

Programme Guide

Master of Business Administration



Krishna Kanta Handiqui State Open University

The University deserves the right to change the rules and procedures described in this Programme Guide. Please check from time to time with the University Website for updates.

Recognition of Degrees/Diplomas/Certificates provided by Krishna Kanta Handiqui State Open University:

- Established under the provision of the 'Krishna Kanta Handiqui State Open University Act' 2005 of the State Legislature of Assam.
- The University has been recognised and its academic programmes have been approved by the UGC, New Delhi vide letter no. F.9-13/2008(CPP-I), dated March 18, 2009.
- The Government of Assam has recognised all degree, diploma and certificate programmes of the University for job and higher study vide letter no. AHE/228/2007/330, dated May 08, 2009.
- The UGC through its Public Notice vide F. No. 1-9 2018 (DEB-I) dated 23rd February, 2018 has asked for recognising and treating the Degrees/Diplomas/Certificates awarded through distance mode at par with the corresponding awards of Degrees/Diplomas/Certificates obtained through the formal system of education. URL: https://www.ugc.ac.in/pdfnews/5628873_UGC-Public-Notice---treating-all-degrees.pdf

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1. MESSAGE FROM THE DEAN (ACADEMIC)

Dear Learner,

Greetings from the Establishment of the Dean (Academic) at Krishna Kanta Handiqui State Open University.

I heartily welcome you as a learner of the MBA Programme of this prestigious state open university and I hope that you will be happy to explore the varied and up-to-date curriculum of this Programme which are compatible with the 21st century employment market. KKHSOU has been a choice-based educational destination for many who were deprived or denied or conditionally forced to remain away from their dream of education. While imparting need-based education to the fresh learners, our University also holds the promise of fulfilling the educational dreams of the socially backward, underprivileged and marginalized people of our society.

Friend, I am happy to inform you that we at KKHSOU provide diverse tracks to fulfill your learning needs. Our university is currently offering programmes in four different levels i.e. Master's Degree, Bachelors' Degree, Diploma and Certificates under six different Schools of Studies namely, S.K. Bhuyan School of Social Sciences, Padmanath Gohain Baruah School of Humanities, Maniram Dewan School of Management, Bhupen Hazarika School of Mass Communication, Guru Prasad Das School of Vocational Studies and Hiranya Kr. Bhuyan School of Science and Technology. We are having subjects right from Literature to Journalism, from Yoga to Commerce and Management. Once a learner is awarded a Degree or Certificate by KKHSOU in any of the programmes, he/she becomes eligible for employment in any government or private sector work market. Therefore, start your educational journey with confidence and hard work so that you can shine in life.

I am happy to share the fact that we are loved and embraced by a large number of learners spread across the state and beyond. During your journey in our university, you will be supported by a host of Learner Support Services about which you learn in this Programme Guide. Therefore, I urge you to make full utilisation of the resources and facilities provided by our university. Besides, our faculty members shall be always ready to assist you in advancing your knowledge, developing your creativity and discovering solutions to the pressing academic questions you might face.

I know that we have challenges to meet. However, I also assure you that through our dedication, determination and teamwork, we shall be able to overcome all problems on our way.

I wish you all the very best for your bright future.

**Dean Academic
KKHSOU**

2. STUDYING AT KKHSOU USING THE DISTANCE LEARNING MODE

Krishna Kanta Handiqui State Open University (KKHSOU) welcomes you to its vast community of aspiring learners. It is important to advance and upgrade your education for a productive and healthy living in contemporary society. Hence, it is important that you choose the right university to suit your learning needs. KKHSOU shall assist you in all the aspects of your educational journey.

You will note that KKHSOU is the 14th State Open University of India with a learner-base of 3,00,000 until 2019. This University has adopted the Open and Distance Learning (ODL) mode to facilitate the implementation of its different academic programmes with a view to providing timely opportunities for lifelong learning. Our flexible academic programmes shall suit the needs of all our learners as well as working individuals who are unable to study full time on-campus five-six days a week, despite having a desire for an accredited qualification and personal development.

While studying at KKHSOU, you will be supported by a meticulously prepared Self-Learning Materials (or SLMs) that are well designed and expertly written; an all-inclusive university website; an e-SLM portal and a host of other learner support services such as face-to-face counselling sessions in the University Study Centres, which act as the mirror of the University.

The SLMs in a particular programme are specially prepared by a group of experts who include the faculty members from KKHSOU as well as those drawn from different Universities and educational institutions located across the state as well as the country. The preparation and production of the SLMs of a particular department are co-ordinated by the faculty members of the concerned department following a careful scrutiny of the contents and language by experts in the field. Besides, efforts to make audio and audio-visual contents based on the syllabus are also made in the Multimedia Production Unit of the University in consultation with the course writers, editors and in-house faculty members. Such audio-visual materials are reviewed by the faculty members, media experts and the concerned authority, before they are uploaded in the University's YouTube page.

We hope that you will make full use of the resources provided by the University during your academic journey. However, you should also know that your achievement in the programme of enrolment will also depend on your performance in both the continuous assessments through assignment and the Semester-end examination. Studying in an ODL Institution for an award of degree or qualification demands great commitment on your part as a learner. Although KKHSOU provides you with a flexible way of learning, you are required to complete all the assignments in due course within a stipulated period and take the examinations according to the schedule specified. In general, besides attending the face-to-face counselling sessions and tutorials at your study centre where you have enrolled, you should be able to allocate at least 2-3 hours a day for studying your courses.

With this introductory information, you should start your programme at KKHSOU and we hope that by availing all the support services of the university, you will succeed in your educational venture. We assure you that the University fraternity shall always stand by you to help you with all your academic requirements.

3. HOW TO SUCCEED AS A DISTANCE LEARNER IN THE ODL SYSTEM

The Open and Distance Learning (or ODL) is a system of education in which education is imparted to the learners from a distance. The two basic elements in ODL are:

- a. The physical distance between the educators and the learners;
- b. The changed role of the educators who meets the learners only for selected tasks such as counselling during contact sessions, conducting tutorials and helping the learners with field-based projects and collaborating with the learners to solve their problems.

In the conventional face-to-face mode of education, the teaching-learning contents are communicated directly by the teachers/educator mainly through the lecture method. In distance education however, this interpersonal communication is replaced by print, telephonic and electronic communication, broadcasting of educational programmes, online communication and others need-based methods. Hence, the philosophy of ODL is based on the idea of the ‘teacher in print’ that means the teachers are very much present in the SLMs, directly teaching each learner through printed words.

In your case, the benefit of ODL is that it provides access to education that you would not have gained otherwise. ODL allows you to study when and where it suits you and enables you to continue learning while also fulfilling your commitments to the family, work and community. You may be pursuing higher education for various reasons such as—you might be interested in changing your career or you might simply want to expand your knowledge base for personal enrichment. Whatever may be the reason, unlike in the conventional system, ODL provides you with flexi time learning experience while catering to your learning needs. It is important for you to bear in mind that in ODL, you are not pursuing your studies alone on your journey.

We encourage you to make full use of the facilities provided by the University during your study at KKHSOU. You should always make an attempt to regularly attend the counselling sessions at the study centre where you have enrolled, form study groups with your programme-mates, check for the latest academic updates in the University website: www.kkhsou.in, participate in academic discussion with your fellow learners as well as your teachers through Facebook or WhatsApp groups, contact your tutors at the study centres or the teachers at the University headquarters. Further, your tutors in the study centers shall be there to help you understand the course materials, clarify the concepts you find difficult and collaborate with you to enhance your learning experience.

Feel free to learn and enjoy learning towards successful completion of the Programme.

4. INTRODUCING THE MBA PROGRAMME

Maniram Dewan School of Management of KKHSOU has been established to provide developmental avenues for working personnel, professionals, entrepreneurs, self-employed and also for those who are keen to have knowledge of management and for acquiring management qualifications to upgrade and refine their managerial skills, capabilities, and orientation.

The MBA programme of Maniram Dewan School of Management of KKHSOU is designed to enable the learners to imbibe the relevant knowledge and skills of Management and Entrepreneurship. The MBA programme aims to impart learning opportunities to the learners in the specific domains like leadership, entrepreneurial skills, and professional competence. Syllabi of MBA Programme have been finalized after a series of deliberations and discussions with academic experts in the respective field from Gauhati University, KKHSOU and Assam Institute of Management. This programme has been thoroughly revised in accordance with the UGC Regulations on Open and Distance Learning, 2017. The quality of Curriculum and Syllabus of this programme has been so designed to accommodate the recent developments in the field of higher education in general and the subject in particular.

4.1 Aims of the Programme:

The MBA Programme aims at

- a. Generating an interest in entrepreneurship and business
- b. Creating an analytical bent of mind
- c. Developing human resources who might join public or private sector as managers, entrepreneurs and teaching fraternity
- d. Inculcating a spirit of logical enquiry.

4.2 Objectives of the Programme:

The objectives of the Programme are to:

- a) Help the learners understand the emerging concepts in different functional areas of management like marketing, personnel, finance and production.
- b) Explain the practical implications of the above with the help of case studies.
- c) Facilitate the working people who wish to develop their professional skills in management.
- d) Help the learners with development of relevant knowledge and skills to start their own enterprises
- e) Contribute to the University's mission of regional development by putting importance on regional issues.

4.3 Target Group:

KKHSOU specially strives to cater to the needs of the learners from far flung areas cutting across of age, sex and backwardness so that they can have access to quality education and it functions with a motto of "*Education beyond Barriers*".

KKHSOU offers its MBA programme specially designed and developed for the learners to make them acquainted with different management philosophies such as understanding of behavioural science, marketing, human resource management, financial management and

information systems. To achieve the mission of KKHSOU, the MBA Programme has emphasized the following prospective target groups of learners:

- a) Women learners who want to get empowered with management education and acquire professional skills and start any entrepreneurial venture.
- b) Working people who wish to develop their professional skills in management and entrepreneurship.
- c) People engaged in different services, business or other professions.
- d) People hailing from far flung remote areas and living in other disadvantageous conditions.
- e) Learners who are deprived of higher education in conventional system for varieties of reasons.
- f) Working professionals in the lower or mid-level management, who are not able to complete their masters, and maybe experiencing a stalled career stage, as a result.

4.4 Duration:

The MBA programme has four semesters and is of minimum 2 years. The programme has courses in each semester carrying 100 marks (80+20) i.e. for 4 semester the programme will have 16 courses with a Project Study (200 marks). However, the maximum duration of the programme is 6 years as stated below:

- Minimum Duration : 4 semesters (2 years).
- Maximum Duration : 6 years (maximum of 4 attempts in 1 course/paper).

In case, a learner is not able to qualify a course in its first attempt, he/she has to qualify in the particular course within the next four attempts, subject to maximum duration of the study.

4.5 Career Prospects:

After successfully completing the MBA Programme (depending upon your specialization), you will be able to work as follows among others:

- Financial Manager.
- Marketing / Sales Manager.
- H.R. Manager.
- Investment Banker.
- Logistic manager
- Entrepreneur, etc.

4.6 Study Hours:

The MBA Programme consists of 72 credits, which means each of the total 16 theory courses/papers is of 4 credits each and one project having 8 credits. In the ODL system, a credit is often the measure of workload in terms of a student's learning efforts. One credit is equivalent to 30 study hours. Usually, a credit is calculated on the basis of the time spent for studying and doing practical works. Thus, a credit collectively refers to different aspects of study, such as

- Studying the SLMs
- Working on the assignments
- Doing the practical works
- Going through the texts and other Further Reading materials

- Listening and watching audio and audio-visual programmes
- Attending academic counselling sessions at the respective study centres and so on.

In one Semester comprising 4 Credits, you will need to devote about 120 hours to finish the course contents. However, as the ‘flexi-time’ option is available, you may yourself decide on the time to be devoted to the Programme. However, if you devote around 2-3 hours of meaningful and effective study every day, you will comfortably complete the programme in two years.

5. PROGRAMME STRUCTURE:

The MBA Programme comprises 4 Semesters with a total of 16 theory courses/papers and one project. Each Semester will have 4 courses. Each course will carry 100 marks out of which 20 marks will be reserved for Home Assignments. All courses are compulsory till third semester. In fourth semester you will have three optional subjects such as HR, Marketing and Finance, out of which you need to select any one specialisation. There is one project study in the fourth semester. Learners need to go to the field to acquire practical knowledge.

The following are the Semester wise courses of the MBA Programme.

The core courses of the MBA Programme are listed below. The evaluation framework for each course comprises assignments and semester- end test.

Semester	Title of the Courses	Brief Description	Recommended Readings
Semester 1	Course 1: Management Process and Organizational Behavior	This course introduces us to the subject of Management. This course is designed as an introduction to management and organizational behaviour. As such, it will provide us with an overview of the many functions that managers must perform. We will discuss what management is, and in doing so, we will discover the management functions such as planning, organizing, staffing and controlling, also we will discuss the organization behaviour, Organizational behavior is the study of both group and individual performance and activity within an organization. This area of study in this course examines human behavior in a work environment and determines its impact on job structure, performance, communication, motivation, leadership, etc.	<ul style="list-style-type: none"> • Drucker, Peter F., <i>Practice of Management</i>, Allied Publications, New Delhi. • Koontz, Harold and Wehrich, Heinz, <i>Essentials of Management</i>, Tata McGraw Hills, New Delhi. • Rao, V. S. P. and Hari Krishna, V., <i>Management: Text and Cases</i>, Excel Books, New Delhi. • Robbins, Stephen P., Judge, Timothy A. and Sanghi, Seema, <i>Organizational Behavior</i>, Prentice Hall, Delhi.
	Course 2: Managerial Economics	This course introduces us to the subject- Managerial Economics. This course is designed as an introduction to economics in the field of management. It deals with the introductory concepts of managerial economics, demand analysis, demand forecasting, supply and market equilibrium and consumer behavior, theory of Production, cost analysis, objectives of a firm, revenue analysis and pricing policies and market structure under perfect competition, market structure under imperfect competition, macroeconomic and selected macroeconomic aggregates, consumption function and investment function, business cycle and inflation, deflation and stagflation.	<ul style="list-style-type: none"> • Rana, K. C. & Verma, K. N. (2009). <i>Macro Economic Analysis</i>. New Delhi: Vishal Publishing Co. • Shapiro, E. (1988). <i>Macroeconomic Analysis</i>, New Delhi: Galgotia Publications pvt. Ltd. • Ajuja, H.L. (2007). <i>Macroeconomics: Theory and Policy</i>, New Delhi: S. Chand & Co. • Gupta, R. D. & Rana, A. S. (2009). <i>Keynes and Post-Keynesian Economics</i>, Ludhiana: Kalyani Publisher.

	Course 3: Accounting for Manager	This course is designed to provide a basic understanding of financial accounting, including introductory accounting theory, concepts, principles and procedures. Financial accounting gathers and summarizes financial data to prepare financial reports such as balance sheet and income statement for the firm's management, investors, lenders, suppliers etc. The course deals with the Fundamentals of Accounting, Accounting Concept, Principles and Policies, Double Entry Accounting, Ledger and Subsidiary Books etc.	<ul style="list-style-type: none"> • B. B Dam and H C Gautam, 'Theory and Practice of Financial Accounting', Capital Publishing Company, Guwahati. • Hanif and Mukherjee (2003), 'Financial Accounting', Tata McGraw Hill Education. • P.C. Tulsian (2002), 'Financial Accounting', Pearson Education India.
	Course 4: Information Technology in Management	The course "Information Technology in Management" will focus on the different aspects of computer application. The course is meant to create interest in computer usage. This course will help the student in enhancing their knowledge in the field of Information Technology.	<ul style="list-style-type: none"> • Jain, V.; <i>MS Excel 2002–Training Guide</i>, BPB Publication, New Delhi. • Lotia, M.; <i>World 2000–An Introduction</i>, BPB Publication, New Delhi. • Rajaraman, V. (2004); <i>Fundamentals of Computers</i>, 4th Edition, Prentice-Hall of India, New Delhi. • Syganski; <i>Introduction to Information Technology</i>, Pearson Education, Delhi-110092. • Witherspoon; <i>PowerPoint 2000 Fast & Easy</i>, BPB Publication, New Delhi.
Semester 2	Course 1: Human Resource Management	This course "Human Resource Management" will focus on different HR related functions in organisations. With the increasing complexities in business environment, the management of people have become more complex. The business organisations need to manage people more efficiently at least cost, so that they can get maximum utilisation of human resources. Human resource management is a management function involving procurement of suitable Human resources, train and develop their competencies, motivate them, reward them effectively and create an urge in them to be part of the management team whose aim should be rendered, dedicated, committed service for the success and growth of the organization.	<ul style="list-style-type: none"> • K. Aswathappa (2017); <i>Human Resource Management: Text and Cases</i>, McGraw Hill Education; Seventh edition. • Gary Dessler (2011); <i>Human Resource Management</i>; 12 Edition. • Pearson Education; Twelfth edition • C. B. Gupta (2017); <i>Human Resource Management- Text and Cases</i>; Sultan Chand & Sons, Wiley; Eleventh edition.
	Course 2: Marketing Management	This course introduces us to the subject-Marketing Management. This course is designed as an introduction to sales and marketing management. As such, it will provide us with an overview of the many functions that takes place in market. We will discuss what marketing is, and in doing so, we will discover different functions of marketing. We will discuss the micro and the macro environment of the market. After going through this self-learning material, learners will also come to know about consumer buying behaviour and business buying behaviour, positioning and targeting of product or services, pricing strategies, customer relationship management etc. At the end of this course, some cases are discussed to help learners understanding the real situations in marketing.	<ul style="list-style-type: none"> • Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha (2007), <i>"Marketing Management"</i>, Pearson Education. • Saxena Rajan (2007), <i>Marketing Management 3rd Edition</i>, Tata McGraw Hill Publication. • V. S. Ramaswami and S Namakumari (2003), <i>"Marketing Management"</i>, Macmillan India Limited. • Leon G. Schiffman, Laslie Lazar Kanuk (1997), <i>"Consumer Behaviour"</i>, Prentice Hall International edition, Ninth Edition.
	Course 3: Financial Management	In corporate World, finance plays an important role. This course will help you in understanding the basic concepts of corporate finance, role of finance manager, as well as the goals of financial management. In this course you will come to know about the	<ul style="list-style-type: none"> • Financial Management – M.Y Khan & P.K Jain • Financial Management Theory and Practice – Prasanna Chandra • Financial Management – I.M Pandey

		objectives, steps in preparing a financial plan, forecasting. The companies raise the required funds by various means like issue of shares, debentures etc. and in certain cases they use their reserves. At the same time they prepare various financial statements like, Profit and Loss Account, Balance Sheet, Cash Flow etc.	
	Course 4: Legal Aspects of Business	This course introduces us to the subject-Legal aspects of Business. This course is designed as an introduction to law in management. As such, it will provide us with an overview of the many regulations that takes place in business. We will discuss different Law related to business. After going through this self-learning material, learners will also come to know about Business Law, Law of Contract, Law of Partnership etc.	<ul style="list-style-type: none"> • Mercantile Law Books, Prem Kumar. • Commercial Law, Arun Kumar Sen. • Law of Contract Part II, R K Bangia.
Semester 3	Course 1: Statistics for Management	The course “Statistics for Management” will focus on the different statistical tools and techniques. The course is designed to give the learners the basic knowledge of statistics. The study of mathematics and statistics are very useful as it helps us in explaining some of the situations of our daily life. In business, it occupies an important place as most of the business decisions are taken on the basis of mathematical calculation.	<ul style="list-style-type: none"> • Business Mathematics, Qazi Zameeruddin, V. K. Khanna, and S. K. Bhambri, Vikas Publishing House Pvt Ltd, Second Reprint, 1995. • Agarwal, D. R. (2006). Business Statistics. Delhi, Vrinda Publications. • Gupta S.C. (1994). Fundamentals of statistics. New Delhi, Himalayan Publishing House. • Rajagopalan, S. P. & Sattanathan R. (2009). Business Statistics and Operations Research. New Delhi, Tata McGraw-Hill • Sharma, J. K. (2007). Business Statistics. New Delhi. Pearson Education Ltd. • Verma, A. P. (2007). Business Statistics. Guwahat, Asian Books Private Limited.
	Course 2: Production and Operation Management	This course introduces us to the subject-Production and Operations Management. The course “Production and Operation Management” will focus on the different aspects of production in the organisation. With the increasing complexities in business organisation the production process also has changed. The business organization needs to produce goods or services at least cost with better quality so that can get competitive advantage. Therefore, it is very important for the learners of management programme to be well versed with production and operation management.	<ul style="list-style-type: none"> • Kanishka Bedi (2013). Production and Operations Management, Oxford University Press, India. • B. Mahadevan (2010), Operations Management-Theory and Practice, Pearson India. • IndiaLee Krajewski and Larry Ritzman (2011). Operations Management-Processes and Supply Chains, Pearson India, India. • K Aswathappa and K Shridhara Bhat (2013). Production and Operations Management, Himalaya Publishing House, India. • B Russell and Bernard Taylor III, Operations Management (2007), Prentice Hall India, India. • Chase, Jacobs and Acquilano, Operations Management for Competitive Advantage (2006), Tata McGraw Hill, India. • P Khanna, Industrial Engineering and Management(2003), Dhanpat Rai Publications(P) Ltd., India.
	Course 3: Business Research Methodology	This course “Business Research Methodology” will focus on the different aspects of research methodology. Research is all pervasive key and the brain for decision making in any organisation. Hence, it is important to have a subject “Business Research Methodology” as a subject. In this course , the subject matter of the business research is included at large and also at a micro level. This course aims at covering various aspects of Business Research such as problem formulation, data gathering, analysing, interpretation of data, report writing etc.	<ul style="list-style-type: none"> • Malhotra, N.K. and Dash, S. (2011); <i>Marketing research: An Applied Orientation</i> (6th edition); New Delhi: Pearson Education. • Shields, Patricia; Rangarjan, Nandhini (2013). <i>A Playbook for Research Methods: Integrating Conceptual Frameworks and Project Management</i>. Stillwater, Oklahoma: New Forums Press. ISBN 1-58107-247-3.

	<p>Course 4: Business Policy and Strategic Management</p>	<p>This course “Business Policy and Strategic Management” will focus on the different aspects of Business Policy and Strategic Management. The importance of Business Policy and Strategic Management has grown as the firms have been exposed to global markets, competition, and opportunities. The study of business policy derives from the administrative tradition focused on the systems for an efficient internal allocation of resources and a balanced satisfaction of the stakeholders needs, while the field of strategic management is oriented externally towards smart and alert playing of competitive game and overall wealth creation. Business policy and strategic management as an integrated discipline , is intended to pull together the insights gained in introductory management courses.</p> <p>This course consists of fifteen units. This course starts with the unit discussing the concept of the introduction to research methodology.</p>	<ul style="list-style-type: none"> • Cherunilam Francis (2015), Business Policy and Strategic Management, Himalaya Publication House , New Delhi • C Appa Rao, B Parvathiswara Rao, K Sivaramakrishna (2008); Strategic Management and Business Policy, Excel Books, New Delhi • Tandon A (2010); Business Policy and Strategic Management; Anmol Publications Pvt. Ltd. • RaoSubba P; Business Policy and Strategic Management: Text and Cases; Himalaya Publication House , New Delhi
<p><i>In 4th Semester, the learners have to select any one specialisation (four courses from Finance/ Marketing/ Human Resource Management). The area-wise courses are listed below-</i></p>			
<p>Semester 4</p>	<p>Course 1: Investment Management Finance Specialisation</p>	<p>Investment Management provides a survey of the important areas of investments: valuation, the marketplace, fixed income instruments and markets, equity instruments and markets, derivative instruments, and a cross-section of special topics, such as international markets and mutual funds.</p> <p>Investment is an important means for channelizing the savings into the development of economy. This course is structured into 8 units in such a manner that the learner takes a stage wise exposure to the concepts of investment management and also appreciates the instruments and the market place where the activity has to be practised.</p>	<ul style="list-style-type: none"> • M. Ranganathan and R. Madhumathi (2011); <i>Investment Analysis and Portfolio Management</i>, Pearson Education, New Delhi. • Punithavathy Pandian (2016) <i>Security Analysis and Portfolio Management</i>, Vikas Publishing House Pvt. Ltd., New Delhi. • Bharti V. Phatak (2014); <i>Indian Financial System</i>, Pearson Education, Delhi. • Donald E. Fischer and Ronald J. Jordon(2011); <i>Security Analysis and Portfolio Management</i>, PHI. • Prasanna Chandra(2010);<i>Investment Analysis and Portfolio Management</i>, TMH, Delhi.
	<p>Course 2: Strategic Management Accounting Finance Specialisation</p>	<p>This course “Strategic Management Accounting” will focus on the different aspects of management accounting. In this course we have briefly discussed about Standard Costing, Budgetary Control, Zero based Budgeting, concept of Capital Budgeting, Responsibility accounting in decentralized organisation, concept of Transfer pricing in decentralized organisation and Traditional financial performance measures.</p>	<ul style="list-style-type: none"> • Strategic Management Accounting (Theory and Practice)- By V. K. Kumar • Cost and Management Accounting- By Shashi K. Gupta and Sharma. • Modern Cost and Management Accounting – By M. Hanif • Cost Accounting (Principles and Practice) –By M. N. Arora. • Management Accounting- By Paresh Shah.
	<p>Course 3: Management of Financial Services Finance Specialisation</p>	<p>This course “Management of Financial Services” will focus on the different aspects of management accounting. In this course we have briefly discussed about Financial Services, Financial Services in India, Securities trading, stock exchanges & SEBI etc.</p>	<ul style="list-style-type: none"> • Financial Services (2011) by Thummuluri Sidaiah; Pearson Education • Indian Financial System and Financial market operations (2017), by Jaydeb Sarkhel & Seikh Salim; McGraw Hill Education (India) Pvt. Ltd. • Financial Institutions and Markets, Structure, Growth and Innovations 6th Edition (2017) by L M Bhole and Jitendra Mahakud; McGraw Hill Education (India) Pvt. Ltd. • Financial Services 9th Edition (2018) by M Y Khan; McGraw Hill Education (India) Pvt. Ltd. • Management of Banking and Financial

		<p>Services 3rd Edition (2014) by Padmalatha Suresh and Justin Paul; Pearson Education</p> <ul style="list-style-type: none"> • The Indian Financial System and Development , Innovating Success 4th Edition (2012) by Vasant Desai; Himalaya Publishing House
Course 4: International Finance Finance Specialisation	<p>The course deals with contemporary financial environment and strategies and the functional as well as operational aspects in the international financial arena. The global financial landscape is changing fast with the integration of financial markets and mind-boggling technological advances. Economic events, government policies, and investor sentiments in any part of the world impact the financial markets across the world, exposing most businesses to market fluctuations.</p> <p>This book, an updated and enlarged edition of 'International Finance: A Business Perspective', equips corporate treasurers and finance managers with the conceptual understanding of global financial markets, instruments and products. It enables them to analyze market opportunities and associated financial risks, and also familiarizes them with the available funding avenues.</p>	<ul style="list-style-type: none"> • Paul R.R. (1998). Money, Banking and International Trade. Kalyani Publishers, New Delhi. • Apte, P. G. (1995), "International Financial Management", Tata McGraw-Hill Publishing Company Ltd, New Delhi. • Bhalla, V. K., "International Financial Management, Sultan Chand & Co., New Delhi. • Jain, P. K., Josette Peyrard and Surendra S. Yadav (1998), International Financial Management, Macmillan India Ltd., New Delhi. • Maurice D. Levi (1996), "International Finance", McGraw-Hill Inc. • Shapiro, Alan C. (1999), "Multinational Financial Management", John Wiley & Sons, Inc, New York.
Course 1: Sales, Distribution and Supply Chain Management Marketing Specialisation	<p>This course "Sales , Distribution and Supply Chain Management" of MBA 4th semester will focus on the different aspects of Marketing. In this course we have briefly discussed about Sales and Distribution and Supply Chain Management of marketing. We have also discussed Distribution management, which refers to overseeing the movement of goods from supplier or manufacturer to point of sale and different activities and processes such as packaging, inventory, warehousing, supply chain and logistics etc.</p>	<ul style="list-style-type: none"> • Gupta, S.L (2010). <i>Sales and Distribution Management</i>, New Delhi: Excel Books. • Havaldar, K.K; Cavale. V. M. (2010). <i>Sales and Distribution Management-Text and Cases</i>, New Delhi: Tata McGraw Hill Education • Sontakki C.N. (1992). <i>Marketing Management</i>. New Delhi. Kalyani Publishers. • Kotler Philip & Keller K.L. (2007). <i>Marketing Management</i>. New Delhi. Prentice Hall of India Private Limited.
Course 2: Service and Retail Marketing Marketing Specialisation	<p>This course "Service and Retail Marketing" will focus on the different aspects of service sector and retail sector in Marketing. In this course we have briefly discussed about service and retail marketing, it's various types and marketing strategies. We have also discussed about the concept of Service and retail Marketing and how it differs from Product marketing .</p>	<ul style="list-style-type: none"> • Christopher Lovelock and Jochen Wirtz (2017), <i>Services Marketing- People, Technology, Strategy , Pearson Education</i>, 8th edition, New Delhi • Roland T. Rust, Anthony J. Zahorik and Timothy L. Keiningham (1997) <i>Service Marketing</i>, Pearson Education • Services Marketing: The Indian Perspective- by Ravi Shanker. • Services Marketing-Texts and Cases by Rajendra Nargundkar.
Course 3: Industrial and Rural Marketing Marketing Specialisation	<p>This course "Industrial and Rural Marketing" of MBA 4th semester will focus on the different aspects of Industrial and Rural Marketing. In this course we have briefly discussed about Industrial or Business marketing, it's various types and marketing strategies. We have also discussed about the concept of Rural Marketing and how it differs from urban marketing and different strategies for rural marketing.</p>	<ul style="list-style-type: none"> • Havaldar Krishna K (2005), Industrial marketing 1st ed., TATA McGraw Hill Publishing Company Limited, New Delhi. • C. Krishnamacharyulu & R. Lalitha (2008), Industrial Marketing: A Process of Creating and Maintaining Exchange, Jaico Book House. • Govindarajan M. (2003), Industrial Marketing Management, Vikas Publishing House Pvt Ltd. • Ghosh P. K. (2005), Industrial Marketing, Oxford University Press. • Krishnamoorthy R. (2008), Introduction to Rural Marketing Himalaya Publishing House. • Dogra B. and Ghuman K. (2012) Rural marketing: Concepts and Practices,

		<p>McGraw Hill.</p> <ul style="list-style-type: none"> • Mohamed (Dr.) N. S., Rural Marketing in India: Opportunities, Challenges and Strategies, www.alliancebschool.com.
Course 4: Consumer Behaviour Marketing Specialisation	<p>This course “Consumer Behaviour” of MBA 4th semester will focus on the different aspects of consumer buying behaviour in Marketing. In this course we have briefly discussed about consumer behaviour and research, consumer attitude etc.</p>	<ul style="list-style-type: none"> • Leon G. Schiffman, Leslie Lazar Kanuk and S. Ramesh Kumar, “Consumer Behaviour”, (10th Edition, 2010) Pearson, New Delhi. • Satish K. Batra and S H H Kazmi (2nd Edition, 2008), “Consumer Behaviour”, Excel Books, New Delhi. • D. Hawkins, R. Best, K. Coney, A. Mookerjee (9th Edition, 2007) “Consumer Behaviour”, Tata McGraw-Hill Publishing Company Limited, New Delhi. • Kotler P. and Keller K.L. (2009) , Marketing Management, Thirteenth edition,, Pearson. • Peter, P.J. and Olson, J.C. (2005), Consumer Behavior and Marketing Strategy, Seventh Edition, McGraw-Hill Higher Education.
Course 1: Industrial Relation and Labour Legislation HR Specialisation	<p>Now-a-day, human resource management plays a very important role in organizations. Organizations whether big or small, with profit or without profit motive emphasises on human resource development. The reason is that they have realized the importance of human resource in an organization. An organization cannot utilize its non- human resources without human resource. Therefore, most of the organizations have their own departments that deal with different aspects of human resource management. This course will help you in understanding the basic requirements for sound industrial relations and the causes of disputes that may arise in an industry. This course will help you in understanding the meaning of strikes, lockouts, layoffs, retrenchment etc. Again, the human resource manager has to deal with different levels of employees in an organization and no one can deny the psychological aspect in managing people. But the legal aspects also play a major role in managing human resource. It means the human resource manager must take care of the legal provisions in dealing with the human resource in an organization. The governments- central as well as state adopted various Acts giving legal protection to the employees in organizations. The Acts like, Factories Act, Payment of Bonus Act, Workmen’s Compensation Act etc. have various provisions protecting the right of workers in industrial establishments and binding the employers to give a secured and hygienic working environment for the workers.</p> <p>So as a future human resource manager, you must be well versed with the legal provisions and procedures. The knowledge of the legal factors will give you an added advantage in managing the human resource.</p>	<ul style="list-style-type: none"> • Srivastava S C(2014), Industrial Relations and Labour Laws, 6th Revised Edition, Vikash Publishing House, India • Misra S N(2013), Labour and Industrial Law, Central Law Publications, India. • Kumar H L(2016), Labour Problems and Remedies, 13th Edition, Universal Law Publishing, India, 2016. • Monappa A (2012), Industrial Relations and Labour Laws, 2nd edition, McGraw-Hill Education, India. • Srivastava S C (2014), Industrial Relations and Labour Laws, 6th Revised Edition, Vikash Publishing House, India, 2014.

<p>Course 2: Organisational Change and Development HR Specialisation</p>	<p>This course “Organisational Change and Development” will focus on the different aspects of Organisational Change and Development. The course is about organizational development- a process that applies a broad range of behavioural science knowledge and practices to help organisations build their capacity to change and to achieve greatness of effectiveness including increased financial performance and organisation member engagement.</p>	<ul style="list-style-type: none"> • French, W., Bell H.C. and Vohra V. (2013). Organisation Development, Pearson Education, India. • Kondalkar, V. G. (2013). Organization Effectiveness and Change Management, PHI Learning Pvt Ltd, New Delhi. • Grievies, J. (2010). Organizational Change: Themes and Issues, Oxford University Press, New York. • Hersy, P. and Blanchard (1977). Management of Organizational Behaviour: Utilizing Human resources, Prentice-Hall of India, New Delhi. • Anderson, D.L. (2013). Organization Development: The Process of Leading Organizational Change, Sage Publishing, London. • Singh, K., (2010). Organisation Change and Development, Excel Books, New Delhi.
<p>Course 3: Performance Management and Compensation Management HR Specialisation</p>	<p>This course “Performance Management and Compensation Management” of MBA 4th semester will focus on the different aspects of Performance Management and Compensation Management. One of the most important factors in human resource management is the performance appraisal system and the compensation management. The growth of the organisation depends on the degree of soundness of these disciplines. In a competitive world, every organization’s performance depends on how well it can manage the present as well as prepare for the future. Performance management deals with the continuous improvements in performance of individuals, their teams, departments and corporations. Performance Management is the comprehensive guidebook on how to establish a communication system to get top performance and value from each employee. This course will show us how to conduct goals-focused performance planning meetings and performance appraisals and foster a true commitment to success within each employee. Performance Management will benefit the employee, the manager, and the organization itself.</p>	<ul style="list-style-type: none"> • Sashi K. Gupta and Rosy Joshi (2014); Human Resource Management; Kalyani Publishers. • Goel D. (2012), Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall India Learning Private Limited. • Deb Tapamoy (2008), Compensation Management: Text and Cases, Excel Books. • Mousumi S. Bhattacharya and Nilanjan Sengupta (2008), Compensation Management, Excel Books. • B. D. Singh (2017), Compensation and Reward Management, Excel Books. • Dipak Kumar Bhattacharyya (2014), Compensation Management, 2nd Edition, Oxford. • Goel D. (2012), Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall India Learning Private Limited.
<p>Course 4: Manpower Planning and Resourcing HR Specialisation</p>	<p>This course “Manpower Planning and Resourcing” will focus on the different aspects of Manpower Planning and Resourcing. Manpower Planning was considered to be one of the means to create conditions of growth and sustainable development through an efficient use of human resources. Manpower Planning is a practical guide to effectively assessing, managing and preparing for current and future workforce requirements. It demystifies the often complex and seemingly technical world of strategic workforce planning to explain what it is, why it’s necessary and most importantly, how to do it. This course will help the human resources (HR) managers plan and make decisions about the allocation of resources for the effective management of people in organizations, within a given strategy.</p>	<ul style="list-style-type: none"> • Rao, T. V. (2005), Future of HRD; Macmillan India. • Jerry Gilley, Steven Eggland, Ann Maycunich Gilley (2002); Principles of Human Resource Development; ; Basic Books. • John P. Wilson (2005); Human Resource Development: Learning & Training for Individuals & Organizations; Kogan Page Publishers. • John Renesch, Sarita Chawla (2006); Learning Organizations: Developing Cultures for Tomorrow’s Workplace; CRC Press. • S. S. Khanka (2016); Human Resource Management: Text and Cases, , S. Chand, New Delhi. • V S P Rao (2009); Human Resource Management: Text and Cases, Excel Books. • George W. Bohlander and Scott A. Snell, Cengage (2000); Principles of Human

			Resource Management, New Delhi. • Kogan (2005); Human Resource Development: Learning & Training for Individuals & Organizations; Page Publishers.
	Project Report	This is a practical based paper. Learners need to submit synopsis and project report and need to appear for viva and presentation at the end term exam.	Project guidelines of KKHSOU

[**Note:** The syllabus of each course shall be intimated to the learners through the SLMs provided to them on the date of admission to each Semester.]

6. LEARNER SUPPORT SERVICES (LSS)

Learner Support Services (LSS) constitute the most important component of the ODL system around the globe in the 21st century. KKHSOU also provides some need based support services, which are as the following:

6.1 Face-to-face Counselling

KKHSOU provides face-to-face contact sessions between the learners and counsellors/tutors at the study centres to clarify their doubts and answer to their academic queries related to their programme of enrolment. This is called ‘Academic Counselling’, which is normally held on weekends or on Sundays at the KKHSOU Study Centres. You can contact your study centre for the schedule of such counseling programme and seek Academic Counselling for your courses.

Attending the counselling sessions is not compulsory. We however, advise you to attend them as far as possible, because such counselling sessions are very useful for:

- Sharing views and ideas with your counsellors and fellow learners.
- Understanding the complex and difficult issues/topics/ideas discussed in your SLMs.
- Getting clarification on many of your doubts, which you could not have solved yourself.

Note that Counselling is not lecturing, though a counselling session may include a short lecture to trigger a fruitful discussion. In fact, the counselling session is a group activity session, where you participate in discussions, share your views and/or listen to audio/visual programmes and do all other sorts of activities to comprehend your units. Therefore, it is important that you regularly come to the counselling sessions thoroughly prepared, after reading the relevant Blocks and units.

Your Study Centre will inform you about the schedule of counselling sessions. You should contact the Study Centre co-ordinator for the counselling schedule just after you enroll in our University. If your problems are not solved and if the counsellors refuse to hold counselling at the centre, you may immediately inform the university Headquarters. You may also contact the faculty members of Management at KKHSOU through the E-mail ids provided at the end of this Guide. They will personally extend their support and advise as and when necessary.

6.2 ICT-Based Support Services

The following are some of the ICT-based support services of KKHSOU.

- a. **KKHSOU Website:** The University website www.kkhsou.in serves as a single window for obtaining all necessary information regarding the University. The website also includes the customised study centre search facility based on its location or programme on offer.
- b. **Community Radio Service (CR):** “Jnan Taranga” (90.4 MHz) the Community Radio is an important platform for the broadcast of educational programmes, which include debates, discussions and talk shows. The e-Radio can also be accessed through the URL: <http://jnantaranga.kkhsou.in/iradio/>
- c. **Ekalavya:** KKHSOU with the help of Prasar Bharati has launched a special educational programme named ‘Ekalavya’ which is aired every Saturday from 8.00 PM to 8.30 PM through All India Radio, Guwahati and Dibrugarh.
- d. **Akashvani Phone-in Programme:** KKHSOU offers one hour live phone-in programme through AIR, Guwahati and Dibrugarh where officers and experts from the University clarify queries put across to them over telephone. This phone-in programme is aired every Thursday from 9.15 AM to 10.15AM.
- e. **e-SLM:** This serves as the digital repository where e-study materials are uploaded for the benefit of the learners. E-SLMs can be accessed through: eslm.kkhsou.in.
- f. **KKHSOU Central Library:** The University Library provides access to Online Public Access Catalogues (OPAC), subscribed journals and databases and a huge number of important books in different disciplines. It also provides access to various online directories including Directory of Open Access Journals (DOAJ) and Open Access Journals Search Engine (OAJSE), which can be used to browse and search thousands of Open Access Journals from across the world.
- g. **KKHSOU Digital Library:** This acts as the resource centre for the University. The Digital Library at Krishna Kanta Handiqui State Open University is an online locus for collecting, preserving and disseminating the institute’s output to the Global community. URL: <http://dlkkhsou.inflibnet.ac.in/>
- h. **KKHSOU Mobile APP:**The KKHSOU mobile App, which can be downloaded from Google play store, works as miniature version of the University website.
- i. **KKHSOU YouTube Videos:** Most of the audio-visual educational programmes of KKHSOU can be accessed through <https://www.youtube.com/user/kkhsou>.

7. COURSE ASSESSMENT

Assessment in a course is based on two components—(a) “tutor-marked assignments” (TMAs) and (b) Semester-end examination. You are expected to learn and fully utilise the course materials provided in the form of Self Learning Materials (SLM), and read some of the books from the Further reading list provided at the end of each unit. You are strongly advised to read extra materials related to this course and discuss topics of interest with your course-mates. Important information regarding Course Assessment shall be made available in

the University Website from time to time. Some of you learn best on your own but many of you learn through discussions with your friends and course-mates. Opinions and insights you gather while discussing with your course mates are as valuable as those you can acquire from reading and attending the counseling sessions.

When you submit your assignments, you should not present the work of others as your own work. This includes submitting an assignment or part of an assignment, which has been written jointly with other persons or has been copied in its entirety or in part from the works of other persons without proper acknowledgement. Such actions or attempts are considered academic dishonesty (plagiarism). If you violate this norm, you will be liable to disciplinary action as may be specified by the University.

7.1 Tutor-Marked Assignments (TMAs)

Each course of MBA Programme has one set of Assignments of 50 marks. Assignments are compulsory and are supposed to be TMAs (Tutor Marked Assignments). The assignment carries 20% weightage in the final result. You must submit the assignment responses at your study centres as per the date specified.

Please note that assignment is an important component of your study. The purpose of assignments is to help you get through the courses. Your counsellor or evaluator will write comments on your assignment to facilitate your learning. The assignments, being a process of formative evaluation, will help you to understand how you are progressing in your studies. All the assignments submitted earlier will be carried forward. This is applicable, only if you extend your study to the subsequent Semester.

Note: Several ill practices have been reported to the University Headquarters regarding submission of assignments written by others or copying and submission of the same answers by several learners. After detection of such anomalies, KKHSOU reserves the right to penalise such learners. It should always be kept in mind that by adopting unfair practices, the learner is not cheating others except himself or herself.

The following are some important guidelines for writing your assignment responses:

- Make sure that you have answered all the questions of an assignment before you send them to the study center. Incomplete assignments shall bring you poor grades, or non-submission of assignments in time may lead to withholding of results.
- Answer the questions of the assignment as directed after a careful study of the Units available in the SLMs.
- You should not send printed articles as your answers for assignments, nor should you reproduce the text of the SLMs verbatim. Write assignments in your own words and in your own handwriting. However, don't forget to put your signature at the end. Typed assignment responses are never allowed.
- Ensure that you keep a copy of the assignment responses with yourself. You might need them in case you have to re-submit the assignment responses due to some unforeseen circumstances.
- While submitting the assignment, don't forget to collect the receipt. You may also get the receipt signature from the study centre on the assignment copy kept with you.
- Be precise in your response. Keep the word limit of the assignments in mind.

7.2 Practical Components/Projects:

This is subject specific. There is one 8 credit (200 marks) Project work at the 4th semester of the MBA programme.

The objective of the Project is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. The duration of the project work is six months.

A. TYPES OF PROJECT:

The Project may be taken on any one of the following areas:

- The project should be done in specialisation area of M.B.A programme only.
- Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- Evolution of any new conceptual / theoretical framework.
- Field study (empirical study).
- The project can be based on primary or secondary data.

B. PROJECT PROPOSAL (SYNOPSIS): Submission, Changes and Acceptance of Project Proposal (synopsis):

- Learners are advised to send their project synopsis and name and address of the project guide to the Coordinator, Study Centre. The synopsis should include the following:
 - Title of the Study
 - Objectives and importance (significance) for the Study
 - Research Methodology opted for the Study (stating nature, sources, collection of data; research tools and techniques to be used; sampling procedure). Along with this, a brief profile of the organization proposed to be covered in the project should also be included.
 - Limitations and Scope of the Study.
- If the learner wants to undertake a new project by changing his/her earlier project proposal, he will have to justify his new choice. Without valid ground and certification from his/her guide, no change in project proposal will be entertained.
- In any case, changes in project proposal will not be allowed after submitting the second project proposal. The second proposal will be considered as final.
- It is necessary that the learners finalize their project proposal well ahead of time.
- It is to be noted that changes in project proposal will not be entertained in the last month of the programme.
- In order to complete the project in due time, a learner should devote at least 120 days for his/her project. This time should be judiciously divided into various phases like field study & interview, data collection, data tabulation, data interpretation and data analysis.

C. PROJECT GUIDE:

- Faculties in the departments of Commerce, Management or Economics of KKHSOU headquarter.

- Faculties in the departments of Commerce, Business Management or Economics in colleges/institutions affiliated to any Indian University and having minimum five years of teaching experience.

7.3 Semester-end Examination:

KKHSOU conducts Term-end examination twice a year normally in February-March and July-August at the end of the each Semester. You become eligible to sit for the Semester-End Examination for MBA Programme only after the completion of the minimum duration for each Semester. To appear for the Semester-end Examination you should have:

- a. Submitted all the assignments in the prescribed format and within time.
- b. Submitted filled in Examination Form on time as specified by the Controller of Examination.

The final examination shall be conducted at the designated examination centre. The examination will be a proctored examination of three-hour duration for full paper and 2 hours for half paper. The final examination contributes 80% of the total course marks. The overall assessment is done as per the following:

Assignments: 20%

Semester-end Examination: 80%

Total marks: 100%

Note: The term end exam shall cover all the units in all 4 courses in one Semester. However, in some programmes there is a provision of half paper with 2 credits. The format of examination paper and sample exam paper are made available through the URL: <http://learnerportal.kkhsou.in/>. You may also access the tentative academic calendar through the University website. Besides, all learners may maintain a learning diary regarding important dates such as—date of enrolment, date of submission of assignment, form fill up dates, Semester-end examination dates etc. for their own convenience.

8. FACULTY MEMBERS IN DEPARTMENT OF MANAGEMENT

1. 

Prof. Nripendra Narayan Sarma
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2. 

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3. 

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9. CONTACT US:

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QR Code for University Website