (a) BLACKBOARD : CHALK (b) TELEPHONE : MOBILE
(c) FAN : BULB (d) WASHBASIN : MIRROR

Directions : Answer the questions on the basis of information given :

Six persons A, B, C, D, E and F are sitting in two rows, three in each:

- (i) E is not at the end of any row
(ii) D the neighbour of C, is sitting opposite to A
(iii) F is sitting to the left of E
(iv) E is sitting opposite to C

1. Which of the following are sitting opposite to each other ?

- (a) F and C (b) D and A
(c) A and C (d) A and F

2. Who is facing B ?

- (a) A (b) C
(c) F (d) D

SECTION – III
(Data Interpretation)
Question No. 51 to 75

Directions : Study the following table and answer the questions below it :

Exports in 2001 covered by GATT agreement US \$ million

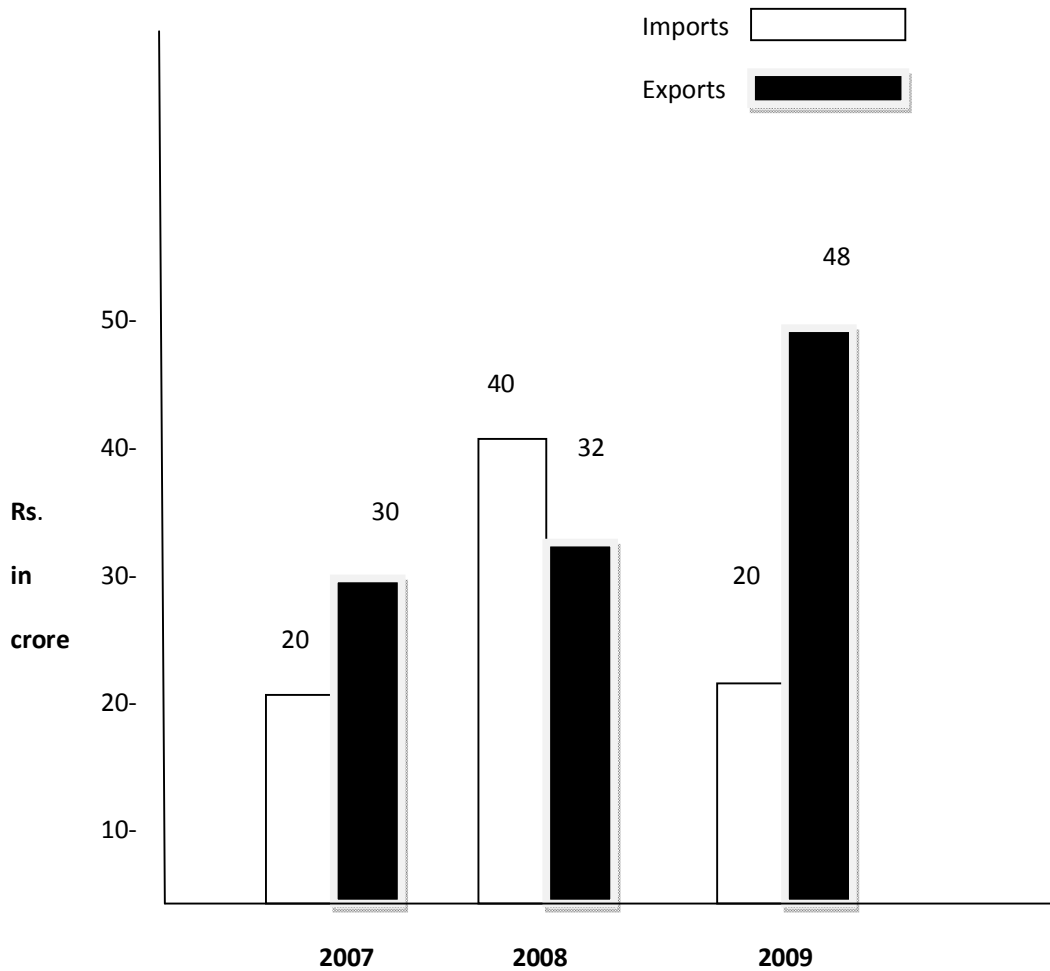
Rice	7,530	631
Tea and Mate	2,978	415
Spices	2,440	252
Iron ore	8,758	321
Leather	24,082	779
Gems and Jewellery	56,135	6,242
Total	5,555,028	36,258

1. How much was approximately India's export of rice in terms of total exports of rice in the world as a whole?

- (a) 8% (b) 9%
(c) 7% (d) 6%

2. On the basis of given information share of Gems and Jewellery accounted for approximately following percentage considering India's total exports:
- | | |
|---------|---------|
| (a) 15% | (b) 16% |
| (c) 17% | (d) 20% |

Directions : Study the following bar chart carefully, then answer the questions given below:



Questions:

- Exports in 2009 as compared to 2007 have increased by:

(a) 160%	(b) 60%
(c) 240%	(d) 40%
- Total foreign trade in 2008 is :

(a) 52 crore	(b) 72 crore
(c) 68 crore	(d) 32 crore

Directions : Read the following paragraph before answering questions given below :

Two or more essences out of a stock of five essences-L, M, N, O and P are used in making all perfumes by a manufacturer. He has learned that for a blend of essences to be agreeable it should comply with all the rules listed below.

A perfume containing L, should also contain the essence N, and the quantity of N should be twice as that of L. A perfume containing M, must also have O as one of its components and they should be in equal proportion. A single perfume should never contain N as well as O. O and P should not be used together.

A perfume containing the essence P should contain P in such a proportion that the total amount of P present should be greater than the total amount of the other essence or essences used.

1. Among the following which is an agreeable formula for a perfume?
 - (a) One part L, one part P
 - (b) Two parts M, two parts L
 - (c) Three parts N, three parts L
 - (d) Four parts O, four parts M

2. Adding more amount of essence N will make which of the following?
perfumes agreeable:
 - (a) One part L, one part P
 - (b) Two parts M, two parts P
 - (c) One part M, one part P
 - (d) Two parts M, four parts P

SECTION – IV

(Numerical Ability)

Question No. 76 to 100

1. A box contains 90 mts each of 100 gms and 100 bolts each of 150 gms. If the entire box weighs 35.5 kg., then the weight of the empty box is:

(b) 10 kg	(b) 10.5 kg
(c) 11 kg	(d) 11.5 kg

2. If the radius of a circle is increased by 20% then the area is increased by:

(b) 44%	(b) 120%
(c) 144%	(d) 40%