

HEI PROFILE & ADMINISTRATIVE INFORMATION

Submitted before Appellate Committee

For

**Recognition of Open and Distance Learning (ODL) Programmes from
the academic year 2024-25, academic session beginning from
July-August, 2024 and onwards**

Submitted by



Centre for Distance and Online Education

The University of Burdwan

Golapbag, Burdwan – 713104

West Bengal

<http://www.dde.buruniv.ac.in>

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Report
 - e) Regulatory body Approval
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 - g) Programme Offered in Conventional Mode
 - h) Adequate (full time) dedicated Faculty availability
(Appointment letter, Joining report and Qualification)
 - i) Statutory Body Approval for SLM and SLM with Plagiarism
Report
 - j) Regulatory body Approval

Appeal Format (ODL) : University of Burdwan

UNIVERSITY GRANTS COMMISSION
Distance Education Bureau
Format for submission of Appeal for ODL Programmes

PART A- Information of Higher Educational Institution (HEI)

A1.

Name of the HEI : University of Burdwan

Institution Type : State

Year of Establishment : 1960

A2.

i. Receipt of e-mail communicating Assessment sheet of Interface Expert Committee meeting on:

30-10-2024

ii. Number of ODL Programmes 'Recommended':

UG : 00

PG : 06

PGD : 00

iii. Number of ODL Programmes 'Not Recommended'

UG : 01

PG : 01

PGD : 00

A3.

* Details of programmes recommended for ODL mode as per UGC communication cited at A2 above

Faculty details

Srno	Name of Programme	Faculty details (qualified, full-time and dedicated faculty)			Documentary Evidence
		Name of faculty	Designation	Qualification	
1	Master of Business Administration - Management Studies	Dr. ANANYA GHOSH	Assistant Professor	PhD	View
		Dr. RUBINA PARVIN	Assistant Professor	PhD	

2 Bachelor of Education - NA

Name of faculty	Designation	Qualification
Dr. SOMNATH DAS	Assistant Professor	PhD
Mr. UTPAL SANTRA	Assistant Professor	Post-Graduate

View

^
(/Pro

PART B –Appeal by Higher Educational Institution (Institutional level /Programme-wise)

B1.

* Institutional level deficiency as per UGC communication cited at A2 above (As applicable)

SR No	Institutional Deficiency	Compliance	Documentary Evidence (Annex appropriately as Annexure
1	HEI under 2(f) or Section 3	Yes	View
2	Statutory Bodies approval under its Act	Yes	View
3	Affidavit	Yes	View
4	Appointment of Director	Yes	View
5	Copy of Application on HEI Website	Yes	View
6	Build up Area	Yes	View
7	Territorial Jurisdiction as per Regulations	Yes	View
8	Availability of Administrative Staff	Yes	View
9	NAAC Score or NIRF Rank	Yes, NIRF: 2022 - 87, 2023 - 86, 2024: 36 (State University Ranking)	View

B2.

* Appeal for ODL programmes not recommended as per UGC communication cited at A2 above

Sr.No	ODL Programmes
1	Programme Name: Master of Business Administration - Management Studies

Programme Name: Master of Business Administration - Management Studies

Reason(s) for 'Not Recommended': Statutory body approval along with signed minutes of academic council for PPR & SLM is not submitted. Preparedness of SLM is not as per UGC (ODL Programmes and Online Programmes) Regulations, 2020.

1.1 Compliance :

[View File \(/Uploads/ProgrammewiseAppealNew1/HEI-P-U-0569/HEI-P-U-0569_ProgrammewiseAppealNew1_20241127134932.pdf\)](#)

[View](#)

1.2 Programme offered in Conventional mode : [View](#)

1.3 Number with designation of qualified, full-time and dedicated faculty available : [View](#)

1.4 PPR/SLM approved by the statutory authorities of the HEI(Yes/No): [View](#)

1.5 Regulatory Authority (RA) Approval (Yes/No); if applicable : [View](#)

2

Programme Name: Bachelor of Education - NA

Reason(s) for 'Not Recommended': Credit are not mentioned in B.Ed (PPR). Preparedness of SLM is not as per UGC (ODL Programmes and Online Programmes) Regulations, 2020. Statutory body approval along with signed minutes of academic council for PPR & SLM is not submitted.

1.1 Compliance :

[View File \(/Uploads/ProgrammewiseAppealNew1/HEI-P-U-0569/HEI-P-U-0569_ProgrammewiseAppealNew1_20241127141620.pdf\)](#)

[View](#)

1.2 Programme offered in Conventional mode : [View](#)

1.3 Number with designation of qualified, full-time and dedicated faculty available : [View](#)

1.4 PPR/SLM approved by the statutory authorities of the HEI(Yes/No): [View](#)

1.5 Regulatory Authority (RA) Approval (Yes/No); if applicable : [View](#)

* The faculty as per Annexure-IV of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 shall only be considered. The designations such as Academic Consultant/Consultant/Part time/ Visiting/academic faculty, etc., are not as per Regulations.

Payment

Sr.No	No. of Programme	Fee Amount	Payment Status
1	2	23600.00	Success

PART D – Declaration

D.

It is hereby declared that information provided in Part-A, Part-B & Part-C

above is factually correct. It is certified that faculty members above for each

above is factually correct. It is certified that faculty members shown for each of the programmes; are on 'full time dedicated basis' with designation as Professor/Associate Professor/ Assistant Professor as per the requirement detailed at Annexure-IV of UGC (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020

and

No faculty members of Learner Support Centre/other institute has been shown as faculty of the university.

I understand and agree that an appropriate action against the HEI will be initiated by the UGC, in case any false statement/information is observed during the evaluation of the representation received and at a later stage.

Date: 27-11-2024

Signature :




Place: Rajbati, Purba Bardhaman

Registrar of the HEI with seal: DR. SUJIT KUMAR CHOWDHURY, REGISTRAR, THE UNIVERSITY OF BURDWAN, BURDWAN, 713104 W.B.

Submitted Date: 11/27/2024 3:06:52 PM

Annexure – I

Copy of Relevant Page of Act allowing HEI
To offer the programme in ODL

I.e. HEI Act has provision to offer ODL programmes and approval of proposed programmes

2. In this Act, unless there is anything repugnant in the subject or context,—

Definitions

(1) "affiliated" in relation to a college or an institution means affiliated to the University of Burdwan as constituted prior to the appointed day and continue as such immediately before such day or affiliated to the University under this Act;

(2) "appointed day" means the date referred to in sub-section (5) of section 57;

(3) "constituent college" means an affiliated college in which instruction is provided, under prescribed conditions, for honours as well as for post-graduate courses of study, and which is declared as such by the University;

Provided that, if in any professional subject no honours courses of study have been prescribed, a professional college may be a constituent college although no instruction is provided in that college for honours courses of study in that subject;

(4) "convocation" means a meeting of the Court for the purpose of conferring degrees, titles, diplomas, certificates or other academic distinctions;

(5) "district" means any of the districts of Bankura, Birbhum, Burdwan, Hooghly and Purulia or any district which may be created in future out of any part or parts of one or more of the above-mentioned districts;

(6) "employee" in relation to the University means any person employed by the University;

(7) "financial year" means the year ending on the 31st day of March;

(8) "Government College" means a college maintained and managed by the State Government;

(9) "Governor" means the Governor of the State of West Bengal;

(10) "Hall" or "Hostel" means a unit of residence for students, teachers, officers or non-teaching staff recognised by the University;

Note : Provisions of sections 2 to 7 came into force on the 22nd July, 1983 [Vide West Bengal Act XVII of 1983]

PART—A

West Bengal Act XXIII of 1981

THE BURDWAN UNIVERSITY ACT, 1981

[Passed by the West Bengal Legislature]

[Assent of the Governor was first published in the Calcutta Gazette Extraordinary, of the 10th August, 1981]

*By 12/2/84
Director
Central Board of Secondary Education
The University of Burdwan
Burdwan - 713104*

An Act to provide for the reconstitution of the University of Burdwan and for certain matters connected therewith or incidental thereto.

WHEREAS it is expedient to reconstitute the University of Burdwan to enable it to function more efficiently as a University encouraging and providing for instruction, teaching, training and research in various branches of learning and courses of study, promoting advancement and dissemination of knowledge and learning, and extending higher education to meet the growing needs of society and to make the constitution of various authorities or bodies of the University more democratic;

It is hereby enacted in the Thirty-second Year of the Republic of India, by the Legislature of West Bengal, as follows :—

CHAPTER I

PRELIMINARY

1. (1) This Act may be called the Burdwan University Act, 1981.

Short title and commencement

(2) This section and section 52 shall come into force at once; and the remaining provisions of this Act shall come into force on such date or dates as the State Government may, by notification in the Official Gazette, appoint, and different dates may be appointed for different provisions of this Act.

(25) "University Professor", "University Reader", or "University Lecturer" means a Professor, Reader or Lecturer appointed or recognised as such by the University.

CHAPTER II

THE UNIVERSITY AND ITS OFFICERS

3. (1) The first Chancellor and the first Vice-Chancellor of the University and the first members of the Court and the Executive Council and all persons who may hereafter become the Chancellor or the Vice-Chancellor of the University or the members of the Court or the Executive Council so long as they continue to hold such office or membership, shall constitute a body corporate by the name of the University of Burdwan.

(2) The University shall have perpetual succession and a common seal and shall sue and be sued by the name of the University of Burdwan.

Powers of the University 4. The University shall have the following powers, namely :—

(1) to provide for instruction and training in such branches of learning as it may think fit and to make provisions for research and for the advancement and dissemination of knowledge;

(2) to establish, maintain and manage colleges, libraries, museums and such other institutions or centres as it may consider fit;

(3) to recognise any college as a constituent college or a professional college and to withdraw such recognition;

(4) to affiliate to itself or to recognise colleges or institutions or centres;

Note : Provisions under sections 3 to 5 came into force on the 15th April, 1984 [Vide Notification No. 433-Edn.(U) dated 30.3.1984 issued by the State Govt.]

* (5) to prescribe for colleges other than Government colleges,—

(a) the constitution, powers and functions of their Governing Bodies; and

(b) the terms and conditions of service of—

(i) Librarians, and

(ii) non-teaching staff;

(6) to prescribe for colleges the rules for Teachers' Councils;

(7) to provide for the inspection or investigation into the affairs of colleges or institutions or centres recognised by it or affiliated to it and to exercise general supervision and control over them;

(8) to take over for a period not exceeding twelve months the management of any affiliated, constituent or professional college, institution or centre other than a Government College, institution or centre in order to ensure that proper standard of teaching, training or instruction is maintained therein;

Provide that the University may, if it considers it necessary so to do, extend such period so, however, that the aggregate period shall not exceed eighteen months;

(9) to dissolve the Governing Body of any affiliated, constituent or professional college or institution or centre other than a Government College and pending reconstitution of the Governing Body thereof in such manner as may be prescribed to appoint an Administrator or an ad hoc Governing Body :

Provided that reconstitution of the Governing Body shall be made within a period of twelve months from the date of its dissolution;

Provided further that the University may, if it considers necessary so to do, extend such period so, however, that the aggregate period shall not exceed eighteen months;

(10) to institute degrees, titles, diplomas, certificates and other academic distinctions;

(11) to hold examinations and to confer degrees, titles, diplomas, certificates and other academic distinctions to person who,—

* indicates the provisions of clauses (a) and (b) of sub-section (5) amended [vide west Bengal Act XVII of 1983]

13.12.2017
Director
Centre for Distance and Open Education
The University of Burdwan
Burdwan - 713184

Explanation II : Notwithstanding anything contained elsewhere in this Act, a regular student elected under this clause shall hold office for a period of three years from the date of his election or till he ceases to be a regular student, whichever is earlier;

(xxii) one Research Scholar or Research Fellow of the University elected by such Research Scholars and Research Fellows in the manner prescribed;

Explanation I : "Research Scholar or Research Fellow of the University" shall mean a whole-time Research Scholar or Research Fellow of the University who receives a stipend from the University;

Explanation II : Notwithstanding anything contained elsewhere in this Act, a Research Scholar or a Research Fellow of the University elected under this clause shall cease to hold office on the expiration of the term of Research Scholarship or Research Fellowship, as the case may be;

(xxiii) one member to be elected by the Librarians of the University and of the colleges affiliated to the University from amongst themselves;

(xxiv) three members elected by the members of the Non-teaching staff of the University from amongst themselves;

(xxv) two members elected by the members of the Non-teaching staff of the colleges affiliated to the University from amongst themselves;

(xxvi) one member elected by the Officers of the University from amongst themselves;

(c) *nominated members—*

(xxvii) four persons to be nominated by the State Government of whom :

(a) one shall be a member of a registered trade union within the territorial jurisdiction of the University,

(b) one shall be a member of a peasants' association within the territorial jurisdiction of the University,

(c) one shall be a member of a primary school teachers' association within the territorial jurisdiction of the University, and

(d) one shall be member of a secondary school teachers' association within the territorial jurisdiction of the University;

(xxviii) one person nominated by the Government of India in the Ministry of Steel, Mines and Fuel;

(xxix) three persons having special interest in University or technological education nominated by the Chancellor;

* (xxx) the Principal, Hooghly Mohsin College and the Principal, Durgapur Government College, by rotation.

(2) All elections to the Court shall be held in the manner prescribed by Statutes.

18. (1) Subject to such conditions as may be provided by or under the provisions of this Act, the Court shall exercise the following powers and perform the following functions :

Powers and functions of the Court

(i) to establish University Departments, institutions, centres, libraries, laboratories and museums for study and research;

(ii) to create and institute, with the approval of the State Government, Professorships, Readerships, Lectureships, and such posts including posts of officers as may be necessary for the establishment of the University Departments, institutions, centres, libraries, laboratories and museums referred to in clause (i);

(iii) to institute degrees, titles, diplomas, certificates and other academic distinctions;

(iv) to institute fellowships, travelling fellowships, scholarships, studentships, stipends, bursaries, exhibitions, medals and prizes to be awarded out of the University Fund;

* *the provisions under clause (xxx) amended [vide West Bengal Act XVII of 1983]*

- ** (b) one being a Teacher other than Principal from the Under-Graduate Council of Engineering and Technology, and
- ** (c) one being a Teachers other than Principal from the Under-Graduate Council of Medicine;
- (xiv) One Principal elected by the members of the Under-Graduate Council of Arts, Science, Commerce, Law, Fine Arts and Music from amongst the Principals of such colleges;

Nominated members

- (xv) one person nominated by the Chancellor;
- (xvi) the Principal, Hooghly Mohsin College and the Principal, Durgapur Government College, by rotation.

other members

- (xvii) the member elected under clause (xxvi) of sub-section (1) of section 17.

(2) All elections to the Executive Council shall be held in the manner prescribed by Statutes.

(3) One-third of the total number of members of the Executive Council plus one shall be a quorum for a meeting of the Executive Council.

21. Subject to the provisions of this Act, the Executive Council shall exercise the following powers and perform the following functions :

Powers and functions of the Executive Council

- (i) to initiate proposals for the making of Statutes and Ordinances including proposals for amendment or repeal thereof, in the manner hereinafter provided;

** the provisions under clauses (xiii) (b) and (c) now are of no use since the U.G. Council of Engg. & Technology and of Medicine have been dissolved since the Burdwan Medical College has been affiliated to the W.B.U. of Health Sciences and the R. E. College, Durgapur has been declared as N.I.T Durgapur (Deemed University)

- (ii) to recommend to the Court after consulting the respective Faculty Councils for Post-Graduate Studies, the establishment of University Departments, institutions, centres, libraries, laboratories and museums for study and research;
- (iii) to maintain University Departments, University Institutions, University Libraries, University Laboratories and University Museums.
- (iv) to establish, maintain, manage and recognize Halls and Hostels;
- (v) to direct the inspection of University Libraries, University Laboratories, University Museum and Halls and Hostels;
- (vi) to recommend to the Court after consulting the respective Faculty Councils for Post-Graduate Studies, the institution of fellowships, travelling fellowships, scholarships, studentships, stipends, bursaries, exhibitions, medals and prizes, the expenses of which shall be met from the University Fund, and to award the same after institution thereof by the Court;
- (vii) to recommend to the Court, after consulting the respective Faculty Councils for Post-Graduate Studies, the creation and institution of Professorships, Readerships, Lectureships and such posts as may be necessary for the establishment of the University Departments, institutions, centres, libraries, laboratories and museums referred to in clause (i) of sub-section (1) of section 18;
- (viii) to create, with the approval of the State Government, posts of Officers, Teachers and other Employees of the University or to recommend to the Court for creation of posts of Officers and Teachers of the University;
- (ix) to prescribe the minimum qualifications for posts of Officers, Teachers and other Employees of the University;

13.12.2024
Director
Centre for Design and Online Education
The University of Burdwan
Burdwan - 713104

THE UNIVERSITY OF BURDWAN

Minutes of the 21st Meeting of the Executive Council
(1993-94) held on Monday, May 30, 1994 at 11.30 a.m.
in the Office Chamber of the Vice-Chancellor at
Rajbati, Burdwan.

Members present :

- Professor Nobit Bhattacharya, Vice-Chancellor : In the Chair
- Professor Gouri Sankar Das
- Professor Amit Kumar Mallick
- Professor Ahindranath Roychoudhuri
- Dr C.C.Sahana
- Professor Pranesh Das
- Dr Kshitis Chandra Chattopadhyay
- Dr Somnath Roy
- Dr Anadi Prasad Wandi
- Dr Anima Biswas
- Dr Sudhir Kumar Roy
- Sri Hridul Manti Sen
- Sri Biswanath Kayal
- Sri Jyotirmoy Bhattacharyya
- Sri Mrinal Kanti Ghosh
- Dr Tarak Nath Seth
- Dr Senkar Nath Mukhopadhyay
- Dr Lakshmi Narayan Saha
- Sri Shorosi Mohan Das
- Sri Bimalendu Ghosh

[Handwritten signature]
10-12-21
10/12/21
10/12/21

[Handwritten signature]
03.11.2014
Director
The University of Burdwan
Burdwan - 713104

Item No. 330

To note and approve the action of the Vice-Chancellor
in confirming the following supervisory staff of the
University who had been appointed, on promotion, on
different dates, to the posts noted against each :

- | | |
|---------------------------|-------------------------|
| 1. Sri Banshidhar Datta | - Senior Superintendent |
| 2. Sri Keshab Ch. Das | - do- |
| 3. Sri Jamini Ranjan Das | - do- |
| 4. Sri Chinmoy Mitra | - Junior Superintendent |
| 5. Sri Pran Krishna Datta | - do- |
| 6. Sri Tushar Manti Ghosh | - do- |
| 7. Sri Sambhunath Majhi | - do- |
| 8. Sri Chittaranjan Ghosh | - do- |

THIS ITEM WAS WITHDRAWN

Item No. 330

To consider the report dated 17.5.94 of the Sub-Committee constituted by the Executive Council at its meeting held on 25.2.94 in connection with opening the East-West Corridor through the Chandni Complex (Aftab Bhawan) of the University and the proposed plan for the road alignment alongwith the Chandni Ghat.

Resolution

The Council decided that the report of the Sub-Committee constituted by the Executive Council in connection with opening of East-West Corridor through the Chandni complex (Aftab Bhawan) of the University be taken up with the recommendation of Professor Hani Chakraborty in this regard.

Item No. 331

To note the action taken by different departments of the University on the Resolutions adopted by the Executive Council in its meetings held on 16.1.94 and 28.1.94 (both confirmed on 25.2.94).

NOT TAKEN UP

Item No. 332

To confirm the Draft Minutes of the meeting of the Executive Council held on 5th May, 1994.

Resolution

The Council confirmed the Draft Minutes of the meeting of the Executive Council held on 5th May, 1994.

Handwritten signature and stamp: Director, The University of Burdwan, Burdwan - 713002

Handwritten note: 14 Resolutions of 1994 are to be taken up

Item No. 333

(Any Other Matter)

(1) to (4) NOT TAKEN UP

(5)

Resolution

The Council considered the Order No. 249-Edn(U) dated 2nd May, 1994 received from Sri S. Shattocharyya, Joint Secretary to the Government of West Bengal regarding creation of one supernumerary post of Cash in the Burdwan University in the scale of Rs. 1400-3130/- plus usual admissible allowances with effect from the date of issue of the Order to absorb Sri Naba Kumar Kesh as a whole-time Cash after relaxation of the prescribed qualifications as directed by the Hon'ble Court, subject to the condition that one of the

existing two parts of Part-time Coach he kept in abeyance and endorsed the opinion of Sri Hrishabh Sen, Advocate, Calcutta High Court in this regard.

(6)

Resolution

The Council noted the letter No.2.5-17/94(SAP-3) dated 5th May, 1994 of Dr Sam Topno, Deputy Secretary, University Grants Commission, in connection with the Commission's Assistance to the Department of Philosophy, Burdwan University, Burdwan at the level of DRS for 5 years (1994-1999) under Special Assistance Programme (SAP) and first phase approval and sanction for first instalment of grant out of the total grant of Rs.17.50 lakhs and accepted the proposal.

(7)

Resolution

The Council discussed the matter of proper development of the plot of land of the University at Golabari Complex and its use for Commercial and Administrative purposes and approved it in principle. The Council constituted a Committee with the following members to explore the viability of such proposal and submit a detail report to the Executive Council :

- i) Dean of the Faculty Council for P.G.Studies in Arts etc.
- ii) Dean of the Faculty Council for P.G.Studies in Science.
- iii) Professor Prakash Das, Member, Executive Council.
- iv) Sri M.K.Sun, Member, Executive Council.
- v) Sri S.M.Dan, Member, Executive Council.
- vi) University Engineer. - Convener.

In this context the Council further resolved that Professor Koni Chakraborty be requested to render expertise in this connection, if necessary.

(8)

Resolution

The Council accepted the proposal for the introduction of correspondence courses at the University of Burdwan.

(9)

Resolution

The Council approved the recommendations of the Committee constituted for looking into the problem of admission into overlapping courses of studies and decided that from academic point of view admission into physically overlapping courses should be avoided. It was resolved that even if two courses of studies pertain to the same academic session

Handwritten signature and date: 10-12-24

Stamp: Director, The University of Burdwan, Burdwan - 713104

Stamp: (Outgoing) Administration, 10-12-24

(13)

Resolution


While approving the minutes of the meeting of the Provident Fund Trustee Committee held on 3.5.94 on Item No. 2 in connection with non-refundable advance upto a limit of 75% of the existing balance in P.F. account of a subscriber on completion of 20 years' continuous service with reference to Government's Order No. 11830/1(380)-P dated 5.11.93, it was decided that the State Government be moved in the matter. It was also decided that the matter be referred to the Statute Committee for amendment in this regard.


(14)

Resolution

On the basis of the resolution of the Departmental Committee of the Department of English taken at its meeting dated 7.4.94, the Council decided that Sri L.N. Gupta, Reader, Department of English, be debarred from all examination processes (including M.Phil.) until further orders.

The meeting ended with a vote of thanks to the Chair.


(M.K. Chatterjee)
Registrar
&
Secretary


(M. Bhattacharya)
Vice-Chancellor
&
Chairman


Director
The University of Burdwan
Burdwan

THE UNIVERSITY OF BURDWAN

Minutes of the 154th meeting of the Executive Council (1994-95) held on Friday, June 17, 1994 at 11.30 a.m. in the Office chamber of the Vice-Chancellor at Rajbati, Bardwan.

Members present :

Prof. Mohit Bhattacharya	.. In the Chair
Vice-Chancellor	" "
Prof. Gouri Sanker Das	
Prof. Amit Kumar Mallik	
Prof. Abinandnath Bhattacharya	
Prof. Pramesh Das	
Dr. Shaktis Chandra Chattopadhyay	
Dr. Somnath Roy	
Dr. Anadi Prasad Nandi	
Dr. Anima Biswas	
Dr. Sudhir Kumar Roy	
Sri Nridul Kanti Sen	
Sri Jyotirmoy Bhattacharyya	
Sri Arinal Kanti Ghosh	
Dr. Parak Nath Saha	
Sri Shorosri Nohari Das	

At the outset the Council condoled the sad demise of Prof. R.L. Sengupta, Ex-Professor of the Department of Physics and Professor Subhendra Chakrabarty, Ex-Professor of the Department of English and observed one minute's silence to pay homage to the departed personalities.

Item No. 329 dt. 30-5-96

To consider the recommendations of the University Bus-Advisory committee regarding issue of tender notification for running the University Shuttle Bus-Services.

Resolution

The Council considered the recommendations of the University Bus Advisory Committee regarding issue of tender notification for running the University Shuttle Bus-Services and resolved that in view of the exorbitant cost involved for running such Shuttle Bus-Services, the Council's recommendation at (a) - that instead of running two Buses,

15.11.94
Director
Office of the
The University of Burdwan
Burdwan - 713150

Item No. 24
(Any Other Matter)

(1)

Resolution

The Council noted the letter dated 13.5.94 of Prof. Somnath Roy, Member of the Executive Council communicating withdrawal of his earlier letter dated 20.4.94 and expressing regret for the same.

(2)

Resolution

The Council noted the letter No. P.1-75/94(OPP II) dated 23.4.94 of the University Grants Commission regarding relaxation in the provision of the U.G.C. (Minimum standard of instructions for the grant of first degree through formal and non-formal/distance education in the Faculty of Arts, Commerce, Humanities, Fine Arts, Music, Social Science, Commerce and Sciences) Regulations 1985.

(3)

Resolution

The Council approved the draft Admission Notification for Correspondence Courses with modifications (Annexure - I).

The Council desired that for the present Prof. A.K. SHILKAR, Dean of the Faculty Council for Post-Graduate Studies in Arts, Commerce etc. be requested to extend his services as Director of the Correspondence Program.

The Council desired further that immediately after Summer vacation the entire matter be placed before the Council for Post-Graduate Studies in Arts, Commerce etc. for ensuring co-operation of concerned Departments in connection with opening of the Correspondence Courses. A separate Account for Correspondence Courses be opened with the State Bank of India, Bardwan University Branch.

The Council requested the Vice-Chancellor to suggest names of officers who would operate the Account.

Handwritten notes in margin: "The Council resolved that regarding finalisation of the results of the candidate bearing roll no. of M.A. in History Examination, 1990, the matter be left to the Vice-Chancellor."

Resolution

The Council resolved that regarding finalisation of the results of the candidate bearing roll no. of M.A. in History Examination, 1990, the matter be left to the Vice-Chancellor.

(5)

Resolution

The Council noted the report of the Dean of the Faculty Council for Post-Graduate Studies in Arts, Commerce etc. on the basis of the suggestions brought forth by Prof. Somnath Roy in his letter dated 20.4.94.

Handwritten signature and stamp: "13.12.94 Director, The University of Bardwan, Bardwan 713001"

(19)

Resolution

The Council noted that a Court case had been instituted by Sri Subodh Mishra, an ex-employee of the University regarding his emolument of leave salary etc.

(20)

Resolution

The Council approved the engagement of one daily worker in the Nuclear Chemistry Laboratory in the Department of Chemistry as per its earlier decision in this regard.

(21)

Resolution


The Council noted the letter dated 11/11/67 of Hardhaman Viasavidyalaya Chhatra Samaj and resolved that the decision taken by the Council in regard to enhancement of Tuition Fees for the B.A./B.Sc./B.Com. students be kept in abeyance.

(22)


Resolution

The Council considered the representations submitted by the students of different colleges regarding the questions in Chemistry Honours Paper II of B.Sc. Honours Part I Examination, 1994 and resolved that the recommendations made by the Board of Under-Graduate Studies in Chemistry in this regard including the general compensatory award per candidate, be accepted.

The Meeting concluded with a vote of thanks to the Chair.


(H.S. Chatterjee)
Registrar
&
Secretary
6.7.94


(H. Shattacharya)
Vice-Chancellor
&
Chairman


13.11.2009
Director
Centre for Distance and Open Education
The University of Burdwan
Burdwan - 713154

Ref: Item No. 24 (Any Other
Matter (3).

(Annexure - I)

DIRECTORATE OF CORRESPONDENCE COURSES
THE UNIVERSITY OF BURDWAN, RAJBATI
BURDWAN - 713 104

ADMISSION NOTIFICATION

The University of Burdwan is going to offer several courses leading to H.A./H.Com. degree under the Correspondence Courses Programme with the approval of the Government of West Bengal from the Academic Session 1993-'94. The degree offered and the courses of studies will be the same as they are for the regular students of the University.

Graduates of recognized Universities with the relevant subject at their graduation level are eligible for admission to these courses subject to the rules as may be framed by the University from time to time. Permission to such graduates to appear at the H.A./H.Com. Examinations as external candidates, in the subjects offered through the Correspondence Courses, will henceforth be discontinued.

Personal Contact Programmes for the students of Correspondence Courses and the Examinations of eligible students will be held at Burdwan, Calcutta and some other places, if necessary, to accommodate sufficient number of candidates at such places.

Prospectus containing Application Form and other relevant information will be available on and from 21.7.94 on payment of Rs.20/- at the Directorate Office at Rajbati or by Registered Post by remitting Rs.55/- per IPO/Bank Draft drawn in favour of Director, Correspondence Courses, Burdwan University, Burdwan. Prospectus will also be available at the Camp Office of the University at 5, Indra Roy Road, Calcutta-25, on all working days on and from 21.7.94 excluding Saturdays and Sundays, between 11 a.m. and 3 p.m. against Bank Draft of Rs.20/- drawn as above.

Courses to be offered at present will be in Bangali, English, History, Political Science, Philosophy and Commerce.

The last date for submission of completed Application Forms along with necessary enclosures will be 16.8.94 (without Late Fee) and 20.8.94 (with Late Fee).

13.12.1993

Director
Care by Deans and Dean Education
The University of Burdwan
Burdwan - 713104

THE UNIVERSITY OF BURDWAN

DRAFT

minutes of the 5th Meeting (2004-2005) of the Executive Council held on Tuesday, the 10th August, 2004 at 11.30 a.m. in the Office Chamber of the Vice-Chancellor at Rajbati, Burdwan.

M E M B E R S P R E S E N T

- | | | |
|-----|----------------------------------|---------------------|
| 1. | Sri Amit Kumar Malik | <i>In the chair</i> |
| | <i>Vice-Chancellor.</i> | |
| 3. | Professor Lalchimi Kanta Samanta | |
| 3. | Professor Sumita Chakraborti | |
| 4. | Professor Swapnadip Thakur | |
| 5. | Dr. Chittaranjan Sain | |
| 6. | Dr. Sukhendu Sekhar Sarkar | |
| 7. | Dr. Goutam Chandra | |
| 8. | Dr. Achintya Kumar Dutta | |
| 9. | Sri Santimoy Khan | |
| 10. | Sri Dilip Kumar Dubey | |
| 11. | Sri Anadi Kumar Kundu | |
| 12. | Sri Debnarayan Chattopadhyay | |
| 13. | Sri Swapan Kumar Chatterjee | |
| 14. | Sri Swapan Rajchoudhury | |
| 15. | Dr. Dipak Bhattacharyya | |
| 16. | Dr. Arunaditya Mazumdar | |
| 17. | Dr. Gispati Chakraborti | |

10-8-2004
Rajbati (Office) of the Vice-Chancellor
The University of Burdwan
Burdwan - 713004

09-12-2004
Director
CASA for Planning and Data Services
The University of Burdwan
Burdwan - 713004

At the outset, the Council condoled the sad demise of Hiren Mukherjee, noted historian and a renowned personality in national politics, Pratima Bandyopadhyay, a well-known Bengali singer and Netal Chandra Roy, an employee of the university and observed silence for a minute to pay respect to their memories.

The Council welcomed Prof. Amit Kumar Malik on his assuming the charge of the office of the Vice-Chancellor for another term.

Item No. 75

To consider the resolution dated 15.7.2004 of the Committee constituted by the Executive Council to prescribe qualifications for the posts of Laboratory Technician (on contractual basis with honorarium of Rs.5000/- per month) for the departments of Computer Science and Mass Communication and to pass orders.

Resolution

The Council considered the recommendations made by the Committee constituted by it to prescribe qualifications for the posts of Laboratory Technician (on contractual basis with honorarium of Rs.5000/- per month) for the Departments of Computer Science and Mass Communication in its meeting held on 15.7.2004 and resolved to approve the following qualifications for the same:

Resolution

The Council noted the action taken by the Vice-Chancellor in sanctioning Rs.10,67,040/- (Rs.10,13,680/- + Rs.53,352/-) for payment to Bansal Steel Furniture towards supply of 360 (342 + 18) pcs Bench and Desk set (+ seater/72) to the New DCC building at Gotaplag and approved the same.

Item No. 79

To note and approve the action taken by the Vice-Chancellor in sanctioning Rs.1,41,925/- for placing an order of envelopes to the Burdwan University Co-operative Stores Limited being the lowest quotationer. The order has already been placed.

Resolution

The Council noted the action taken by the Vice-Chancellor in sanctioning Rs.1,41,925/- for placing an order of envelopes for DCC to the Burdwan University Co-operative Stores Limited being the lowest quotationer and approved the same.

Item No. 60

To confirm the Draft Minutes of the 4th meeting 2004-2005 of the Executive Council held on 27.7.2004.

NOT TAKEN UP

ITEM NO. 81
(Any other matters)
Resolutions

[Signature]
10/3/2004
Director
Burdwan University
Burdwan - 713104

(1) The Council considered the proposal submitted by the Medical Officer, Health Centre requesting to enhance the permanent advance held by him. It was resolved that the permanent advance held by him be enhanced to Rs.2,500/- from the existing amount of Rs.1500/-

(2) The Council considered the prayer of Smt. Rama Roy, W/o. Late Netaji Chandra Roy (a deceased employee of this University) requesting to employ her only son, Sri Rama Roy in the University services and decided that Sri Rama Roy be engaged on daily wage basis on compassionate ground for six months from the date of his engagement for the present.

- 9/8
- (i) Dean (Arts)
 - (ii) Registrar
 - (iii) Prof. S. Triakur
 - (iv) Dr. Achintya Kumar Datta
 - (v) Head, Department of Economics
 - (vi) Controller of Examinations, Convener.

The Council authorized the Vice-Chancellor to take appropriate action in this regard on the basis of the recommendations of the above Committee.

(9) The Council, while reviewing the performance of Dr. Soumyendra Kishore Datta who had been appointed Professor of Economics of this University on probation for a period of one year with effect from 26.08.2003, the date he joined the post, considered the report of the Head of the Department of Economics duly forwarded by the Dean (Arts etc.) and resolved that Dr. Datta be confirmed to the post with effect from 26.08.2003 as per rules.

The Council also noted the report submitted by Dr. Datta for his post-doctoral work as a Commonwealth Visiting Fellow in the Environment Department, University of York, U.K.

(10) The Council considered and approved the action of the Vice-Chancellor in enhancing the intake capacities for the P.G. Courses of Studies taught at the following affiliated colleges of the University by six each from the current academic year i.e. 2004-2005.

<u>College</u>	<u>Subject</u>
J. K. College, Purulia	Mathematics
B.B. College, Asansol	Physics

The Council, however, directed that there would be no change in the Fee Development Fee payable by the students for admission to P.G. Course of Studies Mathematics at J.K. College, Purulia during the current session.


(11) The Council considered the resolution dated 10.08.2004 of the Departmental Committee of the Department of Sanskrit communicated by the Head on 10.8.2004 in regard to qualification criteria for admission into M.A. in Sanskrit in regular and correspondence mode and resolved that henceforth the opportunity of getting admission into regular M.A. in Sanskrit course be only given to those candidates who passed B.A. (Hons.) in Sanskrit and the candidates who passed the Shastri Exam. be allowed to appear in M.A. in Sanskrit exam, only in correspondence mode.

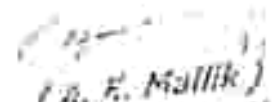

 02/12/2004
 Director
 Higher and Technical Education
 University of Burdwan
 Burdwan - 713104



 10/12/2004
 Head of Department
 Department of Sanskrit
 University of Burdwan
 Burdwan - 713104

(12) The Council noted the report of the inspecting Team constituted by the Vice-Chancellor for considering the viability of offering MPT Course at BIMES and assented to the recommendations made therein. The Council decided that MPT Course be introduced at BIMES with nine intake capacity from this session and selection of students to be made into the course be made through appraisal test.

The meeting ended with a vote of thanks to the Chair.


 (S. Dan)
 Registrar & Secretary
 10.5.04


 (B. K. Mallik)
 Vice-Chancellor & Chairman


 10.5.10.2004
 Director
 Centre for Quality & Process Excellence
 The University of Burdwan
 Burdwan - 713102

THE UNIVERSITY OF BURDWAN

Minutes of the 1st meeting (2005-2006) of the Executive Council held on Tuesday, the 6th June, 2005 at 11-30 a.m. in the Office Chamber of the Vice-Chancellor at Rajshahi, Burdwan.

MEMBERS PRESENT

1. Sri Amit Kumar Mallik In the chair.
Vice-Chancellor
2. Prof. Lakshmi Kant Sarmah
3. Prof. Harinar Bhattacharyya
4. Dr. Sanjib Kumar Saha
5. Dr. Sukhendu Sekhar Barik
6. Prof. Radhanath Mukhopadhyay
7. Dr. Achintya Kumar Datta
8. Sri Sampat Khan
9. Sri Anand Kumar Kundu
10. Sri Swapan Kumar Chatterjee
11. Sri Swapan Palchowdhury
12. Dr. Dipak Bhattacharyya
13. Dr. Gopali Chakraborti

Item No. 1

To consider the letter of 19.4.05 of Sri Manojit Alam, Pimpman, Engineering Department of the University intending his joining date, pointing out promotion as given to other Grade-IV staff who have joined at the material time and requesting in otherwords to promote him.

NOT TAKEN UP

Item No. 2

To review the performance of Dr. Sujit Kumar Chowdhury who has been appointed Deputy Inspector of Colleges on probation for a period of one year with effect from 19.7.2005, the date he has joined the post.

Resolution

The Council, while reviewing the performance of Dr. Sujit Kumar Chowdhury who was appointed Deputy Inspector of Colleges of this University on probation for a period of one year with effect from 19.07.2005, the date he joined the post, considered the report of the Inspector of Colleges and resolved that Dr. Chowdhury be confirmed to the post with effect from 19.07.2005 as per

[Handwritten signature]
12-10-21
Vice-Chancellor
of Burdwan
No. 11-7/3/04

Item No. 3

To review the performance of Sri Rajesh Das who has been appointed Lecturer in Mass Communication on probation for a period of one year with effect from 7.7.2005, the date he has joined the post.

[Handwritten notes and stamps]
12-10-21
Vice-Chancellor
of Burdwan
No. 11-7/3/04

6
10 years next higher scale (2nd Higher Scale)

Sl. No.	Name & Designation	Date of Joining	Existing Scale (Rs.)	Next Higher scale (Rs.)	Date of effect
1	Nur Naze (Tandoorwal)	01.11.85	4625-10175/-	4800-10825/-	01.11.06
2	Gajewji Rangan Son, Sr. Sarter	- Do -	3525-7050/-	3650-8075/-	01.11.06
3.	Sk. Moinul Ali, Sr. Sarter	- Do -	- Do -	- Do -	01.11.06
4	Ranjit Kr. Tan, Sr. Sarter	- Do -	- Do -	- Do -	01.11.06
5	Subhas Ch. Son, Sr. Sarter	- Do -	- Do -	- Do -	01.11.06
6	Sk. Mohiuddin, Sr. Sarter	- Do -	- Do -	- Do -	01.11.06
7	Bimal Ch. Ghosh, Sr. Sarter	- Do -	- Do -	- Do -	01.11.06
8	Sunumar Ch. Debsoth, Sr. Sarter	- Do -	- Do -	- Do -	01.11.06
9.	Alok Mohan Misra, Sr. Sarter	- Do -	- Do -	- Do -	01.11.06

11TH MAY
24
Item No. 15

To confirm the Draft Minutes of the 19th meeting (2005-2006) of the Executive Council held on 23rd May, 2006. The Minutes will be placed on the table.

Resolution

The Council considered the Draft Minutes of its 19th Meeting (2005-2006) held on 23.05.2006 at 11.30 a.m. and confirmed the same with the following corrections in the recording therein:

Item No. 292 (Any other matter)

Resolution

(10) The Council, while considering

and be adopted by the Advisory Committee of BKCRIC itself.

Item No. 16
(Any other matter)
Resolutions

The Council considered the question of nomination of two experts each to serve on each of the Screening Committees to be constituted to consider the cases of re-employment of the following teachers and resolved to leave the matter to the Vice-Chancellor for taking appropriate action in this regard:

09.12.2004
 Director
 The University of Burdwan
 Burdwan - 713009

24

(6) The Council noted the present position of the land/ properties of the University of Burdwan at Itanagar and Manglur P.S. areas, donated by Late Bhadrinath Roy of Bolpur. In this connection, the Council desired that a register with detail information relating to the donated land/ properties be prepared at an earliest. The Council also desired that co-owners of the aforesaid land/ properties be requested in writing to forego their ownership of the land measuring 75 acre at Bolpur in favour of the University of Burdwan as was discussed with the aforesaid in a meeting of the concerned Committee.

(7) The Council considered the letter dated 02.05.2006 of the Joint Secretary, Chhatra Sahamita, Burdwan requesting financial assistance from the University for organising the programme effectively and sanctioned Rs.10,000/- (Rupee ten thousand) for the purpose.

(8) The Council considered the proposal of Dr. Arpita Majumdar, Dy. General Manager, CMC Limited, Kolkata and Sri R. N. Lahiri, CSI, Kolkata for running MCA Course of this University at their campuses at Kolkata and requested the Vice-Chancellor to constitute a committee to examine the matter in detail.

(9) The Council considered the application of regular Post-Graduate Students who after joining service through SSC or otherwise intended to appear at Part-I Examination and took the following decisions:

- (i) In respect of subjects where Corresponding Courses are offered through D.D.E., candidates having joined services be treated as D.D.E. candidates for the entire course and be permitted to appear at Part-I and later Part-II or Part-II Examination as the case may be after getting enrolment as D.D.E. candidate at the appropriate stage(s).
- (ii) In respect of subject where there is no corresponding D.D.E. Course, the candidates are to appear as External Candidates after obtaining necessary permission as for existing rules. For candidates who are yet to clear Part-I a gap of one year be insisted at the Part-I stage and for those who have clear Part-I a gap of one year be insisted at the part-II stage to comply with the provisions of existing rules.

(iii) **Students who are to appear for the examination of offering M.A. / M.Sc. in Mathematics in D.D.E.**

OFFICE OF THE VICE-CHANCELLOR
UNIVERSITY OF BURDWAN
CAMPUS - 713121

05.12.2006
Director
The University of Burdwan
Burdwan - 713121

24


10

(15) The Council considered the recommendation dated 26.05.2006 of the Selection Committee constituted for appointment to the post of Reader in Commerce for the Department of Commerce against Advertisement No. 1/2005-2006 dated 12.07.2005 and approved the same.

It was resolved that offer of appointment be issued in favour of Dr. Chittaranjan Sarkar (Sl. No. 4 in the Bio-data Sheet).

(16) The Council considered the proposal of Mr Abdul Sofique, Lecturer in Tourism, Department of Business Administration for participation in the International Education Fair organised by Global Consultancy Services, Patna in Kathmandu, Nepal on June 18 - 20, 2006, duly recommended by the Head of the Department of Business Administration, to highlight the academic excellence of our University to attract foreign students from the neighbouring countries in different professional courses and decided, in principle, to participate in the aforesaid Education Fair and to authorize the Vice-Chancellor to take appropriate steps in this regard.

The meeting ended with a vote of thanks to the Chair.


(S. Dan) 6.6.06
Registrar & Secretary


(A.K. Mallik) 6.6.06
Vice-Chancellor & Chairman


23.12.2004
Director
Office to the Director
The University of Burdwan

AGENDA

127

Minutes of the 20th Meeting (2007-2008) of the Executive Council held on
Wednesday, the 23rd April, 2008 at 2 PM in the Office of the Vice
Chancellor, Rajbati, Bardwan

MEMBERS PRESENT

1. Sri Anil Kumar Mallik
Vice-Chancellor
2. Prof. Padmalakshmi Ghoshal
3. Prof. Anup Kumar Chatterjee
4. Prof. Pankaj Ghoshal
5. Dr. Ashish Kumar Hazra
6. Prof. Pradip Kumar Mandal
7. Dr. Gayatri Devi
8. Dr. Sambhu Prasad
9. Sri Anil Kumar Kundu
10. Sri Dolanarayan Chatterjee
11. Sri Swapan Kumar Chatterjee
12. Dr. Anuraj Bhattacharya
13. Dr. Gopal Chatterjee
14. Sri Sayan Kumar

In the Chair

Invited

10.12.201
Prof. Pankaj Ghoshal
(of Bardwan)

05.11.2007
Sri Anil Kumar Kundu
The University of Bardwan
Bardwan - 713122

Item No. 312

To consider the letter of 03.01.2008 of Sri Gurusri Harjan, Son of
Sweepor, Bardwan University requesting to change his title from Harjan to
Chowdhury in his service record

Resolution

The Council considered the letter dated 03.01.2008 of Sri Gurusri Harjan,
Soner Sweepor of this University requesting to record the change in the
surname from Harjan to Chowdhury formalized by affidavit made by him in this
regard and decided to record the change in his surname as per affidavit on the
understanding that such change of surname would not have any implication of
changing his caste.

Item No. 313

Head, USIC has submitted a proposal of purchase details of which is
given below. The total expenditure involved in this proposal is of 2,000,000 FDB
Singapore plus freight, forwarding and customs clearing charges etc. will be
looked from U.S.G. Central Maintenance Grant to the University for the financial
year 2007-2008.

Sr No.	Part No.	Description	Qty.	Price in JPY
1	PC 1017 (replaced PC 1017 ENPC).	PCI SLOWSCAN SYSTEM (PCI BUS) For existing Hitachi SEM Model S-530 with PC and Monitor	1	Y 2,000,000

To consider the recommendation of the Inspection Team for opening one year Diploma/Certificate course in Cyber Laws at the Law College, Santiniketan and at the Law College, Durgapur, Rajshahi.

Resolution

The Council considered the minutes of the Advisory Committee (AC) held on 12.04.2020 regarding the recommendation of the Inspection Team for opening one year Diploma/Certificate course in Cyber Laws at the Law College, Santiniketan and at the Law College, Durgapur, Rajshahi. The Council decided to implement the recommendation of the AC regarding the opening of one year Diploma/Certificate course in Cyber Laws at the Law College, Santiniketan and at the Law College, Durgapur, Rajshahi from the academic session 2020-2021.

Item No. 311

To consider and approve the recommendation made by the Inspection Team for opening one year Diploma/Certificate course in Cyber Laws at the Law College, Santiniketan and at the Law College, Durgapur, Rajshahi.

Resolution

The Council considered the recommendation of the Inspection Team for opening up of one year Diploma/Certificate Course on Cyber Laws at the Law College, Santiniketan and the Law College, Durgapur, Rajshahi. While approving the same, the Council resolved that provisional affiliation be granted to the above colleges for starting one year Diploma/Certificate Course on Cyber Laws subject to the terms and condition as laid down by the Inspection Team in regard. In this connection, the Council also decided that BSc in Law (with related experts, if necessary) be given the responsibility for framing the syllabus of the course.

Item No. 312

To consider and approve the recommendation made by the Inspection Team for opening PG Course of Studies in Social Work (MSW) in Law College, Durgapur.

Resolution

The Council considered the recommendation of the Inspection Team for opening up of Post-Graduate Course of Studies in Social Work (MSW) at the Law College, Durgapur, Rajshahi. While approving the same, the Council decided that provisional affiliation be granted to the above college for starting Post-Graduate Course of Studies in Social Work (MSW) from the session 2020-2021 subject to the terms and condition as laid down by the Inspection Team in

07/12/20
Director
Office of the Director
The University of Burdwan
Burdwan - 713146

10-12-2020
10/12/2020
The Director
Office of the Director
The University of Burdwan
Burdwan - 713146

- (b) A candidate who fails to appear in the Internal Assessment part of any paper(s) he/she may re-appear in the written part of the relevant paper(s) along with the Internal Assessment part of the paper(s) in the immediate next relevant semester examination provided chance remains.
- (c) A candidate who appears in the written part of the paper(s) only and obtains 35% marks and above of the full marks of the said paper(s) may not reappear in the written part of the said paper(s) but he/she must have to appear in the Internal Assessment part of the paper(s) and in that case higher marks in the written part of the paper(s) will be retained in credit. However, if a candidate reappears in the written part (along with higher internal assessment part) of a paper even after obtaining 35% marks and above of the full marks of the said paper, his/her reappearance in the said paper shall be treated as Repeat Examination (Improvement) under the provisions as laid down in U.Reg. (S.E.) 14.


U.Reg. (S.E.) 14 -

The Committee for a University Department of studies in the subject concerned shall recommend the names of the examiners (Internal) for the purpose of conducting Internal Assessment examination.

In case of constituent college(s) / Institution(s) full time teachers of the Department concerned shall recommend the names of examiners under the supervision of the Principal.

Paper-wise final marks of Internal Assessment part shall have to be submitted to the Controller of Examinations by the Head of the Department of the University / Principal of the college/institution under sealed cover.

The meeting ended with a vote of thanks to the Chair.


(S. Dan) 23.4.08

Registrar & Secretary


(A.K. Malik) 23.4.08

Vice-Chancellor & Chairman


07.12.2011
Director
Coord. & Control and Quality Education
The University of Burdwan
Burdwan - 713019

Government of West Bengal

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Education Department
University Education Branch

BIKASH BHAVAN
BIDHANNAGAR
CALCUTTA-91.

No. 96(2)-Edn(U)
10(C)-14/92

Handwritten: 2297

From : Shri D. Bhattacharyya, IAS,
Secretary to the Government of West Bengal.

To : Prof. Mohit Bhattacharyya,
Vice-Chancellor,
Burdwan University,
Rajbati, P.O. & Dist. Burdwan.

Dated Calcutta, the 22nd February, 1994.

Handwritten: 2297

Sub : Starting of a correspondence course
in West Bengal.

Handwritten: M/S
Sir,

I am directed to refer to this Department
endorsement No. 512(12)-Edn(U) dated 16-11-1993
forwarding the proceedings of the meeting of the
Advisory Committee of the Vice-Chancellors held
on 27-10-1993 and to state that in the said
meeting it was decided that your University will
introduce correspondence courses. I am now to
request you kindly to inform us of the steps being
taken for implementation of the above decision.

Yours faithfully,

Handwritten signature
21/2/94
Secretary.

Debashis.

Handwritten signature
09.12.2004
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

Handwritten: 100/100-1
Handwritten: 21/2/94

Proposal for Correspondence Courses
Dr. B. S.

University of Burdwan, Burdwan.

The primary objective of the opening of Correspondence Courses (CC) is to provide opportunities of higher education to all those who are unable for various reasons to undergo regular courses of studies inside the University Campus. These courses will also help people to acquire/improve upon their professional skill and competence.

The University of Burdwan, therefore, proposes to offer several courses under the Distance Education Programme of the University Grants Commission with the approval of the Govt. of West Bengal, in accordance with the Act, Statutes, Ordinances of the University.

Location : The Directorate of Correspondence Courses will be located at the Rajbati Campus of the University. In course of time, study centres and offices may be opened at different places.

Jurisdiction : Subject to the approval of the UGC and the State Government, the CC will be open to all persons residing in any part of the country who will satisfy the minimum qualifications and other requirements of the courses as may be laid down from time to time by the appropriate authority.

Courses to be offered : At the initial stage Post-graduate courses leading to M.A./M.Com. degrees will be offered in the following subjects :

Bengali; English; History; Philosophy; Political Science and Commerce. Subsequently, however, under-graduate courses in non-laboratory based subjects leading to Honours degrees will be offered. With the introduction of correspondence courses in the above subjects, permission to appear at the M.A./M.Com Examination as external students in the relevant subjects will be discontinued.

Duration and Syllabi : The duration of the CCs shall be two years as in the regular courses of studies and the syllabi of the courses shall also be the same as prescribed for the corresponding regular courses.

27/12/74
Director
Distance Education
The University of Burdwan
Burdwan - 713 104



Medium of instruction and Medium of Examination : The medium of instruction in all subjects other than Bengali will be English. The students will be required to give their answer in English for the Courses in Commerce, English and for the courses in History, Philosophy and Political Science, they may write their courses either in English or in Bengali.

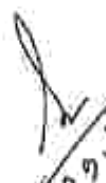
Academic Session : The academic session will be from June to May.

Admission : In order to be eligible for admission into the C.Co in a subject, the candidate should be a graduate from a recognised University with the corresponding subject at the graduation stage either in the two-year or three-year course. Graduates from two-year pass courses will have to wait for one year before being eligible for admission into the C.Co.

Admission to the first year shall start after the declaration of results of B.A./B.Com. Pass and Honours examinations. The dates of admission will be notified in leading newspapers. Prospectus containing the Admission Form and other information will be obtainable on payment of Rs.20/- at the counter or by Registered Post on remittance of a fee of Rs.30/- by IPO or D.D. For the convenience of the candidates, spot admission at different centres (initially at Calcutta Camp Office) may be arranged after due notification. All fees at such centres will have to be paid in IPO or D.D. On admission into a class, the student shall be given an Enrolment Number for the entire course of study which should be quoted in all correspondences with the Directorate.

After the Part I Examination, the Directorate will send a Renewal Form to each student who will submit the form duly filled in along with requisite fees for admission into the second year class.

Admission of a student may be cancelled by the Directorate for misconduct, unfair means at the Exam. suppression of information, supply of false information and other grounds of indiscipline.


09.12.2011
Director
Centre for Distance Education
The University of Burdwan
Burdwan - 713104



Assignments :

The students will be required to send answers in respect of the assignments sent to them along with the Lessons as per the time schedule indicated in the assignments. Those who are fail to submit at least 75% of the assignments within the stipulated date and those who will fail to secure at least 33% of the total marks against their response sheets relating to assignments shall not be eligible to sit for the terminal examination.

Response sheets against assignments will be evaluated by expert examiners and suitable honorarium will be paid for the job. It will be advisable for the students to send the response sheets per Registered post.

Personal Contact Programmes

Personal Contact Programmes (PCP) which involve class-room teaching and face to face interaction constitute an essential part of C.Cs. The lessons and assignments are meaningfully supplemented through properly conceived and carefully planned PCPs. The duration of PCP will be as follows :

M.A. 10 days per year

M.Com. 12 days per year

In order to be eligible to appear at the terminal examinations, a student will be required to attend at least 50% of PCPs. These programmes will be initially arranged at Burdwan and Calcutta depending on the number of students other centres of PCPs will be opened subsequently.

[Signature]
02.12.24
Director
Centre for Distance and Online Ed.
The University of Burdwan - 71

Examination

After completing assignments or personal contact programmes, students will sit for the B.A./B.Com. Part I/Part II Examinations. Initially examinations will be held in Burdwan and Calcutta only. Other examination centres will be opened depending on the availability of examinees in and around other important towns/cities of the country.

From academic point of view and also for emphasising the fact that degrees offered under C.Cs are essentially equivalent with those obtainable after regular courses of study, students under both the streams should face the same examinations at the same time and with the same set of question papers. But the problem of finding suitable exam. centres and also the problem of getting adequate number of examiners may require that the examinations be staggered.

The rules relating to examination and the body of paper-setters, moderators and examiners remaining the same for the regular and C.Cs, the examination dates may be different only for ensuring smooth conduct of examination and timely publication of results.

Organisation of the Directorate


To cope with the task of running the programme for around 5000 students per year, the requirement of personnel will be as follows :

(i) Core Staff

Directorate : One full-time Director. There should be one Assistant Director (Registration & Examinations). One P.A. to Director, two typists, one Gestetner Operator, two Daily Wager, One peon.

(ii) Teaching : Initially the courses may be run with the help of part-time teachers but some whole-time teachers have to be appointed later on. At least one Reader & one Lecturer are to be appointed for each subject.

(iii) (a) Office Staff : There should be at least three sections consisting of one Sr. Supdt., two Junior Asstt., One Peon & one Daily Wager. Each section will deal with two subjects;

(b) There should be one Despatch section and one  section :

02.12.1971
Director
Examinations
Burdwan
71110

(14)

Dispatch Section : One Superintendent, one Junior Asstt.,
Four Daily Wager.

Examination Section : One Superintendent, 3 Junior Asstt.,
3 Daily Wager.

(iv) One Editorial sections : Two editorial staff.

(v) One Account Section : One Accountant, two Junior Asstt.,
3 one Daily Wager.

(vi) One Sweeper.

Expected Income :

5000 students per year @ Rs.1500/- = Rs.75,00,000/-

Expected Expenditure :

Recurring (Salary/Wages)

	<u>Rs. (lacs)</u>	
(1) Directorate :		
Director	1.20	
(ii) Asstt. Director	.85	
(iii) P.A.	.60	
(iv) Typists (2)	.75	
(v) Gestetner Operator (1)	.40	
(vi) Peon (1)	.30	
(vii) Daily Wagers (2)	<u>.30</u>	4.40 lacs
(2) Teaching (1 Reader + 1 Lecturer) (for each subject)		12.00 lacs
(3) Three sections for running the courses		
(i) Supdt. (3)	1.80	
(ii) Junior Asstt. (6)	2.00	
(iii) Peon (3)	.85	
(iv) Daily Wager (3)	<u>.50</u>	5.15 lacs
(4) <u>Dispatch Section :</u>		
(i) Supdt. (1)	.60	
(ii) Junior Asstt. (1)	.35	
(iii) Daily Wager (4)	<u>.70</u>	1.65 lacs
(5) <u>Examination Section :</u>		
(i) Supdt. (1)	.60	
(ii) Junior Asstt. (3)	1.00	
(iii) Daily Wager (3)	<u>.50</u>	2.10 lacs

(Signature)

Director
 Centre for Distance and Online Education
 The University of Burdwan
 Burdwan - 713104

(6) <u>Accounts Section :</u>	<u>Rs. (lacs)</u>	
(i) Supt. (1)	.60	
(ii) Junior Asstt. (2)	.70	
(iii) Daily Wager (1)	.20	1.50 lacs
(7) Editorial Staff (2)	2.00	
(8) Sweeper (2)	.25	29.00 lacs
Postage		5.00 lacs
Telephone		1.00 lacs
Pages		18.00 lacs
Confidential & Printing		2.50 lacs
<u>Remuneration for Preparing/Updating Lessons</u>		22.00 lacs
Remuneration for assignments		.20 lacs
Remuneration for Final evaluation		1.50 lacs
Tabulation & other Misc.		1.00 lacs
<u>Non-recurring Expenses :</u>		
Typewriter (3)		.30 lacs
Duplicating Machine (2)		.60 lacs
Xerox Machine (1)		2.00 lacs
Despatch Machine		.20 lacs
<u>Furniture :</u>		
Chairs (50)		.30 lacs
Table (20)		.30 lacs
Almirahs (10)		.35 lacs
Others (Racks, Fans etc.)		.25 lacs
		<hr/>
	Total	63.30 lacs
		<hr/>


 09.12.2017
 Director
 Centre for Distance and Online Education
 The University of Burdwan
 Burdwan - 713104

Subject: Additional maintenance grant for the year 1993-94.

Calcutta, the 29th Nov. 1994.

To: Mr. S. Bhattacharya,
Joint Secretary to the Govt. of West Bengal.

The Registrar,
Burdwan University,
Majhatla,
P.O. & Post: Burdwan.

Re: Sanction of additional maintenance grant for the year 1993 - 94.

It has been decided in the meeting of the Advisory Committee of Vice-Chancellors held on 08-03-1994 in the Chamber of Chief Minister that the State-aided Universities will be provided additional maintenance grant for smooth running of their normal maintenance and other academic activities during the current financial year. In the circumstances, I am directed by order of the Governor to say that the Governor has been pleased to accord sanction to the payment during the current financial year of an one-time ad-hoc grant of Rs. 63,80,000/- (Rupees six-three lakh and eighty thousand) only to the Burdwan University for purposes as mentioned in the margin.

Additional requirement for salary (including retirement benefits, remuneration of Research (Scholars, etc.)	Rs. 13.00 Lakh	2. The above grant is sanctioned subject to adjustment on examination of particulars in this respect submitted to be submitted by the University.
Additional requirement for other essential non-salary expenditure including -	Rs. 39.00 Lakh	
Examination cost and remuneration to the examiners.		3. The charge will be met from the provision under the head, "2202-General Education-0300/University and Other Higher Education-102-Assistance to Universities-Non-plan-Grant-in-aid, contributions" in the current year's State Budget, provision of which will be augmented, if necessary, by re-appropriation or otherwise. This will be reflected in the Net Grant Statement.
Chemicals & other teaching aids.		
Electricity & energy and telephone bills.		
Printing & stationeries.		
Expenditure on repair/maintenance of capital assets like buildings, equipments etc.	Rs. 10.00 Lakh	
One time recurring cost for introduction of Correspondence Course.	Rs. 1.00 Lakh	Rs. 63.80 Lakh

A utilization certificate for the grant thus sanctioned may be submitted as early as possible.

The Planned Officer, Burdwan University is authorized to draw grant from the Treasury Officer, Burdwan Treasury.

[Signature]
09.12.94
Director
Centre for Distance and Open Education
The University of Burdwan
Burdwan - 713 104



THE UNIVERSITY OF BURDWAN

Extract from the minutes of the meeting of the Executive Council held on
25.07.2006.

Item No. 54
(Any other matters)
Resolution

The Council considered the Minutes of the 3rd Meeting (2005-2006) of the
Advisory Committee of the Directorate of Distance Education held on 22.03.2006 and
approved the same.

V. L

SFA
Sanjiv
2/8/06

Approved
2/8/06

DDE
Sanjiv
2/8/06

S
13.12.06
Director
Centre for Distance Education
The University of Burdwan
Burdwan - 713151

Item No.18

To consider and approve the Budget Estimate of the Directorate of Distance Education for the year 2006-2007 and the Revised Estimate for the year 2005-2006

Resolution :

The Committee considered the Budget Estimate for the year 2006-2007 and the Revised Estimate for the year 2005-2006 and approve the same with some minor modification.

Item No.19

To note the progress relating to preparation of study materials under Self Instructional Materials in different subjects.

Resolution :

The members expressed concern on seeing the progress relating to preparation of study materials under Self-Instructional Materials in different subjects and requested the Director and Dean, Faculty of Arts & Com Etc to look into the matter.

Item No.20

To fix the price of booklets (Block-wise) under Self instructional Materials

Resolution :

The Committee resolved to fix the price of booklet (Block-wise) under Self-Instructional Materials @ Rs.50/- per booklet.

Item No.21

To note the changed name of the Directorate.

The Committee noted with pleasure that the name of the Directorate of Correspondence Courses has been changed as Directorate of Distance Education

In this connection, the members requested the Director to install one glow-sign board mentioning the name of Directorate of Distance Education present

Item No. 21 (Any other matter)

- (a) The Committee felt the necessity of extending the tenure of contractual appointment of the employees of the Directorate of Distance Education from the existing three years to five years and resolved that the tenure of contract be made for a period of five years with effect from 1st April, 2006 on the existing terms and conditions and all employees be requested to execute fresh bond of contract in this regard

Contd 3


Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713019

THE UNIVERSITY OF BURDWAN

Extracts from the minutes of the meeting of the Executive Council held on 19.01.2021

Item No. 258

To consider the issues regarding compliance of the points as raised by the UGC/DEB in its communication (received by the Registrar via email on Fri, Jan 15, 2021, 15:38) relating to the 'Application of University of Burdwan, WEST BENGAL for recognition of ODL Programmes for 2020-21-Communication of deficiencies/defects in the application for offering ODL programmes'.

Resolution

The Council considered the issues regarding compliance of the points as raised by the UGC/DEB in its communication (received by the Registrar via email on Fri, Jan 15, 2021, 15:38) relating to the 'Application of University of Burdwan, WEST BENGAL for recognition of ODL Programmes for 2020-21-Communication of deficiencies/defects in the application for offering ODL programmes' and reports of various committees related to the issues and made the following resolutions.

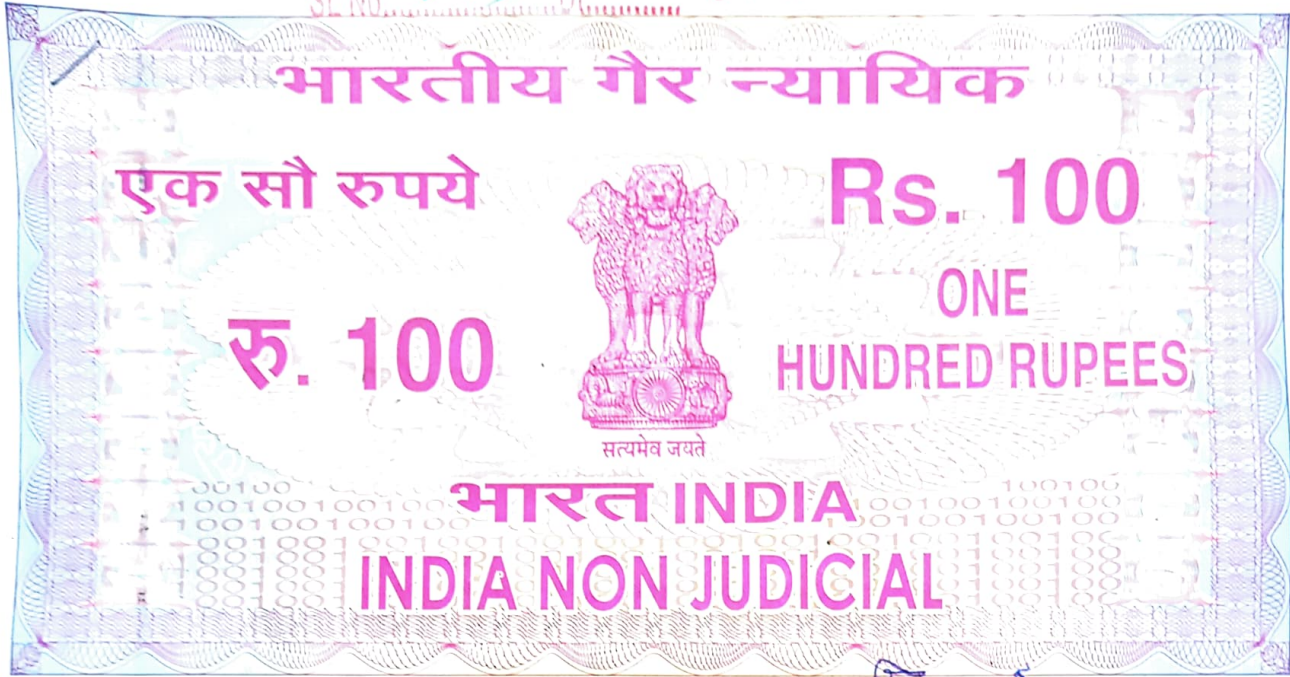
1. As per UGC Notification (1st September, 2020) 'The Directorate of Distance Education be renamed as 'Centre for Distance and Online Education (COE)'. The matter be placed before the Council for approval.
2. The Council considered the variance in the resolutions adopted in its meeting under Item Nos. 101 dt. 04-08-2020 and 102 dt. 14-08-2020, and also considered the resolution under Item No. 230 dt. 13.11.2020 relating to the enhancement of pays of Core Faculties and recruitment of Assistant Professor in Directorate of Distance Education, The University of Burdwan and approved the followings:
 - i) The monthly remuneration of each existing Core Faculty working the Directorate of Distance Education, The University of Burdwan be enhanced by an amount of Rs.3000.00 (rupees five thousand only) with effect from 01.01.2021 or the date of their joining, whichever is later.
 - ii) Existing Core Faculties possessing requisite qualifications in their respective subjects as stipulated by the UGC/NCTE/AICTE, in the case may be, be appointed to the post of Assistant Professor (Temporary & Contractual) with same terms & conditions as they are currently abide by as Core Faculty related to renewal of their respective contract with fixed pay (30,000.00 per month). Core Faculties with requisite qualifications have to apply in phisio paper (in triplicate) giving all supporting documents against requisite qualifications for Assistant Professor in their respective subjects as stipulated by the UGC/NCTE/AICTE to the Director, Directorate of Distance Education, The University of Burdwan. After being verified the merit of the application by the KCAC of the University and selection committee as constituted by the Hon'ble Vice-Chancellor, and getting approval of the Executive Council, offer letter will be issued to the respective Core Faculty. All other Core Faculties be given alike opportunity when they will fulfill requisite qualifications in their respective subjects as stipulated by the UGC/NCTE/AICTE.
 - iii) Two Assistant Professors (purely Temporary & Contractual basis) in each subject for which Post Graduate programmes are going on under DDE and seven Assistant Professors (purely Temporary & Contractual basis) - one Associate Professor (purely Temporary & Contractual basis) for B.Ed programme under DDE be recruited on urgent basis. The remuneration of the Assistant Professor (Contractual) would be Rs.40,000.00 per month and the contract would be renewed yearly on the basis of satisfactory performance (performance report to be given by the Director, DDE) on the basis of performance report from the Head of the respective Post Graduate Departments of the University). The numbers "two" and "seven" as mentioned above should count the number of existing Core Faculty in the respective subject. That means if currently there scope Core Faculty in a particular subject, only one Assistant Professor (purely Temporary & Contractual basis) would be recruited in that particular subject. The recruitment and other related formalities including service conditions would be carried out by the DDE. The whole matter would be endorsed by the University on the basis of the recommendation of the Advisory Committee of the DDE.
 - iv) Remaining part of the above-stated resolutions related to other matters be left unchanged.
 - v) The matter be moved to the Department of Higher Education, Government of West Bengal for creation of the posts without financial liability purely on temporary and contractual basis on the part of the Government. All financial liabilities would be borne by the DDE. (U)
3. Full-time Director (at the Professor level) be recruited on contract basis with the monthly salary Rs.75,000.00 (Consolidated). The essential qualifications for the post of Director (Contractual) would be same as stipulated by the UGC/AICTE/NCTE for the post of professor. The Council further resolved that advertisement be issued on urgent basis.
4. The Council considered and approved the Programme Project Reports (PPR) of 2018-2019 & 2019-20 of the following programmes under the Directorate of Distance Education, The University of Burdwan:
 - i) M.A./M.Sc. in Mathematics
 - ii) M.Sc. in Computer Science


13/01/2021
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713199
24/01/2021

Annexure – II

Affidavit

Sl. No. 223 Dt. 04 NOV 2024



পশ্চিমবঙ্গ পশ্চিম বঙ্গাল WEST BENGAL

1) Sujit Kumar Chowdhury

2) Swapan Bha. Chattarjya

AS 738550
Signed in my presence & identified by me. Advocate



**BEFORE THE NOTARY PUBLIC, PURBA BARDHAMAN
AFFIDAVIT**

THE UNIVERSITY OF BURDWAN, Rajbati, Bardhaman, Dist. Purba Bardhaman, West Bengal, PIN-713104 undertakes to abide by the following term sand conditions duly approved by the statutory bodies of the University;

And accordingly

For Dual Mode University : We, **Dr. SUJIT KUMAR CHOWDHURY**, Registrar and **DR. SWAPAN BHATTACHARYYA** Director of Centre for Distance and Online Education, of The University of Burdwan, Rajbati, Bardhaman, Dist. Purba Bardhaman, West Bengal, PIN-713104do hereby solemnly affirm and declare as under:

- 1. That this Higher Educational Institution namely The University of Burdwan wishes to apply for the recognition of Open and Distance

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RISKY RUJ
NOTARY
KHALUIDILLI, 2nd LANE
PURBA BARDHAMAN DISTRICT, WB
REGD. NO-21432

04 NOV 2024

that the Higher Educational Institution shall not offer any of the prohibited programmes i.e. program mesnot permitted under clause

Sujit Kumar Dasgupta

Sujit Kumar Dasgupta

Signed in my presence & identified by me. Advocate

(Page No.2)

Learning Programme sand to be offered under University Grants Commission (Openand DistanceL earning Programmes and Online Programmes) Regulations, 2020 and it samendments from the academic year 2024-25, academic session beginning September,2024 (revised from July-August, 2024) and onwards.

2. That the deponents have fully understood all clauses, all terms and conditions as stipulated in the University Grants Commission (Openand Distance Learning Programmes and Online Programmes) Regulations, 2020 (including it samendments from time to time).
3. That the Higher Educational Institutionise ligible in all respect to apply for offering programmes through; a) Open and Distance Learning (ODL) mode, OR b) Online Learning mode, OR c) Open and Distance Learning (ODL) and Online Learning mode (as applicable), as per University Grants Commission (Openand Distance Learning Programmes and Online Programmes) Regulations, 2020 and its amendments.
4. That the Higher Educational Institution after getting programme wise recognition shall scrupulously abide by all the terms and conditions as stipulated under University Grants Commission (Openand Distance Learning Programmes and Online Programmes) Regulations, 2020 and it same ndments alongwith compliance to all the provisions regarding;

- a) Centre for Internal Quality Assurance (CIQA): Annexure-I
- b) Conduct of Examination and Minimum Standards for Examination Centres: Annexure-II
- c) Territorial Jurisdiction and Regulating Provisions for different types Of Higher Educational Institutions: Annexure-III
- d) Human Resource and Infrastructural Requirements: Annexure-IV
- e) Guidelines on Programme Project Report (PPR): Annexure-V
- f) Quality Assurance Guidelines of Learning Material in Multiple Media and Curriculum and Pedagogy: Annexure-VI
- g) Guidelines on Self-Learning Material and E-Learning Material: Annexure-VII
- h) Learner Support Centres: Annexure-VIII
- i) Assessment Criteria for offering Online Programmes through Non- Swayam Learning Platform: Annexure I X
- j) Grievance Redress Mechanism: Annexure X

That the Higher Educational Institution shall adhere to various directives issued by the Commission from time to time.

That the Higher Educational Institution shall not offer any of the prohibited programmes i.e., programmes not permitted under clause (z) of Regulation 2 of University Grants Commission (Openand Distance Learning Programmes and Online Programmes) Regulations, 2020,



RISAV RUI NOTARY
KHALNE... 2nd LANE
MURBA DISTRICT, M.P.
REGD. NO-21432

04 NOV 2024

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1) Sunit Kumar Choudhary

2) Shri Ram Prasad Choudhary

Signed in my presence
& identified by me
Advocate

(Page No.2)

(including its amendments from time to time). In the event, the applicable statutory or regulatory authority or regulatory council permits such programme(s), the HEI shall submit the approval or recommendation of the said authority or council, for consideration of the Commission.

7. That the Higher Education Institution shall ensure compliance to other relevant UGC Regulations and norms issued by the relevant statutory/regulatory bodies from time to time.
8. That forth e programmes falling under the ambit of a statutory or regulatory authority or regulatory council, the Higher Educational Institution has the approval or recommendations of the respective statutory or regulatory authority or regulatory council for offering the programmes in Open and Distance Learning mode or Online mode, as applicable; and has also submitted the same to UGC along with the application.
9. Applicable only for Central or State Private Universities: That the Higher Educational Institution offering Undergraduate, Postgraduate and Postgraduate diploma programmes under the discipline of Management, Computer Applications and Travel and Tourism is adhering to all the norms and standards stipulated by AICTE for offering these programmes in ODL/Online mode.
10. That the Higher Educational Institution shall ensure to provide all such information asked by UGC and display the same information as per mandatory disclosure of information as stipulated under regulation 9 of the University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
11. That the Higher Educational Institution shall not offer any Open and Distance Learning (ODL) Programmes and Online Programmes and admit students thereto unless it has been granted recognition by the Commission and admission shall not be made in anticipation of the recognition.
12. That the Higher Educational Institution undertakes to upload admission details on the portal within the stipulated time as decided by the Commission from time to time.
13. That the Higher Educational Institution is an Open University and shall obtain NAAC accreditation within one year of becoming eligible; failing which the Commission shall not accord further recognition to Open and Distance Learning (ODL) Programmes and/or Online Programmes (Applicable only for New Open Universities).
14. That the Higher Educational Institutions shall ensure the readiness/availability of Self Learning Material / E-Learning Material for all years/semesters of proposed ODL/ Online programmes, as applicable. HEI shall ensure delivery of Self Learning Material to learner within a fortnight from the date of admission (for ODL programmes) and HEI shall ensure it uploading on the learning platform before the start of academic session (for Online Programmes) as per Annexure-VII of



RISAV RUI
NOTARY
KHALI... 2nd LANE
MURDA... DISTRICT, MH
REGD. NO-21432

04 NOV 2024

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University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. Information about the same shall be intimated to UGC in a timely manner

- 15. That the Higher Educational Institution shall conduct proctored examinations with all the security arrangements ensuring transparency and credibility of the examinations.
- 16. That the Higher Educational Institution shall not offer its programmes or other related activities through franchising arrangement for the purpose of offering programmes through Open and Distance Learning mode/Online mode.
- 17. That all the information given by the Higher Education Institution in the proposal submitted to UGC is complete, true and correct and the deponents are fully aware of the consequences mentioned in relevant clauses, if the Higher Education Institution fails to abide by University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
- 18. That the deponent is fully aware that in case any information, documentary evidence submitted/produced by the Higher Educational Institution is found to be false or fake at a later stage or in case of any violation, UGC shall take punitive measures as mentioned in Regulation 7 of University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020 including withdrawal of the recognition of Open and Distance Learning (ODL) Programmes and Online Programmes and may also refer the matter to the Central or State Government as applicable for withdrawal of Higher Educational Institution status. It shall be the sole responsibility of the Higher Education Institution for the career consequence of its students, if any, arising out of the same.



Deponent(s)
 1. *Sujat Kumar Chowdhury*
 Registrar
 The University of Burdwan
 Burdwan - 713104

Swaraj Kr. Mukhopadhyay
 04/11/2024
 Signed in my presence & identified by me.
 Advocate

VERIFICATION

We, the above-named deponents, do hereby verify on 04.11.2024 at The University of Burdwan, Rajbati, Bardhaman, Dist. Purba Bardhaman, West Bengal, PIN-713104 that the contents mentioned above are correct and true statements.

RISAV RUI
 NOTARY
 KHALLIKOTE, 2nd LANE
 PURBA BARDHAMAN DISTRICT, WB
 REGD. NO-21432

04.11.2024

Deponent(s)
 1. *Sujat Kumar Chowdhury*
 Registrar
 The University of Burdwan
 Burdwan - 713104

Swaraj Kr. Mukhopadhyay
 04/11/2024
 Signed in my presence & identified by me.
 Advocate

Swaraj Kr. Mukhopadhyay
 Advocate, Burdwan Dist. Court
 Enrolment No-WB/442/1995

Annexure – III

Appointment Letter, Director

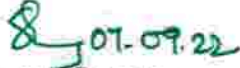
THE UNIVERSITY OF BURDWAN

Extracts from the minutes of the meeting of the Executive Council held on 07.09.2022

Item No.-164
(Any Other Matter)
Resolution

The Council ratified the action taken by the Hon'ble Vice Chancellor, B.U. wherein approving the draft order of appointment submitted by Prof. Sourangshu Mukhopadhyay, 'the then' Director, Centre for Distance and Online Education (CDOE), The University of Burdwan for appointing Dr. Swapan Bhattacharyya as the Director, CDOE, The University of Burdwan in line with the earlier resolution of the Council in its meeting held on 27.04.2022 (item no. 543). Accordingly, the order of appointment issued by Prof. Sourangshu Mukhopadhyay, 'the then' Director, CDOE, The University of Burdwan appointing Dr. Swapan Bhattacharyya as the Director, CDOE, The University of Burdwan vide no. CDOE/Secc./Recruitment of Dir./230/2021-22/205 dated 06.05.2022 was approved. In this perspective, the Council noted that Dr. Swapan Bhattacharyya has joined as the Director, CDOE, The University of Burdwan on and from 06.05.2022.

Draft for Approval

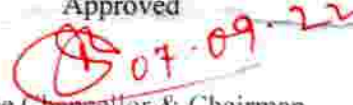
 07.09.22

Registrar & Secretary
Executive Council

Director CDOE


16.09.22

Approved

 07.09.22

Vice Chancellor & Chairman
Executive Council



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
Erstwhile Directorate of Correspondence Courses/Directorate of Distance Education
Golapbag, Burdwan, West Bengal – 713104

No. CDOE/Sectt./Recruitment of Dir./230/2021-22/205

Date: 06.05.2022

ORDER


Dr. Swapan Bhattacharyya is appointed Director, Centre for Distance and Online Education (CDOE) under The University of Burdwan on Full time regular basis with effect from the date he joins the post.

His salary will be as per UGC guideline for the post of Professor.

He will be on probation for a period of one year from the date of joining.

His service under Centre for Distance and Online Education under The University of Burdwan will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the staff of the Centre for Distance and Online Education (erstwhile Directorate of Distance Education) under B.U. as recommended by Advisory Committee of CDOE and approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Executive Council


(Sourangshu Mukhopadhyay)
Director

No. CDOE/Sectt./Recruitment of Dir./230/2021-22/205/1(100)

Date: 06.05.2022

Copy forwarded for information and necessary action to:

1. The Registrar, B.U.
2. The Finance Officer, B.U.
3. The Asst. Director (A&E) & Asst. Director (A&A), CDOE under B.U.
4. Office of the Vice Chancellor/ P.A to Pro-Vice Chancellor.
5. Controller of Examinations, B.U.
6. Asst. Registrar-I/Sr. Supdt., Constitution & Election unit, Registrar's Dept. B.U.
7. System Manager, Computer Centre, B.U.
8. All the HODs of teaching dept., B.U
9. All the Officers of B.U.
10. All Study Centre in-Charge, CDOE, B.U.


Director



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

Erstwhile Directorate of Correspondence Courses/Directorate of Distance Education
Golapbag, Burdwan, West Bengal – 713104

No. CDOE/Sectt./Recruitment of Dir./230/2021-22/203

Date: 02.05.2022

To
Dr. Swapan Bhattacharyya
99, Boral Main Road
Attabagan More, Garia, Kolkata-700084

Sir,

With reference to your application for the post of **Director**, [on permanent, Full time regular basis] of the **Centre for Distance and Online Education (CDOE)** under this University, I am to inform you that you have been selected for appointment to the post on the following terms and conditions:-

1. You shall be treated as on probation period in the first instance, for a period of one year from the date of joining in the service.
2. Your salary will be as per UGC-(Distance Education Bureau) guideline for the post of Professor. No other allowances are admissible.
3. You shall have to reside at Burdwan. The CDOE, B.U. may not, however, be in a position to provide residential accommodation at present.
4. The formal letter of appointment will be issued on production of original certificates/mark sheets relating to your academic attainments, as well as date of birth.
5. Your services under the CDOE under B.U. will be governed by the terms of contract of the bond.
6. You will have to execute an Agreement/ Bond of Contract in the prescribed manner.
7. You shall have to obtain your release from your present position/employer, if any, in order to join this University within one month, if possible, from the date of receipt of the appointment letter.

I am to request you please intimate the undersigned within ten days from the date of receipt of this letter whether the offer is acceptable to you on the above terms and conditions. On receipt of your letter of acceptance and on verification of the documents i.e. on fulfilment of condition under clause (4) above, formal letter of appointment will be issued.

Yours faithfully,

(Sourangshu Mukhopadhyay)
Director

No. CDOE/Sectt./Recruitment of Dir./230/2021-22/203/1(50)

Date: 02.05.2022

Copy forwarded for information and necessary action to:

1. The Registrar, B.U.
2. The Finance Officer, B.U.
3. The Asst. Director (A&E) & Asst. Director (A&A), CDOE under B.U.
4. Office of the Vice Chancellor/ P.A to Pro-Vice Chancellor.
5. Controller of Examinations, B.U.
6. Asst. Registrar-I/Sr. Supdt., Constitution & Election unit, Registrar's Dept. B.U.
7. System Manager, Computer Centre, B.U.
8. All the HODs of teaching dept., B.U.
9. All the Officers of B.U.


02.05.2022
Director

The University of Burdwan
Centre for Distance and Online Education

To
The Director,
CDOE, The University of Burdwan
Burdwan- 713104

Sir,

With reference to your Order No. CDOE/Sec A./Recruitment of Dir./280/2021-22/205
dated 06.05.2022 I beg to state that I have joined the post of Director (on permanent, Full time
regular basis) on 06.05.2022 (Forenoon) accepting the terms & conditions of the rules
relating to conduct of service (Rules of discipline) of Director (on permanent, Full time regular
basis) of the Centre for Distance and Online Education, B.U.

Date: 06.05.2022

Swapan Bha
(Director)

Yours faithfully,

Swapan Bha
(Signature in full)

SWAPAN BHATTACHARYA

Name in full:
(In Block Letter)

UNIVERSITY OF GABETTA



This is to certify that

Swapan Bhattacharyya

obtained the degree of **Doctor of Philosophy**
(Technology) in *Radio Physics and Electronics*
in this University in the year 2014.

Sudentan Das
Vice-Chancellor.

Senate House,
The 28th November, 2014



Swapan Bhattacharyya

Name: Swapan Bhattacharyya

Date of Birth: 3rd December 1960

Profile:

Educational Background:

- Ph. D. - Jan 2014, (Institute of Radio Physics & Electronics) - Calcutta University
- Integrated M. Tech. (B. Tech & M. Tech) (Institute of Radio Physics & Electronics), 1987 - Calcutta University
- B. Sc. (Physics Hons.), 1982 - Calcutta University

Experience:

✦ Industry: 16 Yrs.

Joined in a **TATA Group** of Company at Jamshedpur in 1988. In 10 years was consecutively promoted to Branch Manager - Jamshedpur. In 2000 was transferred to **Mumbai - Head Office** as **Corporate Manager** for rest of my Industrial carrier

✦ Academic: 18 Yrs.

- Joined Asansol Engineering College, Asansol in May 2004 as **Manager Systems**
- From December 2004 to May 2010 was **Assistant Professor** and Head of the Department of Computer Science & Engineering and the Department of Information Technology at Asansol Engineering College, Asansol
- From May 2010 to July 2012 was **Professor** and Head of the Department of Computer Science & Engineering (**UG - NBA Accredited**) and the Department of Information Technology at Asansol Engineering College, Asansol
- Joined Modern Institute of Engineering and Technology, Bandel in July 2012 as **Professor** in the Department of Computer Science & Engineering
- From November 2012 to Jun 2013, acting as **Vice Principal** at Modern Institute of Engineering and Technology, Bandel
- From June 2013 to May 2014, as **Principal** at Greater Kolkata College of Engineering & Management, Baruipur
- From May 2014 to September 2014, as **Principal** at Camellia Institute of Technology and Management, Hooghly
- Joined JIS College of Engineering (An Autonomous, **NAAC Grade "A"** Institution), Nadia in October 2014 as **Professor & HOD**, Department of Electronics & Communication Engineering (**UG & PG - NBA Accredited**), in June 2016 given additional responsibility as **Dean of Students' Affairs**
- Have been transferred to Dr. Sudhir Chandra Sur Degree Engineering College (A JIS Group of Institution), Dum Dum, Kolkata in July 2018
- Joined Siliguri Institute of Technology, Siliguri in October 2019 as **Professor & HOD**, Department of Electronics & Communication Engineering (**NBA Accredited**) with an additional responsibility as **Mentor** of Department of Computer Science & Engineering and Department of Information Technology.
- From December 2019 as **Principal-in-charge**, Siliguri Institute of Technology
- From November 2020 to August 2021 as **Principal**, Siliguri Institute of Technology (College Code: 119)
- Joined The Centre for Distance and Online Education (CDOE) as **Director**, The University of Burdwan in May 2022



Research Interest: 17 Yrs.

Nanotechnology, Semiconductor Nanostructure, Quantum Computing

Project: 1

Title: Removal of old Oscilloscope with featured Multifunction Oscilloscope for Communication Engineering Laboratory funded under **MODROBS** Scheme
Fund Value: 8.5 L

Publications:**Patent Published: 1**

- Patent Title: *An Arrangement for Disabled User for Computer Interaction*
File Number: 180/KOL/2015A, Date: 13.03.2015
International Classification: G06F3/01

Patent Published: 2

- Patent Title: *A System for Providing Cardiovascular Disorder Diagnostic Services*
File Number: 201631008555 A, Date: 08.04.2016
International Classification: H04L12/28

Patent Published: 3

- Patent Title: *Wireless Detachable Bluetooth Microphone Speaker*
File Number: 201731011727 A, Date: 21.04.2017
International Classification: H04R1/08
File Number: 180/KOL/2015A
International Classification: G06F3/01

Patent Published: 4

- Patent Title: *Digital Voting Machine (DVM) with Biometric Verification System with Instant Counting Facility*
File Number: 201931005971, Date: 15.02.2019
No. Of Pages: 50
No of Claims: 10
International Classification: G07C13/00

Patent Published: 5

- Patent Title: *A Car Ignition System Based On Application Controlled Biometric Sensor*
File Number: 202031031645 A, Date: 24.07.2020
No. Of Pages: 30
No of Claims: 7
International Classification: B60R/023; F02D 11/22; F02N 11/08

National / International:

- Patent: 5
- Project: 3
- Book: 1
- Journal Paper: 18
- Book Chapter: 10
- International Conference Paper: 45
- National Conference Paper: 41

Achievements:

- The Department of Electronics & Communication Engineering (UG), JISCE has been accredited **NBA – (Tier – 1, Under Autonomous Framework)** (National Board of Accreditation) in October 2017 under my guidance
- The JIS College of Engineering Re-Awarded Status as **Autonomous Institution – (Tier – 1)** in 2017
- The JIS College of Engineering received **NAAC 'A' Accreditation** in 2014
- The Department of Computer Science & Engineering has been accredited NBA (National Board of Accreditation) in August 2007 under my guidance
- The Department of Computer Science & Engineering (UG), AEC has been Re-accredited **NBA – (Tier – II)** (National Board of Accreditation) in October 2008 under my guidance

- Received **Letter of appreciation from the Executive Director of TATA Group of Company** for my devotion & commitment to the company's corporate clients – Sept 23rd 1994
- Received an **Appreciation letter from Sr. General Manager** for my dedicated efforts to make the S/5000 Mini System operational which got extremely damaged on July 20th 1989, due to heavy thundering

Awards & Honours:

- **National Scholarship in 1982 from Govt. Of India**
- Internal Auditor of **ISO 9000:2000** (No: W 106 2367)

Projects Implemented:

- MODROBS – An AICTE on-going Project, JIS College of Engineering
- TEQIP Project in the Department of ECE, JIS College of Engineering
- TEQIP Project in the Department of CSE & IT, Asansol Engineering College
- Campus Wide Networking planned, design and implemented at Asansol Engineering College
- Six crore Project on Banking Automation in Central Bank of India (All India Level) – 2003
- Five crore Project on Installation of Servers & Computers, Implementation of Novell Networking at Dena Bank (All India Level) – 2002

Membership:

- Member - IEEE, IEEE Photonics Society (No: 80640624)
- Life Member - Indian Science Congress Association (No: L20326)
- Life Member - Institution of Engineers (India)
- Life Member - FOSET

Laboratory Developed/ Modernised:

- Communication Laboratory – JISCE (Under MODROBS – 8.5L)
- VLSI Laboratory - JISCE
- Microwave Laboratory - JISCE
- Basic Electronics Laboratory – JISCE
- Power System Laboratory – I – GKCEM
- Power System Laboratory – II – GKCEM
- Electrical Machine Laboratory – I – GKCEM
- Electrical Machine Laboratory – II – GKCEM
- Web Technology Laboratory – AEC
- R & D Laboratory – AEC
- Advanced Project Laboratory (IT) – AEC
- Thin Client Internet Laboratory – AEC
- Multimedia Laboratory – AEC
- Basic Computer Laboratory – I – AEC
- Basic Computer Laboratory – II – AEC

Visiting / Guest Faculty:

- Institute of Radio Physics & Electronics, Calcutta University – 2013, 2014, 2015, 2016
- ICFAI National College, Asansol

Member of Advisory Committee:

- Member of the Governing Body (**BOG Member**) of Siliguri Institute of Technology from February 06, 2020.
- Member of the Governing Body (**BOG Member**) of Dr. Sudhir Chandra Sur Degree Engineering College from March 22, 2019.
- Advisor in Selection Committee of **Public Service Commission – West Bengal (Govt. Of WB)** 29,30th November, 1st December 2017 for the purpose of selection of candidates for recruitment to the Post of Asst. Professors of Electronics & Instrumentation Engineering in Govt. Engineering & Technology Colleges under the Higher Education Department, Govt. Of West Bengal in the West Bengal General Service.

- Member of Technical Committee in International Conference in Three-day International Conference on "Computational Science & Engineering – ICCSE - 2016" December 04 - 06th 2016 at RCC Institute of Information Technology, West Bengal.
- Member of National Advisory Committee in Two-day National Conference on "Frontline Research in Computer, Communication and Device – 2015" December 29 - 30th 2015 at RCC Institute of Information Technology, West Bengal.

Reviewer:

- Reviewer of Scientific Direct, USA
- Reviewer of two conference papers in IGI Global
- Reviewer of six conference papers in I3SET 2016 (**Springer LNSS**)
- Reviewer for the **Transactions on Microwave Theory and Techniques**
- Reviewer for CSNT 2016 – **IEEE**
 - (218) Xiaoju Yang. "Fault Diagnosis Based on Rough Set Theory"
 - (217) Lulu Liao. "Design and Implementation of the Enterprise Instant Message System based on Restful Services"
- Reviewer for **Journal Applied Physics A**
 - "Effect of temperature on avalanche region width and DC to RF conversion efficiency of the p+n-n-n+ 4H-SiC impact avalanche transit time diodes" Ref – APYA-D-16-00059

Inspector:

- One of the Judges of the Judgment Team – "Smart India Hackathon 2018", Kolkata – March 30 – 31, 2018, Organized by AICTE, MHRD Govt. Of India.
- One of the Members of the Inspection Team – West Bengal State Council of Technical Education for "The New Horizon of Technology – Durgapur" – July 9, 2010.

Examiner:

- **Ph. D Thesis Examiner** for the Thesis entitled "**Control System Based Modeling and Simulation Technique for ECG Signal**" submitted by Mr. Soumyendu Bhattacharjee of Maulana Abul Kalam Azad University of Technology, West Bengal for the subject ECE under the supervision of Dr. Biswarup Neogi, nominated by the Hon'ble Vice Chancellor of **Maulana Abul Kalam Azad University of Technology, West Bengal**, September 17, 2020
- One of the Member of External Examiner at RCC College of Engineering, Beliaghata, India for Practical / Sessional End Semester (UG + PG) MAKAUT Examination, May 21, 2019
- One of the Members for Moderation of question paper of **Public Service Commission – West Bengal (Govt. Of WB)**, 15th February 2019 for the purpose of Moderation of question paper for selection of candidates for recruitment to the Post of Lecturer (Polytechnics) of Electronics & Instrumentation Engineering in Govt. Engineering & Technology Colleges under the Higher Education Department, Govt. Of West Bengal in the West Bengal General Service.
- One of the Members for setting the question paper and answer of **Public Service Commission – West Bengal (Govt. Of WB)**, 4th February 2019 for the purpose of setting question paper and answer for selection of candidates for recruitment to the Post of Lecturer (Polytechnics) of Electronics & Instrumentation Engineering in Govt. Engineering & Technology Colleges under the Higher Education Department, Govt. Of West Bengal in the West Bengal General Service.
- Head Examiner of B. Tech (ECE), M. Tech (ECE), JIS College of Engineering – (A Autonomous Institution) – Even Semester 2018
- Head Examiner of B. Tech (ECE), M. Tech (ECE), JIS College of Engineering – (A Autonomous Institution) – Odd Semester 2017
- One of the Members in Selection Committee of **Public Service Commission – West Bengal (Govt. Of WB)** 29 - 30th November, 1st December 2017 for the purpose of selection of candidates for recruitment to the Post of Asst. Professors of Electronics & Instrumentation Engineering in Govt. Engineering & Technology Colleges under the Higher Education Department, Govt. Of West Bengal in the West Bengal General Service.

- Head Examiner of B. Tech (ECE), M. Tech (ECE), JIS College of Engineering – (A Autonomous Institution) – Even Semester 2017
- Head Examiner of B. Tech (ECE), B. Tech (EIE), M. Tech (ECE), JIS College of Engineering – (A Autonomous Institution) – Odd Semester 2016
- Head Examiner of B. Tech (ECE), M. Tech (ECE), JIS College of Engineering – (A Autonomous Institution) – Even Semester 2016
- One of the Members in Selection Committee of **Public Service Commission – West Bengal (Govt. Of WB)** 23rd December 2015 for the purpose of selection of candidates for recruitment to the Post of Asst. Professors of Electronics & Communication Engineering in Govt. Engineering & Technology Colleges under the Higher Education Department, Govt. Of West Bengal in the West Bengal General Service.
- Head Examiner of B. Tech (ECE), M. Tech (ECE), JIS College of Engineering – (A Autonomous Institution) – Odd Semester 2015
- External Examiner on Final Year Project & viva – ECE Department at Dr. Sudhir Sur Degree Engineering College on May 20, 2015
- Examiner - Optical Communication & Networking, (RP 3.2.3), B. Tech 6th Semester in Institute of Radio Physics & Electronics, Calcutta University - 2015
- Head Examiner of B. Tech (ECE), M. Tech (ECE), JIS College of Engineering – (A Autonomous Institution) – Even Semester 2015
- Examiner - Optical Communication & Networking, (RP 3.1.4), B. Tech 5th Semester in Institute of Radio Physics & Electronics, Calcutta University - 2014
- Practical External Examiner – Optical Communication, B. Tech 5th Semester (RP 3.1.17), Radio Physics & Electronics, Calcutta University - 2013
- Practical Examination Observer - DOEACC O/A/B Levels Examination – Mar 2012
- Examiner – B.I.T. – Sindri, Dhanbad – Jharkhand – 2011
 - Data Structure (CS 3101)
 - Software Engineering (CS 402)
- Examiner – B.I.T. – Sindri, Dhanbad – Jharkhand – 2011
 - Data Structure (CS 3101)
 - Software Engineering (CS 402)
- Examiner – B.I.T. – Sindri, Dhanbad – Jharkhand – 2011
 - Data Structure (CS 3101)
- Practical Examination Observer - DOEACC O/A/B Levels Examination – Mar 2011
- Examiner – B.I.T. – Sindri, Dhanbad – Jharkhand - 2010
 - Software Engineering (CS 402)
- Head Examiner of B. Tech., WBUT – 2010
 - Introduction to Computing (CS - 201)
 - Management Information System (IT - 602)
 - Computer Network (CS - 601)
 - Data Communication and Networking (IT - 603)
 - Object Technology & UML (CS - 605)
- Practical Examination Observer - DOEACC O/A/B Levels Examination – 2009
- Head Examiner of B. Tech., WBUT – 2009
 - Introduction to Computing (CS - 201)
 - Management Information System (IT - 602)
 - Computer Network (CS - 601)
 - Data Communication and Networking (IT - 603)
 - Object Technology & UML (CS - 605)
- Head Examiner of B. Tech., WBUT – 2008
 - Basic Electronics (ECE - 101)
 - Analog Communication Theory (EI - 511)
 - Logic Design (EC - 312)
 - Digital Communication (EC - 502)
- Examiner – BIT Sindhri, Jharkhand
 - Data Structure (4th Year - 2008)
 - CCN (4th Year - 2008)
 - Data Structure (3rd Semester - 2008)
 - PPL (3rd Semester - 2008)
- Head Examiner of B. Tech., WBUT – 2007
 - Digital Electronics (EC - 101)
- Examiner - Bhagalpur College of Engineering – Bhagalpur University – 2007

➤ B.C Roy Engineering College, Durgapur - 2006

Invited Talk:

- On "Ki Hotey Chai on the subject Electronics & Communication Engineering", Friday September 2018 from 7:30 pm to 8:30 pm, At **Doordarshan Kendra Kolkata**, 18/3 Uday Shankar Sarani, Golf Green, Kolkata - 700 095
- On "Processor Architecture and Modern Approaches on Acceleration" at Kanchrapara College on February 12 2016.
- A Talk on MATLAB - 3 Days Workshop at Abacas College of Engineering and Management - July 2014
- Chief Guest at the 2 days Workshop "Hacktrack V2.0" at Dr. Sudhir Chandra Sur Degree Engineering College on 22 - 23rd February 2014
- On "Nanotechnology" at Asansol Engineering College on December 13, 2007
- Chair person & Key-note Speaker on "Environmental Management" at Asansol Engineering College on July 26th to 28th, 2007
- On "Core Banking Solution" at Asansol Engineering College on March 29, 2007

Convener:

- Workshop "Two Days Workshop on Arduino Based Embedded Systems & Robotics with IOT" April 25-26, 2019
- Seminar on "Emerging Trends on IT", February 8th, 2019
- Seminar on "Recent Technological Advancement In Semiconductor Devices", October 11th, 2018
- Workshop on "Nanoelectronics and MATLAB based Simulation", October 28, 2017
- Seminar on "Importance of Cyber Security Education and Training", June 12th, 2007
- Seminar on "Computational Geometry", March 7th, 2007
- Seminar on "Computer Vision", February 20th, 2007
- Seminar on "Mobile Ad-Hoc Network", February 2nd, 2007
- Seminar on "Web Information Retrieval", August 11th, 2006
- Seminar on "Frontiers of Evolutionary Computation & Fuzzy Sets & Systems", July 27th, 2006
- Seminar on "Image Processing & Pattern Recognition", June 23rd, 2006
- Seminar on "Modern Trends in Mobile Communication & Computing", November 10th 2005

Session Chaired:

- In the Plenary Session "Advanced Optimization Techniques" by Prof. Sutanu Ghosh, Prof. Sayantani Ghosh and Prof. Aditya Chaudhuri, I3SET, Organized by JIS College of Engineering, Kalyani, West Bengal, from October 25th to 26th, 2016.
- At the topic "Strategy to Enhance your Employability" by Prof. Monotosh Choudhury- Head, HRD, Dept. HRD, Titagarh Power Plant - CESC Ltd in Five Day Orientation Programme, Organized by JIS College of Engineering, Kalyani, West Bengal, from August 3rd to 7th, 2015.
- At the topic "Photoemission from Nanostructured Materials by Prof. K P Ghatak, Dept. of Electronic Science, University of Calcutta" in Two Day International Workshop on "Photonics to Nanophotonics" Organized by IEEE Photonics Society - Calcutta Chapter, at the Department of A K Choudhury School of IT, University of Calcutta, from June 12th to 13th, 2009.

Co-ordinator:

- One Day Workshop on "Faculty Awareness Programme on Excellence in Higher Education", Organized by the Siliguri Institute of Technology, Siliguri in joint collaboration with National Assessment and Accreditation Council (NAAC), India, November 08, 2019 - The Speaker - Padma Shri (Dr.) Virander Singh Chauhan - The Executive Chairman NAAC.
- One Day "Farewell to our Final Year Student", Organised by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, Dum Dum, April 30, 2019.
- Two Days Workshop on "Arduino Based Embedded Systems & Robotics with IOT", by Mr. Soumyak Chandra - Sr. Lead, IoT Solutions of M/s. OGMA TechLab

- (India), at Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, Dum Dum, India.
- One Day Industrial Visit at "Airtel", Infinity Building, 7th Floor, Salt Lake for 2nd Year Students, April 13, 2019.
 - Two Day Technical Project Competition "Impulse - 2019", Tech Fest, Organised by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, March 30, 2019.
 - One Day Industrial Visit at "Airtel", Infinity Building, 7th Floor, Salt Lake for 3rd Year (Sec - B) Students, February 16, 2019.
 - One Day Seminar on "Emerging Trends on IT", Organised by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, Dum Dum, India, February 10, 2019.
 - One Day Industrial Visit at "Airtel", Infinity Building, 7th Floor, Salt Lake for 3rd Year (Sec - A) Students, September 22, 2018.
 - One day Seminar on "*Recent Technological Advancements in Semiconductor Device: A Quantum World*" Organized by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, October 11th, 2018, delivered by Prof. Arpan Deyasi, RCCIIT, Kolkata, India.
 - One day Seminar on "*Recent Trends in Printed Antenna Research*" Organized by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, August 24th, 2018, delivered by Prof. (Dr.) Jawed Y Siddique, Institute of Radio Physics & Electronics, University of Calcutta, India.
 - Organized One day Workshop on "Latest Technological Trends in Green Building", Organized by The Department of Electronics & Communication Engineering, in Collaboration with Department of Electronics Engineering Kalyani, Nadia, West Bengal, in association with Ganapati Products, Silaris Energy Pvt. Ltd. January 24, 2018 (A MSME Programme).
 - Chairman - BOS - Department of Electronics & Communication Engineering, JIS College of Engineering (A Autonomous Institution) - For Odd 2014, 2015, 2016, 2017 & Even 2015, 2016, 2017 Semesters
 - I3SET "*International Conference on Industry Interactive Innovations in Science, Engineering & Technology*" (I3SET - 2016), Organized by The JIS College of Engineering, Kalyani Nadia, West Bengal, India - 712121 in collaboration with TEQIP, Springer), October 25 - 26, 2016.
 - Workshop on "*Industrial Automation using PLC, SCADA & Drives*" Organized by Department of Electrical Engineering and Department of Electronics & Communication Engineering, JIS College of Engineering, April 2nd, 2016.
 - Co-Chairman of "*Inter Engineering Academic Meet 2013*" Organised by FOSET in association with Modern Institute of Engineering & Technology from 22nd to 23rd March 2013.
 - Workshop on "*Ethical Hacking*" Organized by Asansol Engineering College in Collaboration with Jadavpur University from March 5th to 6th, 2011.
 - Short Term Training Programme on "*Soft Computing Techniques and Applications*" Organized by Asansol Engineering College in Collaboration with NIT Durgapur & NIT Silchar from September 5th to 8th, 2006.

Workshop / Seminar / Training Attended:

- Two day Workshop on "NAAC & AA", Organized by The IQAE Siliguri Institute of Technology conducted by Kirori Mal College, University of Delhi, Under UGC Paramarsh Scheme, Siliguri, West Bengal - 734 009, India, November 23 - 24, 2020.
- One Day onsite Training Programme of IEEE Xplore on "ASPP Online", Organized by IEEE Representative, BBSR, in association with IQAC - Siliguri Institute of Technology and Central Library - Siliguri Institute of Technology 28, 2020 - The Speaker - IEEE Representative - BBSR.
- One Day Seminar on "The Role of Women in Science for Nurturing Generation" on National Science Day 2020, Organized by Siliguri Institute of Technology in Collaboration with MAKAUT, February 28, 2020 - The Speaker - DR. Sudakshina Kundu, Ex-Professor-MAKAUT, West Bengal and on "Mathematical Modelling on Population Dynamics" - The Speaker - Dr. Md. Reduanur Mondal.

- One Day Seminar on "Computerize Web Based Management System – Beta Version (B-CWMS)", Organized by Siliguri Institute of Technology in Collaboration with MAKAUT, February 11, 2020 – The Speaker – DR. S K Maity, IC-MAKAUT and Dr. P P Lahiri, Registrar-MAKAUT, West Bengal.
- One Day Seminar on "Sexual Harassment of Women at Workplace ACT (PPT). 2013", Organised by Siliguri Institute of Technology, west Bengal, India, January 28, 2020 – The Speaker – Dr. Sanchari Roy Mukherjee, Dean North Bengal University.
- One Day Seminar on "Industry 4.0, Big Data and Trends in Global Economy", Organised by Siliguri Institute of Technology, west Bengal, India, January 28, 2020 – The Speaker – Dr. Debashish Chakraborty, Dean – School of Business, Seton Hill University, USA.
- Five Days Faculty Development Programme on "Micro Small and Medium Enterprises (MSME)", Organised by MSME, Govt. Of India, India, January 20 – 24, 2020 – The Speaker – Mohd. Nahid Alam, Dy. Director & Head Economic Affairs, Manufacturing, Trade, EODBS and IPR, The Associated Chamber of Commerce and Industry of India (ASSOCHAM), Govt. Of India.
- One Day Faculty Development Programme on "Intellectual Property Right (IPR)", Organised by MSME, Govt. Of India, India, January 20, 2020 – The Speaker – Sri. Vijay Kumar Sivpuje, Advisor, IPR, The Associated Chamber of Commerce and Industry of India (ACCOCHAM), Govt. Of India.
- One Day Seminar on "Digital Valuation System", Organized by the Siliguri Institute of Technology, Siliguri in joint collaboration with Maulana Abdul Kalam Azad University of Technology, West Bengal, India, December 02, 2019 – The Speaker – Dr. Subhashis Dutta – COE - MAKAUT.
- One Day Workshop on "Faculty Awareness Programme on Excellence in Higher Education", Organized by the Siliguri Institute of Technology, Siliguri in joint collaboration with National Assessment and Accreditation Council (NAAC), India, November 08, 2019 – **The Speaker – Padma Shri (Dr.) Virander Singh Chauhan – The Executive Chairman NAAC.**
- Three Day International Conference on Digital Pedagogies, April 1 – 3, 2019, Organized by The JIS College of Engineering, Kalyani, Nadia, West Bengal, India, In collaboration with **AICTE, MHRD, NPIU, World Bank Group, Microsoft.**
- One Day Seminar on "Emerging Trends on IT", Organised by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, Dum Dum, India, February 10, 2019.
- One day National Conference on Indian Higher Education "Digital Disruption in Education", By Mr. Amit Roy, MD, Protivity India, Organized by Narula Institute of Technology, in Collaboration with JIS Group of Institutions and JIS University, January 31, 2019.
- One day Long Panel Discussion and Gala Trade Fair on "Globalisation Education Fair", Organized by Indian Chamber of Commerce, in Collaboration with JIS Group of Institutions, JIS University, NIT-DGP, Burdwan University and MAKAUT, January 09, 2019 (A **AICTE Programme**).
- One day Seminar on "*Recent Technological Advancements in Semiconductor Device: A Quantum World*" Organized by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, August 24th, 2018, delivered by Prof. Arpan Deyasi, RCCIIT, Kolkata, India, October 11, 2018.
- One day National Conference on "Indian Higher Education: Quality Assurance, Accreditation & Ranking", Organized by Education Promotion Society of India, Organised by EPSI in Collaboration with JIS Group, JIS University and APAI, At Hotel Hindustan International, Calcutta, India, September 30, 2018 (A **AICTE Programme**).
- One Day Seminar on "Recent Trends in Printed Antenna Research", Organised by Department of Electronics & Communication Engineering, Dr. Sudhir Chandra Sur Degree Engineering College, August 24th, 2018, delivered by Prof. (Dr.) Jawed Yaseen Siddiqui, Professor, Institute of RadioPhysics & Electronics, Calcutta University, Calcutta, India.
- One day Workshop on "Latest Technological Trends in Green Building", Organized by The Department of Electronics & Communication Engineering, in Collaboration with Department of Electronics Engineering Kalyani, Nadia, West Bengal, in

association with Ganapati Products, Silaris Energy Pvt. Ltd. January 24, 2018 (A **MSME Programme**).

- One day Workshop on "Nanoelectronics and MATLAB based Simulation", Organized by The Department of Electronics & Communication Engineering, Kalyani, Nadia, West Bengal, October 28, 2017.
- One day Active Learning seminar "Pre Workshop Assessment Techniques", by Dr. Nicholas Phillips and Ms. Mara Simmons of Russia Organized by Gurunanak Institute of Pharmaceutical Science & Technology in collaboration with Russian University, GNIT Campus, Agarpara, West Bengal, India, September 07, 2017.
- One day An Awareness Workshop on "Outcome Based Education and Accreditation For Engineering Colleges in West Bengal", Organized by The Maulana Abul Kalam Azad University of Technology, West Bengal, India in collaboration with NBA Delhi, May 28, 2017.
- One day Workshop on "Nodal Training, Placement service and Liaison Centre", Organized by The Maulana Abul Kalam Azad University of Technology, West Bengal, May 13, 2017.
- Two day International Symposium on "Gen Next Initiatives for Digital India & Launching of Centre of Excellence", Organized by JIS College of Engineering, Kalyani Nadia, West Bengal, at Hyatt Regency, Kolkata, India, February 23 - 24, 2017.
- One day workshop on NBA Accreditation by Dr. S K Soni Organized by The JIS College of Engineering, Kalyani, Nadia, October 27 - 28, 2016.
- One day "The TEQIP Sponsored Academic Workshop", Organized by The JIS College of Engineering, Kalyani Nadia, West Bengal, India - 712121, in collaboration with IEEE Kolkata Section.), December 12, 2016.
- Two day I3SET "International Conference on Industry Interactive Innovations in Science, Engineering & Technology" (I3SET - 2016), Organized by The JIS College of Engineering, Kalyani Nadia, West Bengal, India - 712121 in collaboration with TEQIP, Springer), October 25 - 26, 2016.
- One Day The TEQIP Sponsored seminar on "Image Processing and Pattern Recognition" (IPPR - 2016), Organized by The Department of Computer science & Engineering, JIS College of Engineering, Kalyani Nadia, West Bengal, India - 712121, April 16, 2016.
- Three Day 3rd World Summit on Accreditation "Quality Assurance Through Outcome Based accreditation", Organised by Office of the Secretariat, NBA, NBCC Place East Tower, New Delhi, India from March 18-20, 2016.
- One Week "Faculty Development Programme on *Advanced Pedagogy*", Organised by The JIS College of Engineering, Kalyani, Nadia, West Bengal, India, Training provided by NITTTR, Kolkata, India from June 24-30, 2015.
- Presented a short work entitled "Design of Broadband Optical Emitter using Quantum Disk for Sensing Application" in UKIERI Workshop on "Photonic Imaging and Sensing", organized by Institute of Radio Physics and Electronics and University of Sheffield, 2015
- Three day 39th International Conference on Optics and Photonics (ICOP - 2015), (Golden jubilee Conference of Optical Society of India, Organized by The Department of Applied Optics and Photonics, University of Calcutta, Calcutta, West Bengal - 700 009, India in collaboration with Optical Society of India (OSI),) February 20 - 22, 2015.
- Two day "The 3rd International Conference on Computer, Communication Control and Information Technology" (C3IT - 2015), Organized by The Academy of Technology, Hooghly, West Bengal - 712121, India in collaboration with IEEE Kolkata Section.), February 07 - 08, 2015.
- Two day "The 1st International Conference on Advancements of Medical Electronics" (ICAME - 2015), Organized by JIS College of Engineering, Kalyani, Nadia, India, in collaboration with IEEE Kolkata Section, Sponsored by TEQIP, New Delhi, India, January 29 - 30, 2015.
- One day "The 8th National Convention Students Conclave on Reform of Engineering Education for Better Employability of Engineers" Organised by The Engineering Council of India, Sponsored by TATA STEEL, at the Auditorium, Indian Institute of Chemical Engineers, Dr. H.L. Roy Building, Gate No. 3, Jadhavpur University Campus, Raja Subodh Malik Road, Kolkata - 700032 on September 03, 2014.

- Three day "The International Conference on Microwave and Photonics (ICMAP - 2013)", Organised by The Department of Electronics Engineering, Indian School of Mines (ISM), Dhanbad, India from December 13-15, 2013.
- Three day "The International Conference on Magnetic Materials and Applications (MagMa - 2013)", Organised by Department of Physics, Indian Institute of Technology, Guwahati, Assam, Jointly with Magnetism Society of India, India from December 05-07, 2013.
- Three day "The 3rd International Conference on Advanced Nanomaterials and Nanotechnology (ICANN - 2013)", Organised by Department of Centre for Nanotechnology and Indian Institute of Technology, Guwahati, Assam, India from December 01-03, 2013.
- Five day "The 100th Indian Science Congress (ISC - 2013)", Organised by The Indian Science Congress Association, University of Calcutta, India from January 03 - 07, 2013.
- Three day International Conference of "Computers and Devices for Communication (CODEC - 2012)" Organised by Institute of Radio Physics & Electronics, University of Calcutta, India in Collaboration with IEEE Communication Society, Kolkata Chapter, India, from December 17-19, 2012.
- Two day National Conference on "Computing and Communication Systems (NCCCS - 2012)", Organised by The Department of Computer Science and Engineering and The Department of Information Technology, Dr. B C Roy engineering College, Durgapur, India, in Collaboration with IEEE - Calcutta Chapter, IEEE Kharagpur Section and Computer Society of India, from November 21-22, 2012.
- Three day International Conference on "Recent Advances In Information Technology (RAIT - 2012)", Organized by The Department of Computer Science and Engineering, ISM Dhanbad, India in collaboration with IEEE, from March 15th to 17th, 2012.
- Two day International Conference on "Computer, Communication, Control and Information Technology (C3IT - 2012)", Organized by The Academy of Technology, Hooghly, West Bengal, from February 25th to 26th, 2012.
- Two day International Conference on "Engineering Education In The New Century (E2NC - 2012)", Organized by Sir J C Bose College of Engineering, Supreme Knowledge Foundation Group of Institutions, Mankundu, Hooghly, West Bengal, from February 03rd to 04th, 2012.
- International Workshop on "The Physics and Semiconductor Devices (IWPSD - 2011)" December 19-22, 2011, Organised by Indian Institute of Kanpur, Solid State Physics Laboratory & IEEE Kanpur Chapter, IIT - Kanpur, India.
- Two day National Conference on "Frontiers in Electronics Communication and Instrumentation Technology (FECIT -2011)" Organized by Department of Electronics Engineering, ISM Dhanbad, India, from November 03rd to 04th, 2011.
- Three day National Conference on "Recent Advances in Material and Technology (NCRAMT - 2011)" Organized by School of Applied Sciences (SAS), Haldia Institute of Technology, Haldia, West Bengal, from June 24th to 26th, 2011.
- Three day International Conference on "Modelling, Optimisation and Computing (ICMOC - 2010)", Organised by National Institute of Durgapur, Durgapur (NIT-Durgapur), West Bengal, India, from October 28th to 30th 2010.
- International Workshop on "The Physics and Semiconductor Devices (IWPSD - 2009)" December 15-19, 2009, Organised by Solid State Physics Laboratory & Jamia Millia Islamia University, Sponsored by (Defence R&D Organization), SSD, EDS, IEEE Delhi Chapter, India.
- Workshop on "Photonic devices and Systems for Mid and long Wavelength Infrared Applications", Organised by joint venture of University of Sheffield and university of Calcutta at Institute of Radio Physics & electronics, Calcutta University - Kolkata, Co-sponsored by IEEE Photonics Society Calcutta Chapter and UGC Networking Centre in Physical Sciences, Institute of Radio Physics & electronics (IRPE), Calcutta University December 13th, 2009.
- Conference on "Technology Advancements in eSECURITY & Prevention of CYBER CRIME", Organised by WEBEL Kolkata at The Oberoi Grand Hotel - Kolkata, September 16th, 2009.
- Faculty Development Programme (FDP) on "SMT" at BIT - Mesra, Kolkata Extension, Organised by TCS Kolkata, September 14th, 2009.

- Faculty Development Programme (FDP) on "SOA" at BIT – Mesra, Kolkata Extension, Organised by TCS Kolkata, June 19th, 2009.
- Two day International Workshop on "Photonics to Nanophotonics" Organized by IEEE Photonics Society – Calcutta Chapter, at the Department of A K Choudhury School of IT, University of Calcutta, from June 12th to 13th, 2009.
- Faculty Development Programme (FDP) on "Six Sigma" at BIT – Mesra, Kolkata Extension, Organised by TCS Kolkata, January 19th, 2009.
- International Workshop on "The Physics and Semiconductor Devices (IWPSD – 2007)" at IIT-Bombay, Organised by IIT- Bombay, TIFR - Bombay, Sponsored by EDS, IEEE AP/ED Bombay Chapter, December 16th to 20th, 2007
- Seminar on "Web Information Retrieval", by ISI Kolkata, August 11th 2006
- Workshop on "Nano Technology" at Calcutta University, December 18th to 20th, 2006
- National Workshop on "Support Vector Machines" at Centre for Soft Computing Research, ISI Kolkata, November 9th to 11th, 2006
- Training on "Micro Teaching for Teaching Skill Development" by NITTTR, August 2nd to 6th 2005

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Paper Publications:

Patent Published:

- Patent Title: **An Arrangement for Disabled User for Computer Interaction**
 File Number: 180/KOL/2015A, Date: 13.03.2015, Number of Pages: 21, Number of Claims: 9
 International Classification: G06F3/01
Abstract of innovation: This invention relates to an arrangement for disabled user for computer interaction and in particular, this invention relates to the arrangement for disabled user like cerebral palsy. More particularly, this present invention also relates to an arrangement for disabled user which can initiate the computational communication technology towards cerebral palsy for suitability and imperviousness aspects with various cyber applications (browsing websites, video chat, internet calling etc.). Furthermore, this invention also relates to an arrangement for cerebral palsy or physically disabled patients in which study and interactions about physical activities can make out their responses intended for connecting with surroundings in every moment.
http://www.ipindia.nic.in/ipr/patent/journal_archive/journal_2015/pat_arch_032015/official_journal_13032015_part_i.pdf
- Patent Title: **A System for Providing Cardiovascular Disorder Diagnostic Services**
 File Number: 201631008555 A, Date: 08.04.2016, Number of Pages: 30, Number of Claims: 8
 International Classification: H04L12/28
Abstract of innovation: This invention relates to a system for providing cardiovascular disorder diagnosis services and in particular, this invention relates to a diagnosis system which detects cardiovascular diseases in an automatic way based on the ECG signal. More particularly, this present invention relates to the diagnosis system which sends a pulse to the heart to energize its beat to a normal rate when it gets the abnormal signal from the heart. Furthermore, this invention also relates to a diagnosis system which has the beneficial effects of having saving manpower, safety and reliability.

- Patent Title: ***Wireless Detachable Bluetooth Microphone Speaker***
File Number: 201731011727 A, Date: 21.04.2017, Number of Pages: 23, Number of Claims: 10
International Classification: H04R1/08
Abstract of innovation: This invention relates to a Wireless Detachable Bluetooth Microphone Speaker and in particular, this invention relates to a Bluetooth Microphone Speaker in which the wireless detachable speaker module can be kept separate anywhere. This invention relates to a Bluetooth Microphone Speaker in which the wireless microphone can be used up to a defined wireless distance along with the use as a separate speaker module for any other audio devices as well as for mobile phones. Furthermore, this invention also relates to a Bluetooth Microphone Speaker which has the beneficial effects of having portable with easy installation, rough and tough alongside and having safety and reliability.

- Patent Title: ***Digital Voting Machine (DVM)with Biometric Verification System with Instant Counting Facility***
File Number: 201931005971, Date: 15.02.2019, Published on 24.05.2019, No of Pages: 50, No. Of Claims: 10
International Classification: G07C13/00
Abstract of innovation: The present invention relates to a Digital Voting Machine with biometric verification system and auto counting method on the day of election without any human resource by transmitting voting data through wireless communication system. More particularly, the present invention discloses a biometric registration system and method employing biometric verification. The system and method may be utilized, e.g., for verification, and/or for participation, including for pre-registered electronic voter and for participation in electronic voting.

- Patent Title: ***A Car Ignition System Based On Application Controlled Biometric Sensor***
Application Number: 202031031645A, Date: 14.08.2020, Number of Pages: 30, Number of Claims: 7
International Classification: B60R/023; F02D 11/22; F02N 11/08
Abstract of innovation: The present invention relates to a car Ignition system based on android application controlled biometric sensor. The present invention also relates to a biometric based ignition system of vehicle and an Android application to access the finger print sensor because all human being have unique, immutable fingerprints which consists of a sequence of ridges and furrows/valleys on the exterior of the finger. The present invention also relates to a biometric based Ignition system of vehicle wherein the individuality of a fingerprint can be resolute by the pattern of ridges and furrows as well as the finer points and biometric substantiation increases the system safety to a vast extent. The present invention also relates to a biometric based Ignition system of vehicle wherein the enrolment of fingerprint image or removing any previous fingerprint data becomes user friendly for this android application and the vehicle engine will be ignited only if fingerprint image is registered in fingerprint sensor.
http://www.ipindia.nic.in/writereaddata/Portal/IPOJournal/1_4897_1/Part-1.pdf

Book Published:

Swapan Bhattacharyya, Sabyasachi Sen, Meghamala Dutta, Papun Biswas and Himadri Chattopadhyay (Editor), *"Industry Interactive Innovations in Science, Engineering and Technology"*, Proceedings of the International Conference, I3SET 2016, Lecture Notes in Networks and Systems 11 [Springer] [ISBN. No: 978-981-10-3952-2]

Paper Published:

List of Publications in 2021:

- Soumyendu Bhattacharjee, Aishwarya Banerjee, Amit Rakshit, Swapan Bhattacharyya, Swati Chowdhuri, Biswajit Sarkar and Biswarup Neogi, *"Dynamics of Cardiovascular Muscle Using a Non-Linear Symmetric Oscillator"*, **Journal of Symmetry - MDPI**, Volume 13 (1),151, pp. 1-18 (2021), [doi: 10.3390], [Symmetry, 2021, 13(1), 151. <https://doi.org/10.3390/sym13010151>].

- D Manna, S Baidys and S Bhattacharyya, "Sentiment Analysis of Audio Diary", [Springer Nature Singapore Pte Ltd 2021, Proceedings of the Fourth International Conference on Microelectronics, Computing and Communication Systems, Lecture Notes in Electrical Engineering, vol. 673, pp. 99-111, 2021] [ISBN: 978-981-15-5546-6] [https://doi.org/10.1007/978-981-15-5546-6_9]

List of Publications in 2020:

- Arpan Deyasi, S Bhattacharyya, P Debnath and A Sarkar "Authentic Pedagogy: A Project-Oriented Teaching-Learning Method Based on Critical Thinking", [Springer Nature Singapore Pte Ltd, 2021, Computational Intelligence in Digital Pedagogy, Intelligent Systems Reference Library, Book Series (ISRL,)] vol. 197, pp. 1-20, 2020] [ISBN: 978-981-15-8743-6] [https://doi.org/10.1007/978-981-15-8743-6_1]

List of Publications in 2019:

- Arpan Deyasi and S Bhattacharyya, "Quantum-Confined States of Electrons in Semiconductor Quantum Ring Under Crossed Electromagnetic Field", [Springer Nature Singapore Pte Ltd 2019, Lecture Notes in Electrical Engineering 556, Microelectronics, Computing and Communication Systems, vol. 556, pp. 161-170, 2019] [ISBN: 978-981-13-7091-5_15] [https://doi.org/10.1007/978-981-13-7091-5_15]
- Debasmita Manna, Shaon Baidya and S Bhattacharyya, "Sentiment Analysis of Audio Diary", Proc. of the 4th International Conference on Microelectronics, Computing & Communication Systems (MCCS - 2018), May 11 - 12, 2019, (Paper id - MCCS 19015), Organized by The VLSI Design Group, Birla Institute of Technology, Mesra, Ranchi, Jharkhand, India, in collaboration with ARTTC, BSNL, Ranchi Centre. [Springer]
- Arpan Deyasi, S Bhattacharyya, Pampa Debnath, Soumen Mukherjee and Anup Kumar Bhattacharjee, "Effective Utilization of Digital Resources for Undergraduate Teaching Education Through Flip Learning for Performance Improvement", Proc. of the International Conference on Digital Pedagogies (ICDP- 2019), April 1 - 3, 2019, (Paper id - ICPD - 54), Organized by The JIS College of Engineering, Kalyani, Nadia, West Bengal, India, in collaboration with AICTE, MHRD, NPIU, World Bank Group, Microsoft. [Springer], [Received Best Paper Award]
- Arindam Banerjee, S Bhattacharyya, and Arpan Deyasi, "Synthesis of High Speed Multi-Valued ALU for $(2^n \pm q)$ Radix", [Springer: Lecture Notes in Electrical Engineering: Nanoelectronics, Circuits and Communication Systems, vol. 476, chapter 13, pp. 823-837, 2019] [ISBN: 10.1007/981-10-8234-4_67]
- A. Banerjee, A. Deyasi, S. Bhattacharyya, and A. Sarkar, "Fast Squaring Technique for Radix Vicinity Numbers for Radix $(2^n \pm M)$ with reduced Computational Complexity", [Springer: Lecture Notes in Electrical Engineering: Nanoelectronics, Circuits and Communication Systems, vol. 511, chapter 13, pp. 139-147, 2019] [ISBN: 10.1007/978-981-13-0776-8-13]

List of Publications in 2018:

- Arpan Deyasi and S Bhattacharyya, "Implementation of Outcome-Based Education through Activity-Based Teaching-Learning System", Modern Technologies for Teaching and Learning in Socio-Humanitarian Disciplines, Department of Psychology of Education & Pedagogy St Petersburg University in Collaboration with IGI Global, [IGI Global, eEditorial Discovery], pp. 68-89 [ISSN: 2326-8905 (Print), 2326-8905] [doi: 10.4018/978-1-5225-7841-3.ch004]. Book is published in the IGI Global book series Advances in Educational Technologies and Instructional Design (AETID), USA
- S. Bhattacharyya, S. Halder, and A. Deyasi, "Effect of Surface-to-Volume Ratio on Eigenenergy in Quantum Ring", [Springer Series of Lecture Notes in Networks and Systems: Industry Innovative Innovations in Science, Engineering and Technology, pp. 71-78, 2018] [DOI: 10.1007, ISBN 978-981-10-3953-9]
- Arpan Deyasi and S Bhattacharyya, "Energy States of Electrons in Semiconductor Quantum Ring under Crossed Electromagnetic Field", Proc. of the 3rd International Conference on Microelectronics, Computing & Communication Systems (MCCS - 2018), May 12 - 13, 2018, (Paper id - MCCS-18026), Organized by The VLSI Design Group, Birla Institute of Technology, Mesra, Ranchi, Jharkhand, India, in collaboration with ARTTC, BSNL, Ranchi Centre. [Springer]
- Moumita Pal, S Bhattacharyya and Tresata Sarkar, "Euler Number Based Feature Extraction Technique for Gender Discrimination from Offline Hindi Signature Using SVM & BPNN Classifier",

Proc. of the 1st International Conference on Emerging Trends in Electronic Devices and Computational Techniques (EDCT - 2018), March 08 – 09, 2018, (Paper id – EDCT 17028), pp. 18-19, EDCR – 2018, Organized by The Guru Nanak Institute of Technology, Sodpur, Kolkata, India, in collaboration with IEEE Kolkata Section

List of Publications in 2017:

- Arindam Banerjee, Sohini Pal, S Bhattacharyya and Debesh Das, "Memristor Based MAC Architecture Design for $(2^n - 1)$ and 2^n Radix", **Journal of Active and Passive Electronic Devices (Philadelphia, PA 19123 USA)**, Old City Publishing Corporation, JAPED-DevIC-2017-7, vol. - 0, pp. 1-19.... [ISSN: 1555-0281(Print), 1555-029X (Online) I.F. = 0.414]
- Arindam Banerjee, S Bhattacharyya, and Arpan Deyasi, "Fast Squaring Technique for Radix Vicinity Numbers for Radix $(2^n \pm m)$ with Reduced Computational Complexity", Proc. of the 3rd International Conference on Nano-electronics, Circuits and Communication Systems (NCCS - 2017), Nov 11 – 12, 2017, (Paper id – NCCS 17028), Organized by The VLSI Design Group, Birla Institute of Technology, Mesra, Ranchi, Jharkhand, India, in collaboration with IETE, Ranchi Centre. [Springer]
- Arindam Banerjee, S Bhattacharyya, and Arpan Deyasi, "Synthesis of High Speed Multi-Valued ALU for $(2^n \pm m)$ Radix", Proc. of the 2nd International Conference on Micro-electronics, Computing and Communication systems (MCCS - 2017), May 13 – 14, 2017, (Paper id – MCCS 17020), Organized by The VLSI Education Group, Birla Institute of Technology, Mesra, Ranchi, Jharkhand, India, in collaboration with IETE - Ranchi Centre, ARTTC -BSNL, Ranchi. [Springer]
- S Bhattacharyya, Sourish Halder and Arpan Deyasi, "Effect of Surface-to-Volume Ratio on Eigenenergy in Quantum Disk in presence of Magnetic Field", Proc. of the International Conference on Electronics, Materials Engineering & Nano-Technology (IEMENTech - 2017), April 28 – 29, 2017, pp. 1-4, Organized by The Institute of Engineering & Management, Kolkata, West Bengal, India in collaboration with IEEE Kolkata Section, URSI, CSIR. [IEEE Xplore] [ISBN: 978-1-5386-1703-8/17@IEEE]
- Arindam Banerjee, Sohini Pal, S Bhattacharyya and Debesh Das, "Memristor Based Modulo Multiplier Design For $(2^n - 1)$ and 2^n Radix", Proc. of the 2nd International Conference on Devices for Integrated Circuits (DevIC - 2017), March 23 – 24, 2017, (Paper id – P07), Organized by The Department of Electronics & Communication Engineering, Kalyani Govt. Engineering College, Kalyani, Nadia, India, in collaboration with IEEE, (EDC Chapter). [IEEE Xplore] [Doi: 10.1109/DEVIC.2017.8073898] [ISBN: 978-1-5090-4724-6].

List of Publications in 2016:

- Arindam Banerjee, S Bhattacharyya and Arpan Deyasi, "High Speed Reconfigurable ALU Design in Radix $(2^n \pm m)$ ", Old City Publishing Corporation, JAPED-DevIC-2017-7, vol. - 0, pp. 1-19.... [ISSN: 1555-0281(Print), 1555-029X (Online), vol. 5, no. 2, pp. 183 - 187 (2016), 1-X (Paper Id: 18) [doi: 10.7508], [ISSN. No: 2222-7067].
- S Bhattacharyya, Sourish Halder and Arpan Deyasi "Effect of Surface-to-Volume Ratio in Eigenenergy on Quantum Ring", Proc. of the Industry Interactive Innovation in Science, Engineering & Technology (I3SET - 2016), October 25 – 26, 2016, (Paper id – P136), pp. 71-78, Organized by The JIS College of Engineering, Kalyani Nadia. [Springer series lecture Notes in Networks and Systems] [ISSN: 2367-3370].
- Arindam Banerjee, S Bhattacharyya and Arpan Deyasi, "High Speed Reconfigurable ALU Design for Radix", Proc. of the 1st International Conference on VLSI Device, Circuit & System (VLSI DSE - 2016), October 19 – 20, 2016, (Paper id – P18), Jointly Organized by IEEE MSIT Student Branch, IEEE EDS, The Department Electronics & Communication Engineering, Meghnath Saha Institute of Technology, Kolkata, India, in collaboration with IEEE SSCS, Kolkata Chapter, Kolkata, India [ISSN – 2222 -7059].
- Sourish Halder, Sreyansh Bhupal, Sreeparna Sen, Priyanka Sandel, and S Bhattacharyya "Hardware Efficient Analog Encryption Methodology for Digital Data Transmission", Proc. of the 6th International Symposium on Embedded Computing & System Design (ISED - 2016), October 15 – 17, 2016, (Paper id – P99), Organized by Indian Institute of Technology, Patna. [IEEE].
- Susmita Das, Soumendu Bhattacharjee, S Bhattacharyya and Biswarup Neogi, "Study of Systematic Modeling for Cardiac and Respiratory System towards Support on Prosthesis Facets", Proc. of the IEEE International Conference on Computational Science & Engineering (ICCSE - 2016), October 04 – 06, 2016, (Paper id – P98), pp 81-86, Organized by The Department of Electronics & Communication Engineering and The Department of Computer Application, RCC Institute of Information Technology, Kolkata, India, in collaboration with IEEE Electron Device

Society, Kolkata Chapter and The Institute of Engineers (India) Kolkata Section. [Taylor & Francis] [ISBN – 978-1-138-02883-5].

- Sourish Haidar, Sreyansh Bhupal, Sreeparna Sen, Priyanka Sandel, Urmi Bose, S Bhattacharyya and Subham Ghosh, "Hardware Efficient Method for Arbitrary Waveform Generation", Proc. of the IEEE International Conference on Computational Science & Engineering (ICCSE - 2016), October 04 – 06, 2016, (Paper id – P3), pp 123-126, Organized by The Department of Electronics & Communication Engineering and The Department of Computer Application, RCC Institute of Information Technology, Kolkata, India, in collaboration with IEEE Electron Device Society, Kolkata Chapter and The Institute of Engineers (India) Kolkata Section. [Taylor & Francis] [ISBN: 978-1-138-02883-5].
- Sohini Pal, Arindum Banerjee and S Bhattacharyya, "Optical Network Based RNS Multiplier in $(2^n - 1)$ Radix System using SOA-MZI", Proc. of the National Conference on Recent Advances in Science & Technology – 2016 (NCRAS - 2016), A TEQIP - II Sponsored Conference, September 27 - 29, 2016, (OP-14), Organized by Heritage Institute of Technology, Kolkata, West Bengal, India.
- Ashraf Islam and S Bhattacharyya, "Comparative Study of DSSS & FHSS and BER Analysis", Proc. of the 7th All India Inter Engineering College Academic Meet – 2016 & Innovative Model Competition For a Sustainable Society, March 13, 2016, (Paper id - E36-E&C-08- P301), Organised by Forum of Scientists, Engineers & Technologist (FOSET) in association with Supreme Knowledge Foundation Group of Institutions, Mankundu, Hooghly, West Bengal, India.
- Sreyansh Bhupal, Sreeparna Sen, Priyanka Sandel, Sourish Haidar & S Bhattacharyya, "A Microcontroller Based Method of Arbitrary Wave Synthesis", Proc. of the 7th All India Inter Engineering College Academic Meet – 2016 & Innovative Model Competition For a Sustainable Society, March 13, 2016, (Paper id - E52-E&C-12), Organized by Forum of Scientists, Engineers & Technologist (FOSET) in association with Supreme Knowledge Foundation Group of Institutions, Mankundu, Hooghly, West Bengal, India – **Received The Best Paper Award.**

List of Publications in 2015:

- Gautam Lohar and S Bhattacharyya, "Quantum Theory Models of a Transmission Line", *Quantum Theory Models of a Transmission Line* December 29 – 30, 2015, pp 99-102, (Paper id – P301), Organised by RCC Institute of Information Technology, Kolkata, India [ISBN: 978-93-8592-600-6].
- Arpan Deyasi, Kasturi Mukherjee and S Bhattacharyya, "Dependence of Small-Signal Properties of Si/Si_{0.5}Ge_{0.5} DDR IMPATT on Input Current Density at Millimeterwave Frequency", Proc. of the IEEE International Conference on Research in Computational Intelligence and Communication Networks (ICRCICN - 2015), November 20 – 22, 2015, pp 290-293, (Paper id – P319), Organised by RCC Institute of Information Technology, Kolkata, India, in collaboration with IEEE CIS Kolkata Section and ACM Kolkata Chapter, India. [IEEE Explore], [doi: 10.1109/ICRCICN.2015.7434252], [ISBN: 978-1-4673-6734-9 @2015 IEEE].
- Biswarup Neogi, Tanmoy Singha, Sasmita Das, Swati Ghosh, Nilotpal Manna and S Bhattacharyya, "Performance Study and Analysis towards Discrete System Introducing Jury Test Simulator", *African Journal of Computing and ICTs*, Volume 8, No. 1, pp. 27-38 -12 (2015), [IEEE Explore, ISSN: 2006 - 1781].
- Arpan Deyasi, S Bhattacharyya and N R Das, "Effect of Nonparabolicity on Intersubband Transition Energy in Spherical Core-Shell Quantum Dot", Proc. of the 39th International Conference on Optics and Photonics (ICOP - 2015), (Golden jubilee Conference of Optical Society of India) February 20 - 22, 2015, pp 1-4, (Paper id – 128) Organised by The Department of Applied Optics and Photonics, University of Calcutta, Calcutta, West Bengal – 700 009, India in collaboration with Optical Society of India (OSI). [IEEE Explore Linked] / (SPIE – Linked - Feb 2015), [ISBN: 978-93-80813-31-8].
- Arpan Deyasi, S Bhattacharyya and N R Das, "Calculating Intersubband Transition Energy in T-shaped Quantum Wire using FD Technique", Proc. of the 3rd International Conference on Computer, Communication Control and Information Technology (C3IT - 2015), February 07 - 08, 2015, pp. 1-4, (Paper id – 44) Organised by The Academy of Technology, Hooghly, West Bengal - 712121, India in collaboration with IEEE Kolkata Section. (Procedia Technology (ELSEVIER), 2015)[IEEE Explore], [ISBN: 978-1-4799-4445-3/15@2015 IEEE].
- S Bhattacharyya and Arpan Deyasi, "Tailoring Characteristic Wavelength Range of Circular Quantum Dots for Detecting Signature of Virus in IR Region", Proc. of the 1st International Conference on Advancements of Medical Electronics (ICAME - 2015), January 29 - 30, 2015, pp 353-363, (Paper id – P033), Organised by JIS College of Engineering, Kalyani, Nadia, India, in

collaboration with IEEE Kolkata Section, Sponsored by TEQIP, New Delhi, India. (**Springer-Verlag Berlin Heidelberg Proceedings**) [**Lecture Notes in Bioengineering: Advancement of Medical Electronics, Part IV**, Embedded Systems and its Applications in Healthcare], [doi: 10.1007], [ISBN: 978-81-322-2256-9_33].

List of Publications in 2014:

- Arpan Deyasi, Kasturi Mukherjee and S Bhattacharyya, "Dependence of Negative Resistivity on Current Density and Junction Temperature for DDR IMPATT", Proc. of the International Conference on Computational Intelligence and Communication Networks (ICCCIN - 2014), November 14 – November 16, 2014, pp. 1026-1030, (Paper id – P005), Organised by Jointly By RCC Institute of Information Technology, Kolkata, India, and MIR Labs Gwalior, India, in collaboration with IEEE Gold Kolkata Section, India. [**IEEE Explore**, [doi: 10.1109/CICN.2014.216], [ISBN: 978-1-4799-69294-6].
- Arpan Deyasi and S Bhattacharyya, "Material Composition Dependence on Optimization of Small-Signal Properties of Si_{0.5}Ge_{0.5} DDR IMPATT Diode", Proc. of the International Conference on Computational Advancement in Communication Circuits and Systems (ICCACCS - 2014), October 30 – November 01, 2014, vol. 335, Chapter 34, pp 313-19, (Paper id – P005), Organised by Narula Institute of Technology, Agarpara, India, in collaboration with IEEE Kolkata Section, Sponsored by TEQIP, New Delhi, India. [**Lecture Notes in Electrical Engineering, Part 6: Advances in Devices and Circuit**] Vol. 335, Chapter 34, (**Springer-Verlag Berlin Heidelberg Proceedings**) [doi: 10.1007/ 978-81-322-2274-3_34], [ISSN: 1876-1100].
- Arpan Deyasi, S Bhattacharyya and N R Das, "A Finite Difference Technique for Computation of Electron States in Core-Shell quantum Wire of Different Configurations", **Journal of Physica Scripta (IOP)**, vol. 89, no. 6., pp. 065804-14 (2014) [doi: 10.1088/0031-8949/89/6/065804], [IOP Science, ISSN: 1402-4896].
- Arpan Deyasi and S Bhattacharyya, "Investigating Penetration Depth of Boron into P-Doped Silicon by Diffusion Process for P+NN+ SDR IMPATT Structure at KA-Band", **Journal of Association of Engineers (JAE)**, vol. 85, no. 3 - 4, pp. 18 - 24 (2014) (Paper Id: 23-2013 NCIP-SP) [ISSN. No: 0368-1106].
- Arpan Deyasi, S Bhattacharyya and K Mukherjee, "Dependence of Optimum Frequency on Junction Temperature and Current Density for Si DDR IMPATT at Millimeterwave Region", Proc. of the National Conference on Materials, Devices and Circuits in Communication Technology (MDCCT - 2014), February 07 - 08, 2014, pp 16-19, (Paper id – P006), Organised by Department of Physics, The University of Burdwan, in association with IETE Burdwan Sub-Centre, Burdwan, West Bengal, India, [ISBN: 978-93-80663-20-3].
- Arpan Deyasi, K Mukherjee and S Bhattacharyya, "Performance Comparison on D. C. Properties of Heterostructure DDR IMPATT with Conventional Diode", Proc. of the International Conference on Electronics, Communication and Instrumentation (ICECI - 2014), January 16 - 17, 2014, pp 01-04, (Paper id – 003), Organised by ECE and AEIE, The Heritage Institute of Technology, Kolkata, India. (A UGC Sponsored Seminar). (**IEEE Explore**), [doi: 10.1109/ICECI.2014.6767375], [ISBN: 978-1-4799-3982-4].

List of Publications in 2013:

- S Bhattacharyya, Arpan Deyasi and N R Das, "Electric Field Effect on Intersubband Oscillator Strength of Semiconductor Quantum Disk", Proc. of the International Conference on Microwave and Photonics (ICMAP - 2013), December 13-15, 2013, pp 1 - 5, (Paper id – MS106), Organised by The Department of Electronics Engineering, Indian School of Mines (ISM), Dhanbad, India, in collaboration with IEEE. (**IEEE Explore**), [doi: 10.1109/ICMAP.2013.6733541], [ISBN: 978-1-4799-2176-8].
- S Bhattacharyya and Arpan Deyasi, "Effect of Band Nonparabolicity on Electron Energies of a Quantum Disk in Presence of Electric Field", Proc. of the International Conference on Impact of Engineering on Global Sustainability (INDICON - 2013), December 13-15, 2013, (Paper id – 45), Organised by IEEE Mumbai, Jointly with IEEE India Council India. (**IEEE Explore**), [doi: 10.1109/INDICON.2013.6725987], [ISBN: 987-1-4799-2274-1].
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Annexure - IV

(Copy of Application on HEI Website)



Academic Affairs

1. Information provided to UGC-DEB by CDOE, B.U. [PDF](#)

Annexure – V

(Build up Area)

ANNEXURE - 4(B)

11.5) DETAILS OF INFRASTRUCTURE AT HQ AND RC/BC

1. A four storied building, spread over 8 acres of land (Total Carpet Area = 40,000 sq. ft.)

2. Administrative Block :

- Director's Chamber = 1;
- Assistant Directors' Chamber = 2;
- Director's Secretariat = 1;
- Finance Section;
- Computer System Room;
- Subject Desks (Bengal, English & Political Science, Sanskrit & Commerce, History & Philosophy, Math & All Professional Subjects);
- Diploma / Certificate Issuing Counter ;
- SC / ST Cell;
- Store = 2;

3. Academic Block :

- Lecture Hall = 12;
- Chamber of faculty members = 8;
- Computer Lab = 2;
- Screen Touch KIOSK;
- Chamber of Librarian-in-charge;
- Reading Room = 1;
- Xerox Counter = 1;
- Book Issuing Counter = 1.

4. Library Block :

- Chamber of Librarian-in-charge;
- Reading Room = 1;
- Xerox Counter = 1;
- Book Issuing Counter = 1.

- 5. Multimedia Studio = 1;
- 6. Information Centre = 1;
- 7. Conference Hall = 1;
- 8. Auditorium = 1;
- 9. Canteen = 1;
- 10. Cycle Stand = 2;
- 11. Bank Building (SBI Golepbag Branch);
- 12. Beautiful Gardens.

X



IV. INFRASTRUCTURE AT HEADQUARTERS

1. Total built-up area for ODL activity: Total carpet area of 44,000 sq. ft. (4 storied building, spread over 8 acres of land) enclosed in the Annexure C.

Provide a copy of master plan of the SOU/DEI giving details of:

- Administrative block One
- Academic block One
- Library One
- Information centre etc. One
- Water House One
- Studio One
- Counselling rooms Thirteen + One Conference Hall + One Auditorium
- Laboratories Two

3. Computerization/ Digitization status of the following activities (Give details):

- Student Registration / Admission Yes
- Administration and Finance Yes
- Academic activities Yes
- Student Support System Yes
- Evaluation Yes

4. Library facilities

- Number of books -
- (i) Discipline wise 12500 (approx)
- (ii) Related to Distance education 200 (approx)
- Number of Journals
- (a) Discipline-wise
- (b) Related to Distance education

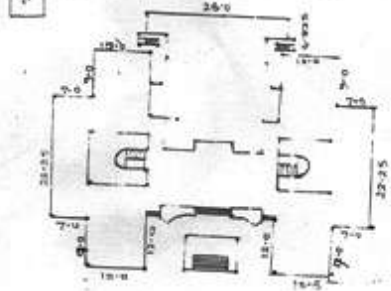
- Facilities available to learners

- Book lending Only reading facilities
- CD/DVD/Video cassette ✓
- Internet facility ✓
- Reprography ✓
- Any other

X

D. Academic Complex - (Grounding)

4-0
2-0
2-0



ANNEXURE - 4(B)

Ground Area:

- G.P. About 1600 m² (Final imp. str.)
- 1st fl. 1805 m²
- 2nd fl. 1428 -
- 3rd fl. 227 m² + 280 m² + 127 m²

1000000 - 1000000

X

ক্রমিক নং
খণ্ড

ANNEXURE-4@

সাঁওতাল নং- ২/১
বে.এন.-১ ০০১

তারিখ- ১২/০১/৭৫

একর (১) মোট লম্বায়ের সংখ্যা -

নং	সর্বাধিক ইউনিটসমূহ	একর (১) মোট লম্বায়ের সংখ্যা -	
		(৫) স্বয়ং	(৬) মজুদ
বিজা/স্বামী			
ঠিকানা			



(৭) উক্তের মিলিত সবলীর তালিকা :

নং	সর্বাধিক ইউনিটসমূহ	সর্বাধিক ইউনিটসমূহ	সর্বাধিক ইউনিটসমূহ	মোট মোট পরিমাণ		মোট মোট পরিমাণ	
				একর	মোট	একর	মোট
১১১	২১	১০০০	০ ২৪০	১.০০০০	০ ২৪০	০ ০০	
১১২	২২	১০০০	১ ০১১	১.০০০০	১ ০১১	০ ৪০	
১১৩	২৩	১০০০	০ ২২৫	১.০০০০	০ ২২৫	০ ০০	
১১৪	২৪	১০০০	০ ৪১০	১.০০০০	০ ৪১০	০ ১৫	
১১৫	২৫	১০০০	০ ০১০	১.০০০০	০ ০১০	০ ০২	
১১৬	২৬	১০০০	১ ০৩০	১.০০০০	১ ০৩০	০ ৪১	
১১৭	২৭	১০০০	৫ ৩০০	১.০০০০	৫ ৩০০	১ ০০	
১১৮	২৮	১০০০	০ ১১০	১.০০০০	০ ১১০	০ ০১	
১১৯	২৯	১০০০	১ ৬০০	১.০০০০	১ ৬০০	০ ১৪	
১২০	৩০	১০০০	২ ৩১৬	১.০০০০	২ ৩১৬	০ ১৫	
১২১	৩১	১০০০	০ ৩০০	১.০০০০	০ ৩০০	০ ১০	
১২২	৩২	১০০০	৬ ৩২০	১.০০০০	৬ ৩২০	২ ০১	
১২৩	৩৩	১০০০	১ ০২০	১.০০০০	১ ০২০	০ ৬১	
১২৪	৩৪	১০০০	৫ ২২০	০.৪০৬০	১ ৩০০	০ ০২৬	
১২৫	৩৫	১০০০	০ ০৬০	১.০০০০	০ ০৬০	০ ০২৪	
১২৬	৩৬	১০০০	০ ৩৪০	১.০০০০	০ ৩৪০	০ ১০	

Adopted by
15/5/75



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Annexure – VI

Territorial Jurisdiction

(32) generally to do all such acts and things as may be necessary or desirable for, or incidental to, the advancement of the objects or purposes of the University.

5. (1) Save as otherwise provided in this Act, the powers of the University conferred by or under this Act shall extend to the whole of each of the districts referred to in clause (5) of section 2.

(2) Notwithstanding anything contained in sub-section (1), the territorial limits of the University shall not include any area which, for the time being, is included within the local limits of jurisdiction of any other University established by law within West Bengal.

(3) Nothing in this Act shall affect the powers exercised by the Visva Bharati at Santiniketan in the district of Birbhum under the Visva Bharati Act, 1951.

(4) The University shall not exercise any power conferred by or under this Act in respect of any college situated in any area included within the limits of the Serampore sub-division of the district of Hooghly.

(5) Notwithstanding anything contained in sub-section (1) any college or institution situated beyond the limits of any district referred to in clause (5), of section 2 may, with the sanction of the State Government, apply to the University for affiliation and the University may, subject to such conditions and restrictions as it may with the approval of the State Government think fit to impose, affiliate to itself such college or institution and admit the same to all the privileges of the University.

6. The University may delegate such of its powers as it may deem expedient to any of the authorities constituted under section 16 or to any of its officers, and may, at any time, withdraw at its discretion any power so delegated.

7. The following shall be the officers of the University :—

- (i) the Vice-Chancellor,
- (ii) the Registrar,
- (iii) the Finance Officer, and

(iv) persons holding such other posts as may be declared by Statutes to be posts of officers of the University.

8. (1) The Governor shall, by virtue of his office, be the Chancellor of the University. He shall be the Head of the University and the President of the Court and shall, when present, preside over the meetings of the Court.

(2) The Chancellor shall exercise such powers as may be conferred on him by or under the provisions of this Act.

(3) Where power is conferred upon the Chancellor to make nominations to any authority or body of the University, the Chancellor shall, to the extent necessary, nominate persons to represent interests not otherwise adequately represented.

(4) Every proposals to confer any honorary degree shall be subject to confirmation by the Chancellor.

9. (1) The Vice Chancellor shall be appointed by the Chancellor on the unanimous recommendation of the Court. If the Court fails to make any such recommendation, the Vice-Chancellor shall be appointed by the Chancellor in consultation with the Minister from a panel of three persons to be elected by the Court in accordance with the system of proportional representation by means of the single transferable vote.

(2) (a) The Vice-Chancellor shall hold office for a term of four years or till he attains the age of 65 years, whichever is earlier, and shall be eligible for re-appointment for only another term of four years or till he attains the age of 65 years, whichever is earlier.

(b) The Chancellor may, notwithstanding the expiration of the term of the office of the Vice-Chancellor or his attaining the age of 65 years, allow him to continue in office till a successor assumes office, provided that he shall not continue as such for any period exceeding six months.

Note : Provisions under sections 6 and 7 came into force on the 22nd July, 1983 [vide West Bengal Act XVII of 1983] Provisions of Section 8 came into force on the 1st May, 1983 [Vide Notification No. 1078-Edn.(U) dated 26.4.83 issued by the State Govt.]

Sd/-
25/05/2022
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

Prof. Swapan Bhattacharyya
Director
CDOE , B.U



THE UNIVERSITY OF BURDWAN
Centre for Distance and Online Education
Golapbag, Purba Bardhaman-713104
West Bengal, India

NO: CDOE/Sectt./DE/24/2021-22/218

Dated : 25.05.2022

To
Joint Secretary
Distance Education Bureau (DEB) Main Office
University Grants Commission (UGC)
35-Feroz Shah Road, New Delhi
Pin:110 001
India

Subject: Regarding Territorial Jurisdiction of Centre for Distance and Online Education of The University of Burdwan

Sir/Madam,

This for general information that, as per the Burdwan University Act the territorial jurisdiction of Centre for Distance and Online Education of The University of Burdwan for offering any programme shall be West Bengal , Centre for Distance and Online Education of The University of Burdwan shall not offer any programme through any kind of franchise.



Swapan
Director 25/05/2022

Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

E-mail ID: director@dde.buruniv.ac.in

Website:<http://www.dde.buruniv.ac.in>

☎ (0342) 2656033, 2657804, 2657912 Fax: (0342) 2656033

Annexure – VII

(Availability Administrative staff)

THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE
EDUCATION
Administrative Staff

Name of the Employee	Qualifications	Designation	Also perform the duties of		Appointment order	works at (Headquarter/Regional)
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Nani Gopal Sen	MBA	Asst. Director (A & A)	Deputy Registrar	9 Years as Office Asst. of DDE, BU 5 Years as Senior. Office Asst. of DDE, BU 5 Years as Asst. Director of DDE, BU	RE/NT/II/DDE/100 RE/NT/II/DDE/820 (18) RE/O/II/DDE/250	Headquarter
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Angshuman Goswami	MBA	Asst. Director (A & E)	Assistant Registrar	14 Years as Office Asst. of DDE, BU 5 Years as Asst. Director of DDE, BU	RE/NT/II/DDE/116 RE/O/II/DDE/249	Headquarter
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Arindam Maulik	M.A	Senior Office Assistant	Section Officer	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/107 RE/NT/II/DDE/820 (18)	Headquarter
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Dipen Choudhury	MSW	Senior Office Assistant	Section Officer	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/107 RE/NT/II/DDE/820 (18)	Headquarter
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ASSISTANT

Doulot Uddin Mollick	B.A	Senior Office Assistant	Assistant B.Ed. Section	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/84 RE/NT/II/DDE/820 (18)	Headquarter
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Chowdhury Mostak Morsed	B.Sc	Office Assistant	Assistant Certificate/Diploma Section	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/101	Headquarter
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Baleswar Mondal	VIII Passed	Group D	Assistant Certificate/Diploma Section	19 years as Group D of DDE, BU	RE/NT/II/DDE/130	Headquarter
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Name of the Employee	Qualifications	Designation	Department / Section		Appointment order	works at (Headquarter/Regional)
Kshudiram Karmakar	M.A	Senior Office Assistant	Assistant Finance Section	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/112 RE/NT/II/DDE/820 (18)	Headquarter
Arijit Konar	M.Sc	Senior Office Assistant	Assistant Finance Section	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/90 RE/NT/II/DDE/820 (18)	Headquarter
Dipanjan Bhattacharya	B.Com	Senior Office Assistant	Assistant Finance Section	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/89 RE/NT/II/DDE/820 (18)	Headquarter
Supratim Maitra	B.Com	Office Assistant	Assistant Finance Section	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/106	Headquarter
Shyamalendu Bhabai	B.Com	Office Assistant	Assistant Finance Section	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/113	Headquarter
Naba Kumar Das	VIII Passed	Group D	Assistant Finance Section	19 years as Group D of DDE, BU	RE/NT/II/DDE/120	Headquarter
Nirmalya Chattopadhyay	VIII Passed	Group D	Assistant Finance Section	19 years as Group D of DDE, BU	RE/NT/II/DDE/127	Headquarter
Kamrul Islam Mallick	B.Com	Fixed Pay Employee	Assistant Finance Section	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
Mantu Karmakar	B.Com	Senior Office Assistant	Bengali, Sanskrit & Com. Desk	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/114 RE/NT/II/DDE/820 (18)	Headquarter
Achintya Kumar Sai	M.A, B.Ed	Senior Office Assistant	Bengali, Sanskrit & Com. Desk	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/118 RE/NT/II/DDE/820 (18)	Headquarter
Anup Acharyya	Madhyamik	Fixed Pay Employee	Bengali, Sanskrit & Com. Desk	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter

Name of the Employee	Qualifications	Designation	Department / Section		Appointment order	works at (Headquarter/Regional)
Chaitali Goon	B.A	Office Assistant	English & Pol.Sc. Desk	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/109	Headquarter
Sumana Goswami	B.A	Office Assistant	English & Pol.Sc. Desk	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/103	Headquarter
Mili Banerjee	M.A	Office Assistant	MBA, Math., Comp.sc. Desk	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/94	Headquarter
Prosenjit Basak	Madhyamik	Sr. Group D	MBA, Math., Comp.sc Desk	9 Years as Group D of DDE, BU 10 years as Sr. Group D of DDE, BU	RE/NT/II/DDE/122 RE/NT/II/DDE/189(5)/1(11)	Headquarter
Kaushik Ghatak	B.A	Office Assistant	English & Pol. Sc. Desk	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/111	Headquarter
Ananta Singha Roy	VIII Passed	Group D	History & Philosophy Desk	19 years as Group D of DDE, BU	RE/NT/II/DDE/126	Headquarter
Dipak Basak	B.Com	Senior Office Assistant	Director's Secretariate	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/87 RE/NT/II/DDE/820 (18)	Headquarter
Dipen Choudhury	M.S.W	Senior Office Assistant	Director's Secretariate	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/102 RE/NT/II/DDE/820 (18)	Headquarter
Suhas Ray Choudhury	B.Sc	Office Assistant	Director's Secretariate	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/115	Headquarter
Parthaswar Dutta	Madhyamik	Sr. Group D	Director's Secretariate	9 Years as Group D of DDE, BU 10 years as Sr. Group D of DDE, BU	RE/NT/II/DDE/118 RE/NT/II/DDE/189(5)/1(11)	Headquarter
Baidyanath Kundu	VIII Passed	Sr. Group D	Director's Secretariate	9 Years as Group D of DDE, BU 10 years as Sr. Group D of DDE, BU	RE/NT/II/DDE/121 RE/NT/II/DDE/189(5)/1(11)	Headquarter

Name of the Employee	Qualifications	Designation	Department / Section		Appointment order	works at (Headquarter/Regional)
Kamalranjan Bhattacharyya	B.Com	Senior Office Assistant	Library Assistant	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/95 RE/NT/II/DDE/820 (18)	Headquarter
Ashok Karfa	VIII Passed	Group D	Library Assistant	19 years as Group D of DDE, BU	RE/NT/II/DDE/129	Headquarter
Raja Ghosh	B.A	Fixed Pay Employee	Library Assistant	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
Kamaluddin Mondal	VIII Passed	Cyclostyle operator	Enquiry & Information	19 years as Cyclostyle Operator of DDE, B.U	RE/NT/DCC/1(6)	Headquarter
Sabir Khan	M.A	Fixed Pay Employee	Enquiry & Information	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
Bapan Ruidas	Higher Secondary	Fixed Pay Employee	Enquiry & Information	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
Ghanashyam Sarkar	M.S.W	Office Assistant	Storekeeper	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/105	Headquarter
Kajal Kumar Roy	Higher Secondary	Sr. Group D	Registration & Migration Section	9 Years as Group D of DDE, BU 10 years as Sr. Group D of DDE, BU	RE/NT/II/DDE/117 RE/NT/II/DDE/189(5)/1(11)	Headquarter
Debi Prasad Dutta	B.A	Fixed Pay Employee	Registration & Migration Section	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
Debesh Acharya	M.A	Sr. Group D	Receiving & Despatch Section	9 Years as Group D of DDE, BU 10 years as Sr. Group D of DDE, BU	RE/NT/II/DDE/119 RE/NT/II/DDE/189(5)/1(11)	Headquarter
Manabendra Mukhopadhyay	M.Com, B.Ed	Group D	Receiving & Despatch Section	19 years as Group D of DDE, BU	RE/NT/II/DDE/123	Headquarter

Name of the Employee	Qualifications	Designation	Department / Section		Appointment order	works at (Headquarter/Regional)
Bhim Durlov	VIII Passed	Group D	Receiving & Despatch Section	19 years as Group D of DDE, BU	RE/NT/II/DDE/132	Headquarter
Sk. Malloo	VIII Passed	Group D	Photocopy Section	19 years as Group D of DDE, BU	RE/NT/II/DDE/125	Headquarter
Jibon Malik	M.A	Fixed Pay Employee	S.L.M Distribution Section	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/105	Headquarter
Tridip Aich	VIII Passed	Fixed Pay Employee	Electrical	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
Shovan Bhattacharyya	B.Com	Senior Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/98 RE/NT/II/DDE/820 (18)	Headquarter
Debasish Pal	B.Sc	Senior Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/108 RE/NT/II/DDE/820 (18)	Headquarter
Gita Mukhopadhyay	M.A	Senior Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/91 RE/NT/II/DDE/820 (18)	Headquarter
Arnab Sengupta	B.A	Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/110	Headquarter
Subrata Kundu	B.Sc	Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/104	Headquarter
Chandranath Maitra	B.Com	Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/99	Headquarter
Soubhagya Koner	M.A	Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	19 years as Office Assistant DDE, BU	RE/NT/II/DDE/97	Headquarter

Name of the Employee	Qualifications	Designation	Department / Section		Appointment order	works at (Headquarter/Regional)
Hirak Subhra Rakshit	Madhyamik	Group D	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	19 years as Group D of DDE, BU	RE/NT/II/DDE/131	Headquarter
Alok Kumar Nandi	Madhyamik	Group D	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	19 years as Group D of DDE, BU	RE/NT/II/DDE/128	Headquarter
Rabiul Zilani	H.S	Office Assistant	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	19 years as Office Assistant of DDE, B.U	RE/NT/DCC/1(6)	Headquarter
Sk. Enauetulla	B.A	Fixed Pay Employee	C.D.O.E., Exam. Cell Dept. of Controller of Examinations	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
COMPUTER OPERATORS						
Abu Basar Kamruzzaman	M.Sc. PGDC A	Senior Office Assistant	Computer System	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/119 RE/NT/II/DDE/820 (18)	Headquarter
Somnath Ghosh	B.Com	Senior Office Assistant	Computer System	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/86 RE/NT/II/DDE/820 (18)	Headquarter
Multi Tasking Staff						
Sibotosh Bose	B.Com	Senior Office Assistant	Desk & Other works	9 Years as Office Asst. of DDE, BU 10 years as Senior Office Assistant DDE, BU	RE/NT/II/DDE/93 RE/NT/II/DDE/820 (18)	Headquarter
Kunal Dutta	B.A	Fixed Pay Employee	B.Ed. Section & Other works	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/106	Headquarter
Sweeping Staff						

Name of the Employee	Qualifications	Designation	Department / Sction		Appointment order	works at (Headquarter/Regional)
Tutu Mayna Routh	VIII Passed	Fixed Pay Employee	Sweeping Staff	11 years as Fixed Pay Employee at DDE, BU	R/Estab/570(8)	Headquarter
Sk. Jiku	Madhyamik	Fixed Pay Employee	Sweeping Staff	11 years as Fixed Pay Employee at DDE, BU	R/Estab/570(8)	Headquarter
Md. Alamgir	V Passeed	Fixed Pay Employee	Sweeping Staff	11 years as Fixed Pay Employee at DDE, BU	R/Estab/570(8)	Headquarter
Mangala Roy	V Passeed	Fixed Pay Employee	Sweeping Staff	9 years as Fixed Pay Employee at DDE, BU	R/Estab/570(8)	Headquarter
Santosh Kumar Roy	VIII Passed	Fixed Pay Employee	Sweeping Staff	11 years as Fixed Pay Employee at DDE, BU	R/Estab/570(8)	Headquarter
Harindar Routh	VIII Passed	Fixed Pay Employee	Sweeping Staff	11 years as Fixed Pay Employee at DDE, BU	R/Estab/570(8)	Headquarter
Tarak Oraon	VIII Passed	Fixed Pay Employee	Sweeping Staff	11 years as Fixed Pay Employee at DDE, BU	R/Estab/570(8)	Headquarter
Malay Kumar Ruidas	VIII Passed	Fixed Pay Employee	Sweeping Staff	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/105	Headquarter
Shambhu Paswan	VIII Passed	Fixed Pay Employee	Sweeping Staff	9 years as Fixed Pay Employee at DDE, BU	DDE/Sectt/Staff/4/2015-16/105	Headquarter



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

Erstwhile Directorate of Correspondence Courses/Directorate of Distance Education
Golapbag, Burdwan, West Bengal – 713104

No. CDOE/Sectt./Recruitment of Dir./230/2021-22/205

Date: 06.05.2022

ORDER

Dr. Swapan Bhattacharyya is appointed Director, Centre for Distance and Online Education (CDOE) under The University of Burdwan on Full time regular basis with effect from the date he joins the post.

His salary will be as per UGC guideline for the post of Professor.

He will be on probation for a period of one year from the date of joining.

His service under Centre for Distance and Online Education under The University of Burdwan will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the staff of the Centre for Distance and Online Education (erstwhile Directorate of Distance Education) under B.U. as recommended by Advisory Committee of CDOE and approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Executive Council

(Sourangshu Mukhopadhyay)
Director

Date: 06.05.2022

No. CDOE/Sectt./Recruitment of Dir./230/2021-22/205/1(100)

Copy forwarded for information and necessary action to:

1. The Registrar, B.U.
2. The Finance Officer, B.U.
3. The Asst. Director (A&E) & Asst. Director (A&A), CDOE under B.U.
4. Office of the Vice Chancellor/ P.A to Pro-Vice Chancellor.
5. Controller of Examinations, B.U.
6. Asst. Registrar-I/Sr. Supdt., Constitution & Election unit, Registrar's Dept. B.U.
7. System Manager, Computer Centre, B.U.
8. All the HODs of teaching dept., B.U.
9. All the Officers of B.U.
10. All Study Centre in-Charge, CDOE, B.U.

06.05.2022
Director

Bill Desk

The University of Burdwan
Centre for Distance and Online Education

Received
Swapam Bhattacharya
06/05/2022

To
The Director,
CDOE, The University of Burdwan
Burdwan- 713104

Sir,
With reference to your Order No. CDOE/sectt./Recruitment of Dir./220/2021-22/205
dated 06.05.2022 I beg to state that I have joined the post of Director (on permanent, Full time
regular basis) on 06.05.2022 (Forenoon) accepting the terms & conditions of the rules
relating to conduct of service (Rules of discipline) of Director (on permanent, Full time regular
basis) of the Centre for Distance and Online Education, B.U.

Yours faithfully,

Swapam Bhattacharya
(Signature in full)

Date: 06.05.2022
Sr
(Director) 06.05.2022

SWAPAN BHATTACHARYYA
Name in full:
(In Block Letter)



THE UNIVERSITY OF BURDWAN

RAJBATI, BURDWAN - 713 104

Registrar's Department

Tel. Nos. (0342)2634975 (30 lines)

Telegraphic Code : BURDSITY

Tel. Fax : +91(0342)2634 015

Email: registrar@buruniv.ac.in

Website: www.buruniv.ac.in

No : RE/O/II/DDE/250

Date :28.07.2016

OFFICE ORDER

Shri Nani Gopal Sen is appointed Assistant Director (A&A), Directorate of Distance Education (DDE) under the University of Burdwan in the Pay Band of Rs. 15600-39100/- with Grade Pay of Rs 6000/- (Rupees Six Thousand) only plus admissible allowances, with effect from the date he joins the post.

His Pay in the above Pay Band will be fixed by the Finance Unit of the Directorate of Distance Education of this University, as per Rules.

He will be on probation for a period of one year from the date of joining.

His services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the staff of the Directorate of Distance Education, B.U. as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Executive Council

(D.K. Panja)
REGISTRAR

No : RE/O/II/DDE/250/1

Date :28.07.2016

Copy forwarded to Shri Nani Gopal Sen, Tikorhat, Ankorbagan, P.O-Lakurdi, Burdwan-713102, W.B. for information. Joining Report (Form enclosed) in quadruplicate may please be sent to this office in the prescribed manner.

Encl : As Stated.

REGISTRAR

No. RE/O/II/DDE/250/1/1(4)

Date: 28.07.2016

Copy forwarded for information to the: -

1. Director, Directorate of Distance Education, The University of Burdwan
2. Finance Officer, B. U. In this connection E.C's resolution dt. 28.07.2016 (Item No.80, A.O.M.) may please be referred to.
3. Office of the Director, Directorate of Distance Education, The University of Burdwan
4. P.S to Vice-Chancellor/ P.S to Pro Vice-Chancellor/P.A. to Registrar, B.U

REGISTRAR

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No.

RE/O/11/DDE/~~278~~ 259/1 Dated 28/07/2016

I beg to state that I have joined the post of Assistant Director (A&A) On

28/07/2016 ^{afternoon} (forenoon) (afternoon)

Date: 28/07/2016

Yours faithfully,

Nani Gopal Sen
(Signature in full)

Name in full: NANI GOPAL SEN
(in Block letters)

Permitted to join on 28/07/2016 ^{afternoon} (forenoon). Forwarded to The Registrar / Finance Officer /
Development Officer / Senior Supdt., Constn. & Election Unit, Registrar's Dept., / Co-ordinator,
S.C./S.T. Cell, B.U.B.U., for record.

Distt. DDE

I-j
28-7-16

28/07/2016

28-7-16

Head of the Department



1375

THE UNIVERSITY OF BURDWAN

RAJBATI, BURDWAN - 713 104

Registrar's Department

Tel. Nos. (0342)2634975 (30 lines)
Telegraphic Code: BURDSITY
Tel. Fax : +91(0342)2634 015
Email: registrar@buruniv.ac.in
Website: www.buruniv.ac.in

No : RE/O/II/DDE/249

Date :28.07.2016

OFFICE ORDER

Shri Angshuman Goswami is appointed Assistant Director (A&E), Directorate of Distance Education (DDE) under the University of Burdwan in the Pay Band of Rs. 15600-39100/- with Grade Pay of Rs 6000/- (Rupees Six Thousand) only plus admissible allowances, with effect from the date he joins the post.

His Pay in the above Pay Band will be fixed by the Finance Unit of the Directorate of Distance Education of this University, as per Rules.

He will be on probation for a period of one year from the date of joining.

His services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the staff of the Directorate of Distance Education, B.U. as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Executive Council

Sd/-
(D.K. Panja)
REGISTRAR

No : RE/O/II/DDE/249/1

Date :28.07.2016

Copy forwarded to Shri Angshuman Goswami, 'Kalisadan', Rajganj Road, Bardhaman-713102, W.B. for information. Joining Report (Form enclosed) in quadruplicate may please be sent to this office in the prescribed manner.

Encl : As Stated.

Sd/-
REGISTRAR

No. RE/O/II/DDE/249/1/1(4)

Date: 28.07.2016

Copy forwarded for information to the: -

1. Director, Directorate of Distance Education, The University of Burdwan
2. Finance Officer, B. U. In this connection E.C's resolution dt. 28.07.2016 (Item No.80, A.O.M.) may please be referred to.
3. Office of the Director, Directorate of Distance Education, The University of Burdwan
4. P.S to Vice-Chancellor/ P.S to Pro Vice-Chancellor/P.A. to Registrar, B.U


REGISTRAR

THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Wajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE 10/DDE/249/A Dated 28.07.2016

I beg to state that I have joined the post of Assistant Director (A & B) On
28.07.2016 (forenoon). (Attorney)

Date: 28.07.2016

Yours faithfully,

Angshuman Goswami
(Signature in full)

Name in full: ANGSHUMAN GOSWAMI
(in Block letters)

Dist., DDE

Permitted to join on 28.7.16 afternoon (forenoon). Forwarded to The Registrar / Finance Officer /
Development Officer / Senior Supdt., Constn. & Election Unit, Registrar's Dept., / Co-ordinator,
S.C./S.T. Cell, B.U.B.U., for record.

Date: _____

28.7.16
Head of the Department



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website: www.buruniv.ac.in

No. : RE/NT/II/DDE/ 820 (18)

Date: 28.12.2011

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant ,on promotion , in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	-do-
8.	Sri Ashim Kumar Mukherjee	21.03.2011
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

P. T. O.

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.2011

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN


To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/820(18)/1(24) dated 28/12/11, I beg to state that I have joined the post of Senior office Assistant On 20/3/2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,


(Signature in full)

Date: _____

Name in full: ARINDAM MAULIK
(in Block letters)

Permitted to join on 21/8/2011 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: _____


DIRECTOR, DDE, B.U.

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

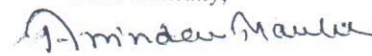
To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/820(18)/1(24) dated 28/12/11, I beg to state that I have joined the post of Senior office Assistant On 21/03/2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,

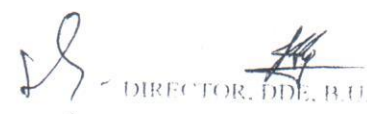

(Signature in full)

Date: _____

Name in full: ARINDAM MAULIK
(in Block letters)

Permitted to join on 21/8/11 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: _____


DIRECTOR, DDE, B.U.



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
 2533918 (EPBAX)
 Telegraphic Code : BURDSITY
 Fax : +91-342-2530452
 Email: registrar@burniv.ac.in
 Website : www.buruniv.ac.in

Date: 28.12.2011

No. : RE/NT/II/DDE/820(18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant, on promotion, in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

Sl No **Name**

1. Ms Gita Mukhopadhyay
2. Sri Somnath Ghosh
3. Abu Basar Kamruzzaman
4. Sri Dipanjan Bhattacharya
5. Sri Arijit Konar
6. Doulat Uddin Mollick
7. Sri Dipak Basak
8. Sri Ashim Kumar Mukherjee
9. Sri Sibatosh Bose
10. Kamalranjan Bhattacharyya
11. Sri Achintya Kumar Sai
12. Sri Mantu Karmakar
13. Sri Dipen Choudhury
14. Sri Debasis Pal
15. Sri Nani Gopal Sen
16. Sri Shovan Bhattacharjee
17. Sri Arindam Maulik
18. Sri Kshudiram Karmakar

Date of effect of Promotion

- 01.03.2011
- do-
- do-
- do-
- do-
- do-
- do-
- 21.03.2011
- do-
- do-
- do-
- do-
- do-
- do-
- do-
- do-
- do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules. Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Court and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
 Sd/- S. Mukhopadhyay
 REGISTRAR

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/820(18)/1(24) dated 28.12.11, I beg to state that I have joined the post of Senior Office Assistant On 21.3.2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date: 29.12.11

Yours faithfully,

Dipen Choudhury
(Signature in full)

Name in full: DIPEN CHOUDHURY
(in Block letters)

Permitted to join on 21.3.2011 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29/12/11

[Signature]
DIRECTOR, DDE, B.U.



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

Date: 28.12.2011

No. : RE/NT/II/DDE/820(18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant, on promotion, in the Directorate of Distance Education, B.U. in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	21.03.2011
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules. Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.2

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTR

Directorate

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)

**DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN**

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/820/18/124 dated 28/12/2011, I beg to state that I have joined the post of Senior Office Assistant On 01/03/2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date: 29/12/2011

Yours faithfully,

Doilotuddin Mollick
(Signature in full)

Name in full: DOILLOT UDDIN MOLLICK
(in Block letters)

Permitted to join on 01-03-2011 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29.12.2011

For DIRECTOR, DDE, B.U.
[Signature]

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/101 dated 24.06.10
I beg to state that I have joined the post of office Assistant
on 20.03.02 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06.07.10



Countersigned

Yours faithfully,

Chowdhury Mostak Mor
(Signature in full)

Name in full CHOWDHURY MOSTAK MOR
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/30 dated 24-06-2018

I beg to state that I have joined the post of Grade IV position
on 20-03-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28-06-2010

Yours faithfully,

Bale Shwar Mandal

(Signature in full)

Name in full BALE SHWAR MANDAL
(In Block Letter)


Countersigned

DIRECTORATE



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

Date: 28.12.2011

No. : RE/NT/II/DDE/ 820 (18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant, on promotion, in the Directorate of Distance Education, B.U. in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	21.03.2011
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules. Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/820(18)/1(24) dated 28/12/11 I beg to state that I have joined the post of Senior office Assistant On 21/3/11 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,

Kshudiram Karmakar.
(Signature in full)

Date: 29/12/11

Name in full: KSHUDIRAM KARMAKAR.
(in Block letters)

Permitted to join on 21/3/11 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29/12/11


DIRECTOR, DDE, B.U.

No. : RE/NT/II/DDE/ 820 (18)

Date: 28.12.2011

O R D E R

The following Office Assistants attached to the Directorate of Distance Education B.U. are appointed Senior Office Assistant ,on promotion , in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	-do-
8.	Sri Ashim Kumar Mukherjee	21.03.2011
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

P. T. O.

Copy forwarded for information and necessary action to :-

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.


REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/820(18)/1(24) dated 28.12.2011, I beg to state that I have joined the post of Senior office Assistant On 01.03.2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,

Arijit Konar
(Signature in full)

Date: 29.12.2011

Name in full: ARIJIT KONAR
(in Block letters)

Permitted to join on 01.03.2011 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29.12.2011

For, DIRECTOR, DDE, B.U.
[Signature] [Signature]

Date: 28.12.2011

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant ,on promotion , in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
✓ 4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	-do-
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	21.03.2011
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

P. T. O.

No. : RE/NT/II/DDE/ 820 (18) / 1 (24)

Date: 28.12.2011

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/820(18)/129 dated 28.12.2011, I beg to state that I have joined the post of Senior Office Assistant On 01/03/2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date: 29.12.2011

Yours faithfully,

Dipanjana Bhattacharya

(Signature in full)

Name in full: DIPANJAN BHATTACHARYA
(in Block letters)

Permitted to join on 01/03/2011 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29/12/2011

[Signature]
DIRECTOR, DDE, B.U.

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/106 dated 24.06.10
I beg to state that I have joined the post of Office Assistant
on 20.03.02 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 6.07.10

Yours faithfully,

S. Maitra
(Signature in full)

Name in full SUPRATIM MAITRA
(In Block Letter)


Countersigned

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/113 dated 24-06-10
I beg to state that I have joined the post of Office Assistant
on 20.3.2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 7-7-2010


Countersigned

Yours faithfully,

Shyamalendu Bhabai
(Signature in full)

Name in full SHYAMALENDU BHABAI
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/120 dated 24.06.10
I beg to state that I have joined the post of Grade IV
on 20.03.2012 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28.06.10


Countersigned

Yours faithfully,


(Signature in full)

Name in full SRI NABA KUMAR DAS
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,


With reference to your Order No. RE/NT/II/DDE/127 dated 24-06-10
I beg to state that I have joined the post of Grade - IV
on 20-03-02 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06-07-10

Yours faithfully,

Nirmalya Chattopadhyay
(Signature in full)

Name in full NIRMALYA CHATTOPADHYAY
(In Block Letter)


Countersigned

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: **01.12.2015**
(forenoon).

Date: **01/12/15**

Yours faithfully,

Kamrul Islam Mallick
(Signature in full)

Name in full:

KAMRUL ISLAM MALLICK
(In Block Letter)

Permitted to join on **01-12-15** (forenoon).
Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: **01.12.2015**

Director **01.12.15**



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
 2533918 (EPBAX)
 Telegraphic Code : BURDSITY
 Fax : +91-342-2530452
 Email: registrar@burniv.ac.in
 Website: www.buruniv.ac.in

Date: 28.12.2011

No. : RE/NT/II/DDE/ 820 (18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant ,on promotion , in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	-do-
8.	Sri Ashim Kumar Mukherjee	21.03.2011
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
 Sd/- S. Mukhopadhyay
 REGISTRAR

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.20

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.


REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/820(18) dated 28/12/11, I beg to state that I have joined the post of Senior office Assistant On 21.3.2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,

Date: 29.12.11

Mantu Karmakar
(Signature in full)

Name in full: MANTU KARMAKAR
(in Block letters)

Permitted to join on 21.3.11 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29.12.11


DIRECTOR, DDE, B.U.



Date: 28.12.2011

No. : RE/NT/II/DDE/820(18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant, on promotion, in the Directorate of Distance Education, B.U. in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	21.03.2011
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules. Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

P. T. O.

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.20

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.


REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/820(118)/11(24) dated 28.12.11 I beg to state that I have joined the post of Senior office Assistant On 21.03.2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date: 29.12.2011

Yours faithfully,

Sri Achintya Kumar Sai.
(Signature in full)

Name in full: SRI ACHINTYA KUMAR SAI.
(in Block letters)

Permitted to join on 21.03.11 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29-12-2011


DIRECTOR, DDE, B.U.

**Directorate of Distance Education
The University of Burdwan**

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: *01.12.2015*
(forenoon).

Date: *01.12.2015*

Yours faithfully,

Anup Acharya
(Signature in full)

Name in full:

ANUP ACHARYA
(In Block Letter)

Permitted to join on *01-12-15* (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: *01.12.2015*

Director

01.12.15

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

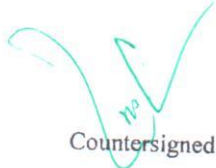
To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/109 dated 24/06/10
I beg to state that I have joined the post of Office Assistant
on 20/03/2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 07/07/10


Countersigned

Yours faithfully,

Chaitali Goon

(Signature in full)

Name in full CHAITALI GOON
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/1103 dated 24.6.10
I beg to state that I have joined the post of Office Assistant
on 20.3.02 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28.6.10

Yours faithfully,

Sumana Goswami
(Signature in full)

Name in full SUMANA GOSWAMI
(In Block Letter)


Countersigned

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/94 dated 24.06.10
I beg to state that I have joined the post of Office Assistant
on 20.03.2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date _____

Yours faithfully,

Mili Banerjee

(Signature in full)

Name in full MILI BANERJEE
(In Block Letter)

Countersigned

Handwritten signature and date: 22/6/2010



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

No. : RE/NT/II/DDE/

Date:

ORDER

The following employees in the rank of Grade IV position attached to the Directorate of Distance Education, B.U. are appointed Senior Grade IV, on promotion, in the Directorate of Distance Education, B.U. in the Pay Band of Rs. 5400-18600/- with Grade Pay of Rs. 2100/- on substantive basis with effect from 01.03.2011:-

<u>Sl No</u>	<u>Name</u>
1.	Sri Kajal Kumar Roy
2.	Sri Baidyanath Kundu
3.	Sri Parthaswar Dutta
4.	Sri Prosenjit Basak
5.	Sri Debesh Acharya

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 189(5)/1(11)

Date: 2.8.12

Copy forwarded for information and necessary action to:-

1. Sri Kajal Kumar Roy, Directorate of Distance Education, B.U.
2. Sri Baidyanath Kundu, Directorate of Distance Education, B.U.
3. Sri Parthaswar Dutta, Directorate of Distance Education, B.U.
4. Sri Prosenjit Basak, Directorate of Distance Education, B.U.
5. Sri Debesh Acharya, Directorate of Distance Education, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

6. Director, Directorate of Distance Education, B.U.
7. Finance Officer /Joint Registrar, B.U.
8. Assistant Director (Sr. Scale) (A & E), DDE, B.U.
9. Assistant Director (A & A), DDE, B.U.
10. Assistant Registrar-I, B.U.
11. Secretary to V.C./Office of Pro V.C. / P.A. to Registrar, B.U.


REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/122 dated 24-06-10
I beg to state that I have joined the post of GRADE IV POSITION
on 01.03.2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28.06.2010


Countersigned

Yours faithfully,

Prosenjit Basak
(Signature in full)

Name in full PROSENJIT BASAK
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/126 dated 24.06.10

I beg to state that I have joined the post of Grade IV
on 20, 3, 2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28/06/10



Countersigned

Yours faithfully,

Ananta Singha Roy
(Signature in full)

Name in full ANANTA SINGHA ROY
(In Block Letter)



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

Date: 28.12.2011

No. : RE/NT/II/DDE/ 820 (18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant, on promotion, in the Directorate of Distance Education, B.U. in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	21.03.2011
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.2011

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/87 dated 24-06-10
I beg to state that I have joined the post of OFFICE ASSISTANT
on 01-03-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06-07-2010

Yours faithfully,

Dipak Basak

(Signature in full)


Countersigned

Name in full DIPAK BASAK
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/115 dated 24.06.10

I beg to state that I have joined the post of Office Assistant

on 20.03.2010 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06.07.2010

Yours faithfully,

Suhas Ray Chaudhuri
(Signature in full)


Countersigned

Name in full SUHAS RAY CHAUDHURI
(In Block Letter)



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

No. : RE/NT/II/DDE/

Date:

ORDER

The following employees in the rank of Grade IV position attached to the Directorate of Distance Education, B.U. are appointed Senior Grade IV, on promotion, in the Directorate of Distance Education, B.U. in the Pay Band of Rs. 5400-18600/- with Grade Pay of Rs. 2100/- on substantive basis with effect from 01.03.2011:-

<u>Sl No</u>	<u>Name</u>
1.	Sri Kajal Kumar Roy
2.	Sri Baidyanath Kundu
3.	Sri Parthaswar Dutta
4.	Sri Prosenjit Basak
5.	Sri Debesh Acharya

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules. Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

Date: 28.12

No. : RE/NT/II/DDE/ 189(5)/11(11)

Copy forwarded for information and necessary action to :-

1. Sri Kajal Kumar Roy, Directorate of Distance Education, B.U.
2. Sri Baidyanath Kundu, Directorate of Distance Education, B.U.
3. Sri Parthaswar Dutta, Directorate of Distance Education, B.U.
4. Sri Prosenjit Basak, Directorate of Distance Education, B.U.
5. Sri Debesh Acharya, Directorate of Distance Education, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

6. Director, Directorate of Distance Education, B.U.
7. Finance Officer / Joint Registrar, B.U.
8. Assistant Director (Sr. Scale) (A & E), DDE, B.U.
9. Assistant Director (A & A), DDE, B.U.
10. Assistant Registrar-I, B.U.
11. Secretary to V.C./Office of Pro V.C. / P.A. to Registrar, B.U.

REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/118 dated 24.06.10
I beg to state that I have joined the post of Grade IV Position
on 01.03.2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28.06.2010



Countersigned

Yours faithfully,

Parthaswar Dutta
(Signature in full)

Name in full PARTHASWAR DUTTA
(In Block Letter)



No. : RE/NT/II/DDE/

Date:

ORDER

The following employees in the rank of Grade IV position attached to the Directorate of Distance Education, B.U. are appointed Senior Grade IV, on promotion, in the Directorate of Distance Education, B.U. in the Pay Band of Rs. 5400-18600/- with Grade Pay of Rs. 2100/- on substantive basis with effect from 01.03.2011:-

Sl No	Name
1.	Sri Kajal Kumar Roy
2.	Sri Baidyanath Kundu
3.	Sri Parthaswar Dutta
4.	Sri Prosenjit Basak
5.	Sri Debesh Acharya

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 189(5) /1(11)

Date: 2-8-12

Copy forwarded for information and necessary action to: -

1. Sri Kajal Kumar Roy, Directorate of Distance Education, B.U.
2. Sri Baidyanath Kundu, Directorate of Distance Education, B.U.
3. Sri Parthaswar Dutta, Directorate of Distance Education, B.U.
4. Sri Prosenjit Basak, Directorate of Distance Education, B.U.
5. Sri Debesh Acharya, Directorate of Distance Education, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

6. Director, Directorate of Distance Education, B.U.
7. Finance Officer /Joint Registrar, B.U.
8. Assistant Director (Sr. Scale) (A & E), DDE, B.U.
9. Assistant Director (A & A), DDE, B.U.
10. Assistant Registrar-I, B.U.
11. Secretary to V.C./Office of Pro V.C. / P.A. to Registrar, B.U.


REGISTRAR

1073/05

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

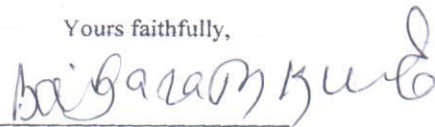
Sir,

With reference to your Order No. RE/NT/II/DDE/121 dated 24-06-10
I beg to state that I have joined the post of GRADE IV
on 01-03-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06-07-2010


Countersigned

Yours faithfully,



(Signature in full)

Name in full BAIDYANATH KUNDU
(In Block Letter)



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

Date: 28.12.2011

No. : RE/NT/II/DDE/ 820 (18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant, on promotion, in the Directorate of Distance Education, B.U. in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	21.03.2011
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

P. T. O.

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.2011

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.


REGISTRAR

Recd. on 24/3/06

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/95 dated 24/06/2010
I beg to state that I have joined the post of office-Assistant
on 20/03/2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 29/06/2010

Yours faithfully,

Kamalranjan Bhattacharyya

(Signature in full)

Name in full KAMALRANJANBHATTACHARYA
(In Block Letter)


Countersigned

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01.12.2015
(forenoon).

Date: 01.12.2015

Yours faithfully,

Raja Ghosh

(Signature in full)

RASA GHOSH

(In Block Letter)

Name in full:

Permitted to join on 01-12-15 (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01.12.2015

Raja Ghosh
Director 01.12.15

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: *01.12.2015*
(forenoon).

Date: *01.12.15*

Yours faithfully,

Sabir Khan

(Signature in full)

Name in full:

FABIR KHAN

(In Block Letter)

Permitted to join on *01.12.2015* (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: *01.12.2015*

[Signature]
Director *01.12.15*

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01.12.2015
(forenoon).

Date: 01.12.2015

Yours faithfully,
Bapan Ruidas

(Signature in full)

BAPAN RUIDAS

Name in full:

(In Block Letter)

Permitted to join on 01.12.15 (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01.12.2015

Director

01.12.15

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/105 dated 24-06-2010
I beg to state that I have joined the post of OFFICE ASSISTANT
on 20-03-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28-06-2010


Countersigned

Yours faithfully,

Ghanashyam Sarkar

(Signature in full)

Name in full GHANASHYAM SARKAR
(In Block Letter)



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email : registrar@burniv.ac.in
Website : www.buruniv.ac.in

No. : RE/NT/II/DDE/

Date:

ORDER

The following employees in the rank of Grade IV position attached to the Directorate of Distance Education, B.U. are appointed Senior Grade IV , on promotion , in the Directorate of Distance Education, B.U in the Pay Band of Rs. 5400-18600/- with Grade Pay of Rs. 2100/- on substantive basis with effect from 01.03.2011:-

<u>Sl No</u>	<u>Name</u>
1.	Sri Kajal Kumar Roy
2.	Sri Baidyanath Kundu
3.	Sri Parthaswar Dutta
4.	Sri Prosenjit Basak
5.	Sri Debesh Acharya

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 189(5)/1(11)

Date: 2, 8, 12

Copy forwarded for information and necessary action to :-

- ✓ 1. Sri Kajal Kumar Roy, Directorate of Distance Education, B.U.
2. Sri Baidyanath Kundu, Directorate of Distance Education, B.U.
3. Sri Parthaswar Dutta, Directorate of Distance Education, B.U.
4. Sri Prosenjit Basak, Directorate of Distance Education, B.U.
5. Sri Debesh Acharya, Directorate of Distance Education, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

6. Director, Directorate of Distance Education, B.U.
7. Finance Officer /Joint Registrar, B.U.
8. Assistant Director (Sr. Scale) (A & E), DDE, B.U.
9. Assistant Director (A & A), DDE, B.U.
10. Assistant Registrar-I, B.U.
11. Secretary to V.C./Office of Pro V.C. / P.A. to Registrar, B.U.


REGISTRAR

u

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/117 dated 24-6-10
I beg to state that I have joined the post of GRADE IV POSITION
on 1-3-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28/6/10


Countersigned

Yours faithfully,

Kajal Kumar Roy
(Signature in full)

Name in full KAJAL KUMAR ROY
(In Block Letter)

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01.12.2015
(forenoon).

Date: 01-12-2015

Yours faithfully,

Debi Prosad Dutta

(Signature in full)

Name in full:

DEBI PROSAD DUTTA

(In Block Letter)

Permitted to join on 01-12-15 (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01-12-2015

D. J.
Director

01.12.15



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

No. : RE/NT/II/DDE/

Date:

ORDER

The following employees in the rank of Grade IV position attached to the Directorate of Distance Education, B.U. are appointed Senior Grade IV , on promotion , in the Directorate of Distance Education, B.U in the Pay Band of Rs. 5400-18600/- with Grade Pay of Rs. 2100/- on substantive basis with effect from 01.03.2011:-

<u>Sl No</u>	<u>Name</u>
1.	Sri Kajal Kumar Roy
2.	Sri Baidyanath Kundu
3.	Sri Parthaswar Dutta
4.	Sri Prosenjit Basak
5.	Sri Debesh Acharya

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 189(5)/1111

Date: 2.8.12

Copy forwarded for information and necessary action to: -

1. Sri Kajal Kumar Roy, Directorate of Distance Education, B.U.
2. Sri Baidyanath Kundu, Directorate of Distance Education, B.U.
3. Sri Parthaswar Dutta, Directorate of Distance Education, B.U.
4. Sri Prosenjit Basak, Directorate of Distance Education, B.U.
- ✓ 5. Sri Debesh Acharya, Directorate of Distance Education, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

6. Director, Directorate of Distance Education, B.U.
7. Finance Officer /Joint Registrar, B.U.
8. Assistant Director (Sr. Scale) (A & E), DDE, B.U.
9. Assistant Director (A & A), DDE, B.U.
10. Assistant Registrar-I, B.U.
11. Secretary to V.C./Office of Pro V.C. / P.A. to Registrar, B.U.


REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. REINT/II/DDE/119 dated 24-06-10
I beg to state that I have joined the post of GRADE IV POSITION
on 01-03-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06-07-10

Yours faithfully,

Debesh Acharya
(Signature in full)

Name in full DEBESH ACHARYA
(In Block Letter)


Countersigned

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/123 dated 24.06.2010

I beg to state that I have joined the post of Gr. - IV
on 20.03.2010 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06.07.2010


Countersigned

Yours faithfully,

Manabendra Mukhopadhyaya
(Signature in full)

Name in full MANABENDRA MUKHOPADHYAYA
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

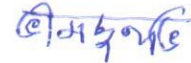
Sir,

With reference to your Order No. RE/NT/11/DDE/132 dated 24-06-10
I beg to state that I have joined the post of Grade IV position
on 05-07-05 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06-07-2010


Countersigned

Yours faithfully,



(Signature in full)

Name in full BHIM DURLAV
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/11/DDE/125 dated 24-6-10
I beg to state that I have joined the post of GRADE IV POSITION
on 20/3/2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28/6/2010


Countersigned

Yours faithfully,

SK. MALLOO

(Signature in full)

Name in full
(In Block Letter)

SK MALLOO

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/105
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01.12.2015
(forenoon).

Date: 01-12-2015

Yours faithfully,

Jiban Malik
(Signature in full)

Name in full:

JIBAN MALIK
(In Block Letter)

Permitted to join on 01-12-15 (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01.12.2015

Director

01.12.15

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01.12.2015
(forenoon).

Date: 01-12-2015

Yours faithfully,

Tridip Aich

(Signature in full)

TRIDIP AICH

(In Block Letter)

Name in full:

Permitted to join on 01-12-15 (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01-12-2015

Director

01.12.15



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN – 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

No. : RE/NT/II/DDE/ 820 (18)

Date: 28.12.2011

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant ,on promotion , in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	-do-
8.	Sri Ashim Kumar Mukherjee	21.03.2011
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.2011

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/III/DDE/98 dated 24-06-10

I beg to state that I have joined the post of Office Assistant
on 20.03.2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28.06.2010

Yours faithfully,

Shovan Bhattacharjee
(Signature in full)

Name in full SHOVAN BHATTACHARJEE
(In Block Letter)


Countersigned

Directorate Of Distance Education



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

No. : RE/NT/II/DDE/ 820 (18)

Date: 28.12.2011

O R D E R

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant, on promotion, in the Directorate of Distance Education, B.U. in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	
2.	Sri Somnath Ghosh	01.03.2011
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	-do-
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	21.03.2011
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E., B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.201

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.


REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/108 dated 24.06.10
I beg to state that I have joined the post of Office Assistant
on 20.03.2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06/07/10

Yours faithfully,

Debasis Pal
(Signature in full)

Name in full DEBASIS PAL
(In Block Letter)


Countersigned

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

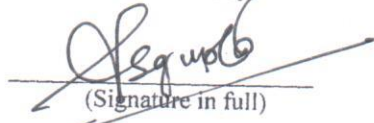
Sir,

With reference to your Order No. RE/NT/II/DDE/110 dated 24.6.10
I beg to state that I have joined the post of office - Assistant.
on 20.3.02 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 06.7.10


Countersigned

Yours faithfully,


(Signature in full)

Name in full ARNAB SENGUPTA
(In Block Letter)

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/104 dated 24/06/10
I beg to state that I have joined the post of Office Assistant
on 20/3/2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28/06/10

Yours faithfully,

Subrata Kundu

(Signature in full)

Name in full
(In Block Letter)

SUBRATA KUNDU


Countersigned

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/99 dated 24/06/2010
I beg to state that I have joined the post of Office Assistant
on 20-03-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28-06-2010.

Yours faithfully,

Chandranath Maitra
(Signature in full)

Name in full CHANDRANATH MAITRA
(In Block Letter)


Countersigned

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/97 dated 24/06/10.
I beg to state that I have joined the post of office Assistant
on 20/03/2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 07/07/10.


Countersigned

Yours faithfully,

Soubhagya Konar
(Signature in full)

Name in full
(In Block Letter)

SOUBHAGYA KONAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. DE/NT/II/DDE/131 dated 24/06/2010

I beg to state that I have joined the post of Grade IX position
on 22/05/2010 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,

Date 28/06/2010

Hirak Subhra Rakshi
(Signature in full)

Name in full HIRAK SUBHRA RAKSHI
(In Block Letter)


Countersigned

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/III/DDE/128 dated 24-06-2010

I beg to state that I have joined the post of Grade IV position
on 20.3.2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,

Date 28-06-2010

Alok Kr. Nandi
(Signature in full)

Name in full ALOK KUMAR NANDI
(In Block Letter)


Countersigned



Registrar's Department

No. RE/NT/II/

Dated Burdwan, the _____ 199

~~SECRET~~

~~SECRET~~

ORDER

The Vice-Chancellor has been pleased to pass orders allowing the following persons, who have been appointed on contractual basis in the Directorate of Correspondence Courses, to draw D.A. @ 1%, as allowed to the staff of the University, with effect from 1.10.2000 : -

- | | |
|--------------------------|---------------------|
| 1) Sm. Purnima Mohanta, | Junior Assistant |
| 2) Sri Anup Kr. Sinha, | -do- |
| 3) Sri Rabiul Zilani, | -do- |
| 4) Sri Kamaluddin Mondal | Cyclostyle Operator |

Sd/- M.K. Chatterjee,
Registrar

No. RE/NT/II/ 18437(C)

Dated : 19.04.01

Copy forwarded for information & necessary action to : -

- 1) Sm. Purnima Mohanta
- 2) Sri Anup Kr. Sinha
- 3) Sri Rabiul Zilani
- 4) Sri Kamaluddin Mondal, D.C.C., B.U. This has reference to their prayer dt. 21.3.2001.
- 5) The Finance Officer, B.U.
- 6) The Director, Correspondence Courses, B.U.

vilan
Registrar

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/105
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01/12/2015
(forenoon).

Date: 01/12/2015

Yours faithfully,

SK Enayetulla
(Signature in full)

Name in full:

SK ENAYETULLA
(In Block Letter)

Permitted to join on 01/12/2015 (forenoon).
Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01.12.2015

Director

01.12.15



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website: www.buruniv.ac.in

Date: 28.12.2011

No. : RE/NT/II/DDE/ 820 (18)

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant ,on promotion , in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	21.03.2011
8.	Sri Ashim Kumar Mukherjee	-do-
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

P. T. O.

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.20

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713 104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/820(18) dated 28.12.2011, I beg to state that I have joined the post of SENIOR OFFICE ASSISTANT On 01.03.2011 (forenoon) accepting the terms & conditions of the rules relating to conduct of service (Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Yours faithfully,

Date: 29.12.2011

Abu Basar Kamruzzaman
(Signature in full)

Name in full: ABU BASAR KAMRUZZAMAN
(in Block letters)

Permitted to join on 01.03.2011 (forenoon). Forwarded to the Registrar/Finance Officer, B.U., for record.

Date: 29.12.2011

For 
DIRECTOR, DDE, B.U.



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
WEST BENGAL

Registrar's Department

Tel. Nos. +91-342-2533914, 2533917,
2533918 (EPBAX)
Telegraphic Code : BURDSITY
Fax : +91-342-2530452
Email: registrar@burniv.ac.in
Website : www.buruniv.ac.in

No. : RE/NT/II/DDE/ 820 (18)

Date: 28.12.2011

ORDER

The following Office Assistants attached to the Directorate of Distance Education, B.U. are appointed Senior Office Assistant ,on promotion , in the Directorate of Distance Education, B.U in the pay Band of Rs. 7200-25400/- with Grade Pay of Rs. 4100/- on substantive basis and for a period of one year with effect from the date as noted against each:-

<u>Sl No</u>	<u>Name</u>	<u>Date of effect of Promotion</u>
1.	Ms Gita Mukhopadhyay	01.03.2011
✓ 2.	Sri Somnath Ghosh	-do-
3.	Abu Basar Kamruzzaman	-do-
4.	Sri Dipanjan Bhattacharya	-do-
5.	Sri Arijit Konar	-do-
6.	Doulat Uddin Mollick	-do-
7.	Sri Dipak Basak	-do-
8.	Sri Ashim Kumar Mukherjee	21.03.2011
9.	Sri Sibatosh Bose	-do-
10.	Kamalranjan Bhattacharyya	-do-
11.	Sri Achintya Kumar Sai	-do-
12.	Sri Mantu Karmakar	-do-
13.	Sri Dipen Choudhury	-do-
14.	Sri Debasis Pal	-do-
15.	Sri Nani Gopal Sen	-do-
16.	Sri Shovan Bhattacharjee	-do-
17.	Sri Arindam Maulik	-do-
18.	Sri Kshudiram Karmakar	-do-

Their pay in the above pay band will be fixed by the D.D.E.,B.U. as per rules.

Their services under the said Directorate will be governed by the Rules relating to the Conditions and Conduct of Services (Rules of Discipline) of the non-teaching staff of the Directorate of Distance Education as approved by the Executive Council and as are in force & as may be prescribed and amended from time to time.

By order of the Vice Chancellor
Sd/- S. Mukhopadhyay
REGISTRAR

P. T. O.

No. : RE/NT/II/DDE/ 820(18)/1 (24)

Date: 28.12.2

Copy forwarded for information and necessary action to: -

1. Ms Gita Mukhopadhyay, DDE, B.U.
2. Sri Somnath Ghosh, DDE, B.U.
3. Abu Basar Kamruzzaman, DDE, B.U.
4. Sri Dipanjan Bhattacharya, DDE, B.U.
5. Sri Arijit Konar, DDE, B.U.
6. Doulat Uddin Mollick, DDE, B.U.
7. Sri Dipak Basak, DDE, B.U.
8. Sri Ashim Kumar Mukherjee, DDE, B.U.
9. Sri Sibatosh Bose, DDE, B.U.
10. Kamalranjan Bhattacharyya, DDE, B.U.
11. Sri Achintya Kumar Sai, DDE, B.U.
12. Sri Mantu Karmakar, DDE, B.U.
13. Sri Dipen Choudhury, DDE, B.U.
14. Sri Debasis Pal, DDE, B.U.
15. Sri Nani Gopal Sen, DDE, B.U.
16. Sri Shovan Bhattacharjee, DDE, B.U.
17. Sri Arindam Maulik, DDE, B.U.
18. Sri Kshudiram Karmakar, DDE, B.U.

-They are requested to submit Joining report (form enclosed) in triplicate to this office in the prescribed manner.

19. Director, Directorate of Distance Education, B.U.
20. Finance Officer, B.U./Joint Registrar, B.U.
21. Assistant Director (Sr. Scale)(A & E), DDE, B.U.
22. Assistant Director (A & A), DDE, B.U.
23. Assistant Registrar-I, B.U.
24. Secretary to V.C./P.A. to Pro V.C./ P.A. to Registrar, B.U.



REGISTRAR

DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN

To
The Registrar
The University of Burdwan
Rajbati, Burdwan-713-104

(Through proper channel)

Sir,

With reference to your Order No. RE/NT/II/DDE/86 dated 24-06-2010
I beg to state that I have joined the post of Office Assistant
on 01-03-2002 (forenoon) accepting the terms & conditions of the rules relating to conduct of service
(Rules of discipline) of the non-teaching staff of the Directorate of Distance Education, B.U.

Date 28-06-2010


Countersigned

Yours faithfully,

Somnath Ghosh
(Signature in full)

Name in full SOMNATH GHOSH
(In Block Letter)

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/106
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01.12.2015
(forenoon).

Date: 01.12.2015

Yours faithfully,
Kunal Dutta

(Signature in full)

KUNAL DUTTA

(In Block Letter)

Name in full:

Permitted to join on 01-12-15 (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01.12.2015

Director 01.12.15



THE UNIVERSITY OF BURDWAN

RAJBATI, BURDWAN - 713 104

Registrar's Department

Tel. Nos. +91-342-2533913, 2533917, 2533918 (EPBAX)

Telegraphic Code: BURDSITY

Fax : +91 -342 -253045

Email: registrar@burniv.ac.in

Website : www.burniv.ac.in

50 YEARS OF ACADEMIC EXCELLENCE

No.: R/Estab/DDE

Date:

ORDER

The following daily wage persons of the Directorate of Distance Education, B.U. are engaged on fixed pay basis at the Directorate of Distance Education, B.U. on a consolidated pay of Rs. 6000/- (Rupees six thousand) only per month with effect from 01.07.2010: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

By order of the Executive Council
Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Copy forwarded for information to: -

Date:

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

- They are requested to submit joining report in duplicate (form enclosed) in the prescribed manner. They are also requested to submit their bio-data along with attested copies of educational qualifications as well as date of birth, for office record.

Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Copy forwarded for information and necessary action to: -

Date: 11-10-10

1. The Director, Directorate of Distance Education, B.U. This has a reference to his note dated 29.09.2010. In this connection E. C.'s resolution dt 20.07.2010 & 21.09.2010. may please be referred to. He is also requested to note that the date of birth of 3(three) persons [Sr No (1), (3)& (7)] have not been recorded.
2. The Finance Officer, B. U.
3. The Asst. Director (Sr. Scale) (A & E), D. D. E., B.U.
4. The Asst. Director (A & A), D. D. E., B.U.
5. Asst. Registrar-III / Sr. Supdt, Constitution and Election Unit, Registrar's Dept., B. U.


REGISTRAR



THE UNIVERSITY OF BURDWAN

RAJBATI, BURDWAN – 713 104

Registrar's Department

Tel. Nos. +91-342-2533913, 2533914,
2533917, 2533918 (EPBAX)

Telegraphic Code: BURDSITY
Fax : +91 -342 -2530452
Email: registrar@burniv.ac.in
Website : www.burniv.ac.in

50 YEARS OF ACADEMIC EXCELLENCE

No.: R/Estab/DDE

Date:

ORDER

The following daily wage persons of the Directorate of Distance Education, B.U. are engaged on fixed pay basis at the Directorate of Distance Education, B.U. on a consolidated pay of Rs. 6000/- (Rupees six thousand) only per month with effect from 01.07.2010: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

By order of the Executive Council
Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Date:

Copy forwarded for information to: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

- They are requested to submit joining report in duplicate (form enclosed) in the prescribed manner. They are also requested to submit their bio-data along with attested copies of educational qualifications as well as date of birth, for office record.

Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Date:

Copy forwarded for information and necessary action to: -

1. The Director, Directorate of Distance Education, B.U. This has a reference to his note dated 29.09.2010. In this connection E. C.'s resolution dt 20.07.2010 & 21.09.2010. may please be referred to. He is also requested to note that the date of birth of 3(three) persons [Sr No (1), (3)& (7)] have not been recorded.
2. The Finance Officer, B. U.
3. The Asst. Director (Sr. Scale) (A & E), D. D. E., B.U.
4. The Asst. Director (A & A), D. D. E., B.U.
5. Asst. Registrar-III / Sr. Supdt, Constitution and Election Unit, Registrar's Dept., B. U.

Sd/- S. Dan
REGISTRAR



THE UNIVERSITY OF BURDWAN

RAJBATI, BURDWAN - 713 104

Registrar's Department

Tel. Nos. +91-342-2533913, 2533914,
2533917, 2533918 (EPBAX)

Telegraphic Code: BURDSITY
Fax : +91 -342 -2530452

Email: registrar@burniv.ac.in

Website : www.burniv.ac.in

50 YEARS OF ACADEMIC EXCELLENCE

Date:

No.: R/Estab/DDE

ORDER

The following daily wage persons of the Directorate of Distance Education, B.U. are engaged on fixed pay basis at the Directorate of Distance Education, B.U. on a consolidated pay of Rs. 6000/- (Rupees six thousand) only per month with effect from 01.07.2010: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

By order of the Executive Council
Sd/- S. Dan
REGISTRAR

Date:

No.: R/Estab/DDE

Copy forwarded for information to: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

- They are requested to submit joining report in duplicate (form enclosed) in the prescribed manner.
They are also requested to submit their bio-data along with attested copies of educational qualifications as well as date of birth, for office record.

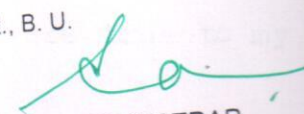
Sd/- S. Dan
REGISTRAR

Date: 11-10-10

No.: R/Estab/DDE

Copy forwarded for information and necessary action to: -

1. The Director, Directorate of Distance Education, B.U. This has a reference to his note dated 29.09.2010. In this connection E. C.'s resolution dt 20.07.2010 & 21.09.2010. may please be referred to. He is also requested to note that the date of birth of 3(three) persons [Sr No (1), (3) & (7)] have not been recorded.
2. The Finance Officer, B. U.
3. The Asst. Director (Sr. Scale) (A & E), D. D. E., B.U.
4. The Asst. Director (A & A), D. D. E., B.U.
5. Asst. Registrar-III / Sr. Supdt, Constitution and Election Unit, Registrar's Dept., B. U.


REGISTRAR

Corrected Copy

THE UNIVERSITY OF BURDWAN
DIRECTORATE OF DISTANCE EDUCATION
GOLAPBAG : BURDWAN

NO.DDE/Sectt/Staff/4/2015-16/106

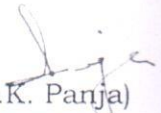
Dated : 23.11.2015

OFFICE ORDER

The following persons who have been working in the Directorate of Distance Education, B.U. as Daily Wage worker since 26/09/2014, are engaged in the Directorate of Distance Education as Fixed Pay Employee until further order on a consolidated pay of Rs 10,000/- (Rupees Ten thousand) only with effect from 01/12/2015 :

1. Anup Acharya
2. Debiprosad Dutta
3. Kunal Dutta
4. Mangala Roy
5. Sabir Khan
6. Bapan Ruidas
7. Raja Ghosh
8. Kamrul Islam Mallick
9. Sk. Enauetulla
10. Tridip Aich

By order of the Advisory Committee of DDE, BU & Vice Chancellor



(D.K. Panja)
DIRECTOR

NO.DDE/Sectt/Staff/4/2015-16/106/1(13)

Dated : 23.11.2015

Copy forwarded for information and necessary action to:

1. Anup Acharya
2. Debiprosad Dutta
3. Kunal Dutta
4. Mangala Roy
5. Sabir Khan
6. Bapan Ruidas
7. Raja Ghosh
8. Kamrul Islam Mallick
9. Sk. Enauetulla
10. Tridip Aich
11. Assistant Director(A&E)/ Assistant Director(A&A), Directorate of Distance Education, B.U. In this connection resolution no 5 of the meeting of the Advisory Committee, D.D.E.,B.U held on 13/10/2015 may please be referred to.
12. Bill Section, DDE, B.U.
13. P.S to Vice Chancellor/P.A. to Registrar, B.U.


DIRECTOR



THE UNIVERSITY OF BURDWAN
RAJBATI, BURDWAN - 713 104
Registrar's Department

Tel. Nos. +91-342-2533913, 2533914,
2533917, 2533918 (EPBAX)
Telegraphic Code: BURDSITY
Fax : +91 -342 -2530452
Email: registrar@burniv.ac.in
Website : www.burniv.ac.in

50 YEARS OF ACADEMIC EXCELLENCE

No.: R/Estab/DDE

ORDER

The following daily wage persons of the Directorate of Distance Education, B.U. are engaged on fixed pay basis at the Directorate of Distance Education, B.U. on a consolidated pay of Rs. 6000/- (Rupees six thousand) only per month with effect from 01.07.2010: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Orav
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

By order of the Executive Council
Sd/- S. Dan
REGISTRAR

Date:

No.: R/Estab/DDE
Copy forwarded for information to: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Orav
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

- They are requested to submit joining report in duplicate (form enclosed) in the prescribed manner. They are also requested to submit their bio-data along with attested copies of educational qualifications as on date of birth, for office record.

Sd/- S. Dan
REGISTRAR

Date: 11-10-10

No.: R/Estab/DDE
Copy forwarded for information and necessary action to: -

1. The Director, Directorate of Distance Education, B.U. This has a reference to his note dated 29.09.2010. In this connection E. C.'s resolution dt 20.07.2010 & 21.09.2010. may please be referred to. He is also requested to note that the date of birth of 3(three) persons [Sr No (1) (7)] have not been recorded.
2. The Finance Officer, B. U.
3. The Asst. Director (Sr. Scale) (A & E), D. D. E., B.U.
4. The Asst. Director (A & A), D. D. E., B.U.
5. Asst. Registrar-III / Sr. Supdt. Constitution and Election Unit, Registrar's Dept., B. U.



THE UNIVERSITY OF BURDWAN

RAJBATI, BURDWAN - 713 104

Registrar's Department

50 YEARS OF ACADEMIC EXCELLENCE

3

Tel. Nos. +91-342-2533913, 2533917, 2533918 (EPBAX)

Telegraphic Code: BURDSI

Fax: +91-342-25304

Email: registrar@burniv.ac

Website: www.burniv.ac

No.: R/Estab/DDE

Date:

ORDER

The following daily wage persons of the Directorate of Distance Education, B.U. are engaged on fixed pay basis at the Directorate of Distance Education, B.U. on a consolidated pay of Rs. 6000/- (Rupees six thousand) only per month with effect from 01.07.2010:-

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

By order of the Executive Council
Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Copy forwarded for information to:-

Date:

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

- They are requested to submit joining report in duplicate (form enclosed) in the prescribed manner. They are also requested to submit their bio-data along with attested copies of educational qualifications as well as date of birth, for office record.

Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Copy forwarded for information and necessary action to:-

Date: 11-10-10

1. The Director, Directorate of Distance Education, B.U. This has a reference to his note dated 29.09.2010. In this connection E. C.'s resolution dt 20.07.2010 & 21.09.2010. may please be referred to. He is also requested to note that the date of birth of 3(three) persons [Sr No (1), (3)& (7)] have not been recorded.
2. The Finance Officer, B. U.
3. The Asst. Director (Sr. Scale) (A & E), D. D. E., B.U.
4. The Asst. Director (A & A), D. D. E., B.U.
5. Asst. Registrar-III / Sr. Supdt, Constitution and Election Unit, Registrar's Dept., B. U.

REGISTRAR

Daily Wage



THE UNIVERSITY OF BURDWAN

RAJBATI, BURDWAN – 713 104

Registrar's Department

Tel. Nos. +91-342-2533913, 2533914,
2533917, 2533918 (EPBAX)

Telegraphic Code: BURDSITY

Fax : +91 -342 -2530452

Email: registrar@burniv.ac.in

Website : www.burniv.ac.in

50 YEARS OF ACADEMIC EXCELLENCE

No.: R/Estab/DDE

Date:

ORDER

The following daily wage persons of the Directorate of Distance Education, B.U. are engaged on fixed pay basis at the Directorate of Distance Education, B.U. on a consolidated pay of Rs. 6000/- (Rupees six thousand) only per month with effect from 01.07.2010: -

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

By order of the Executive Council
Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Copy forwarded for information to: -

Date:

1. Sri Tutumayna Routh
2. Sk. Jiku
3. Md Alamgir
4. Sri Tarak Oraon
5. Sri Kartick Oraw
6. Sri Santosh Kumar Roy
7. Sri Raju Routh
8. Sri Harindar Routh

- They are requested to submit joining report in duplicate (form enclosed) in the prescribed manner. They are also requested to submit their bio-data along with attested copies of educational qualifications as well as date of birth, for office record.


Sd/- S. Dan
REGISTRAR

No.: R/Estab/DDE

Copy forwarded for information and necessary action to: -

Date: 11-10-10

1. The Director, Directorate of Distance Education, B.U. This has a reference to his note dated 29.09.2010. In this connection E. C.'s resolution dt 20.07.2010 & 21.09.2010. may please be referred to. He is also requested to note that the date of birth of 3(three) persons [Sr No (1), (3)& (7)] have not been recorded.
2. The Finance Officer, B. U.
3. The Asst. Director (Sr. Scale) (A & E), D. D. E., B.U.
4. The Asst. Director (A & A), D. D. E., B.U.
5. Asst. Registrar-III / Sr. Supdt, Constitution and Election Unit, Registrar's Dept., B. U.


REGISTRAR

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/105
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on: 01.12.2015
(forenoon).

Date: 01-12-2015

Yours faithfully,

Malay Kumar Ruidas
(Signature in full)

Name in full:

MALAY KUMAR RUIDAS
(In Block Letter)

Permitted to join on 01-12-15 (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date: 01.12.2015

Director

01.12.15

Directorate of Distance Education
The University of Burdwan

To
The Director
Directorate of Distance Education
Golapbag, Burdwan- 713104

(Through proper channel)

Sir,

With reference to your Order No. DDE/Sectt/Staff/4/2015-16/105
dated: 23.11.2015, I beg to state that I have joined as **Fixed Pay Employee** on:
(forenoon).

Date: 01/12/15

Yours faithfully,

SHAMBHU PASOYAN

(Signature in full)

Name in full: SHAMBHU PASOYAN
(In Block Letter)

Permitted to join on (forenoon).

Forwarded to The Asst. Director(A&E)/ Asst. Director(A&A), DDE, B.U.

Date:

Director 01-12-15

Annexure – VIII

NIRF Ranking – 2022; 2023; 2024



Ministry of Education
Government of India



Certificate

NATIONAL INSTITUTIONAL RANKING FRAMEWORK

INDIA RANKINGS 2022

**The University of Burdwan, Bardhaman
Ranked 87 in University Category**



CHAIRMAN, NBA



MEMBER SECRETARY, NBA





Ministry of Education
Government of India



Certificate

NATIONAL INSTITUTIONAL RANKING FRAMEWORK

INDIA RANKINGS 2023

**The University of Burdwan Bardhaman
Ranked 86 in University Category**

CHAIRMAN, NBA

MEMBER SECRETARY, NBA





Ministry of Education
Government of India



Certificate

NATIONAL INSTITUTIONAL RANKING FRAMEWORK

INDIA RANKINGS 2024

**University of Burdwan, Bardhaman
Ranked 36 in State Public University Category**

CHAIRMAN, NBA

MEMBER SECRETARY, NBA



**Programme Name: Master of Business
Administration (Management Studies)**

**Compliance: (Statutory Body Approval for PPR and
MBA PPR)**



THE UNIVERSITY OF BURDWAN
Centre for Distance and Online Education
Golapbag : Purba Bardhaman

Meeting of the Academic Committee, CDOE, B.U held on 26.12.2023 at 1.00 p.m in the conference hall of the CDOE, B.U., Burdwan.

Members Present:

1. Prof. Sunil Karforma, Dean (Science), B.U. In Chair
2. Prof. Tanmoy Dasgupta
Head of the Department
Dept. of MBA, B.U.
3. Prof. Partha Sarkar
Professor & Former Head
Dept. of MBA (H.R), B.U. Joint Convenor
4. Prof. Khagendra Nath Chattopadhyay
Dept. of Education, B.U. Invitee
5. Sri. Krishnendu Mazumder
Asst. Controller of Examinations, B.U.
6. Sri. Nani Gopal Sen
Asst. Dir. (A&A), CDOE, B.U.
7. Sri. Angshuman Goswami
Asst. Dir. (A&E), CDOE, B.U.
8. Dr. Sharmistha Ray Chowdhury (Dan)
Asst. Prof., Bengali, CDOE, B.U.
9. Dr. Bhaskar Mukherjee
Asst. Prof., Sanskrit, CDOE B.U.
10. Dr. Somnath Das
Asst. Prof., B.Ed., CDOE, B.U.
11. Dr. Swapan Bhattacharyya
Director, CDOE, B.U. Convenor

Signature
Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
in Science
The University of Burdwan

[Signature] 26.12.23

[Signature] 26/12/23

[Signature] 26/12/2023
[Signature] 26/12/23

[Signature] 26/12/23

[Signature] 26.12.23.

[Signature] Sharmistha Ray Chowdhury (Dan) 26.12.23

[Signature] Bhaskar Mukherjee 26.12.23

[Signature] 26.12.23

[Signature] 26/12/2023

Resolutions of the Meeting of the Academic Committee held on 26.12.2023 at 1.00 P.M. at Centre for Distance and Online Education (CDOE), The University of Burdwan:

After detailed deliberations, the Academic Committee of the Centre for Distance and Online Education (CDOE), University of Burdwan, resolves as follows:

Item 1: To consider and approve the Programme Project Reports (PPRs) submitted by MBA (ODL) and B.Ed. (ODL) programmes:

Resolution:

The PPRs for the (1) MBA programme, and (2) B.Ed. programme in ODL mode, as prepared by the faculty of the CDOE in consultation with the faculty members of the Departments of Business Administration and Department of Education of the University, are reviewed and approved. The PPRs adhere to the prescribed UGC-DEB format and contain details on programme objectives, learning outcomes, course structure, delivery mechanisms, and assessment methodologies.

Item 2: To consider and approve the Self-Learning Materials (SLMs) of MBA (ODL) and B.Ed. (ODL)

Resolution:

The SLMs for all courses under the MBA and B.Ed. programmes have been developed by subject matter experts, reviewed by a panel of academic peers, and comply with the UGC-DEB guidelines for learner-centric pedagogy and modular content design. The Academic Committee formally approves the SLMs for submission to UGC-DEB after obtaining approval from the university authority.

Item 3: Submission of PPRs & SLMs of MBA (ODL) and B.Ed. Programmes to Statutory Bodies

Resolution:

It is resolved that the PPRs and SLMs, of MBA (ODL) and B.Ed. (ODL), as approved by the Academic Committee, will be submitted to the appropriate statutory authority of the university for necessary ratification and subsequent compliance with the UGC-DEB norms.

Item 4: Compliance with UGC-DEB Guidelines

Resolution:

The Academic Committee authorizes the Director of the CDOE to ensure timely submission of the approved PPR and SLMs of MBA (ODL) and B.Ed. (ODL) to the UGC-DEB, along with signed minutes of this meeting, as part of the application for programme approval.

Resolved unanimously.

The meeting ended with a vote of thanks to the Chair.

Vice-Chancellor
The University of Burdwan
Burdwan, West Bengal

Forwarded to Hon'ble VC Sir for
- kind approval

Approved and report to E.C.

26.12.23

27/12/23

Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
in Science
The University of Burdwan

Extracts from the minutes of the meeting of the Executive Council held on 23.05.2022

Item No.-577
(Any Other Matter)
Resolution

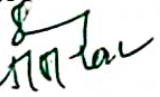
The Council considered the draft minutes of the meeting of the Advisory Committee, Centre for Distance and Online Education (CDOE) under B.U. held on 19.05.2022 at 7 p.m. through online mode [Item No. 1 of Advisory Committee read with Item No. 4 of Academic Committee] to consider the recommendation of the Academic Committee, CDOE under B.U. held on 18.05.2022 at 2:30 p.m. in the Chamber of Director, CDOE under B.U. wherein the Academic Committee approved the matter relating to submission of Programme Project Report (PPR) in ten different subjects viz. Bengali, English, Sanskrit, History, Philosophy, B.Ed. under Part system and Political Science, Mathematics, Computer Science and MBA under CBCS semester system, in connection with the matter of online application to UGC-DEB for affiliation and approved the same.

Draft for Approval


23.05.2022
Registrar & Secretary
Executive Council

Approved


23-05-22
Vice Chancellor & Chairman
Executive Council

Director, CDOE

23/5/22

CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)

THE UNIVERSITY OF BURDWAN



PROGRAMME PROJECT REPORT
FOR
MASTERS IN BUSINESS ADMINISTRATION
(Management Studies)

(TO BE SUBMITTED FOR APPROVAL OF UGC -DEB FOR ACADEMIC YEAR 2024 -
2025, ACADEMIC SESSION BEGINNING SEPTEMBER 2024)

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18/07/24

18/07/24

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Programme Project Report (PPR) for MBA (Management Studies) [CBCS Mode]

Way back in 1994 when the Higher Education Department, Govt. West Bengal was searching for a State-aided University that would like to introduce Distance/ Correspondence Education in the State, the University of Burdwan was the first to shoulder the responsibility. In a meeting of the Advisory Committee of the Vice-Chancellors of all state aided universities of West Bengal held on 27.10.1993, it was decided that the University of Burdwan will introduce Correspondence Courses (Vide letter no. 96(2)-Edn (U)/ 1U(C)-14/92, dated: 22.02.1994). Accordingly, the University of Burdwan readily accepted the proposal to introduce the P.G courses through correspondence mode. In the 21st meeting of the Executive Council (1993-1994) of Burdwan University (held on 30th may 1994 vide Item no. 8), it was resolved that The University of Burdwan in accordance with its Act, Statutes, Ordinances, Rules and Regulations and with the approval of the State Govt. would offer P.G Courses through Distance mode leading to M.A/M.Com Degrees with six programmes, viz., Bengali, English, History, Political Science, Philosophy and Commerce. Later, P.G programme in 3-year M.B.A was introduced from the academic session 2010-2013 with the institutional approval from Distance Education Council (DEC). Subsequently with the introduction of the subject-wise approval, the 2-year MBA programme was approved by Distance Education Bureau (DEB) vide Letter No. UGC/DEB/WB/BU/2013/Vol-II/67 dated 2nd September, 2015. The Executive Council of The University of Burdwan in its meeting on 19.01.2021 passed the resolution to rename ' The Directorate of Distance Education' as per UGC Notification (4th September 2020) as ' Centre for Distance and Online Education(CDOE)'. Accordingly, the matter has been placed before the University Court for approval.

A. Programme Mission and Objectives:

- To provide, subject to fulfillment of minimum eligibility criteria and other requirements as may be prescribed by the university from time to time, wider access to higher education to persons of all age and sex residing in any part of the country – particularly to working persons – who, for different reasons, cannot pursue the higher study as regular full-time students of any university.

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- To provide a system of student-centric learning atmosphere, which will neither be entirely separate from nor wholly independent of the formal, full-time campus system of education as is traditionally followed in post graduate department of studies in any university.
- The Post Graduate Programme in Business Administration at the Centre for Distance and Online Education, The University of Burdwan is consistent with the spirit of MBA curriculum in regular mode. The objectives are in line with this mission i.e., to invoke the interest of the learners in Management education and to impart in them a holistic and comprehensive understanding of the subject.

B. Relevance of the Programme with HEI's Mission & Goals:

The P.G Programme in Business Administration needs little justification when it comes to ascertaining its relevance to the Programmes offered by any HEI. The post graduate programme of MBA(Management Studies) at the Centre for Distance and Online Education had been developed in consistency with the curriculum of the regular mode. Subsequently with the introduction of the Choice – Based Credit System (CBCS), the curriculum for the MBA (Management Studies) programme under ODL mode, offered by the CDOE , The University of Burdwan has been changed and made exactly the same as that of regular mode. Hence, the goal of introduction of such programme is to equip the distance learners with the best of existing knowledge as well as making them ready for the job market.

In accordance with the advice of the UGC Distance Education Bureau – that at least 50% of the disciplines taught in the Distance Learning must be with the same syllabus and same examination system of the regular course of the University, – MBA (Management Studies) has been selected as one such course among all M.A/ M.Sc./M.Com/ MBA courses that had been running under the aegis of the University of Burdwan. Directorate of Distance Education. So, the new CBCS syllabus that had been introduced in regular MBA programme from 2014 – 2016 session was given effect at par in the Distance Mode. So, from the session (July 2019 – June 2021), the syllabus in accordance with latest UGC Guidelines is currently in force in the MBA (Management Studies) (CBCS Distance Mode) as well. Also

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, the same examination system (same examination question papers, same dates of end semester examination, same Post Graduate Board of Studies) is in force in the distance mode of MBA (Management Studies) discipline since (July 2019 – June 2021) session. However, since curriculum modification takes place after every five years in the regular mode programmes, there has been a modification in the CBCS curriculum from the session (2020 – 2022). We have already received No Objection Certificate (NOC) from AICTE to run MBA in the Open and Distance Learning (ODL) mode from 2023 -24 to 2027 – 28 session. So once the affiliation from UGC – DEB is obtained, the new batch of MBA(Management Studies) students under distance mode will undertake their studies under the revised CBCS curriculum.

C. Nature of Prospective Target Group of Learners:

Learners who are unable to avail of the opportunity for MBA in regular mode for any reasons or working professionals who intend to upgrade their qualifications while retaining their jobs are the ideal candidates for this MBA program in Distance mode.

- (i) A Graduate of 10+2+3 pattern from any recognized university.
- (ii) Candidate should have valid MAT/CMAT/CAT/XAT/Other recognized management Aptitude Test Score and they are also required to appear before personal interview and group discussion. Candidates secure their positions in the merit list in order of the composite scores of written test GD and PI.

D. Appropriateness of programme to be conducted in Open and Distance Learning and / or Online mode to acquire specific skills and competence.

This programme has been developed keeping in mind the norms and standards specified for management education by appropriate authority. This course is intended to provide the necessary conceptual knowledge of business administration along with the necessary managerial skills and to develop in the minds of the learners an orientation towards research in management domain. It will also make the learners aware of the ever changing needs of the business markets, with relevance to contemporary global trends. The unique design of this programme will equip the learners with tools and skills to maneuver successfully to cope up with the unstable needs of the corporate sector operating in a VUCA world. The course is geared towards providing a comprehensive knowledge of the curriculum, developing a holistic idea about current business problems – related to marketing, finance, human

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resource and, systems, operations and decision science, developing problem solving and decision making insights. The appropriateness of the programme to be conducted in Open and Distance Learning and /or Online mode has been ensured in terms of design, eligibility criteria, admission procedure, duration, evaluation, project work etc. This programme under Centre for Distance and Online Education is suitable for the early and mid career professionals working in West Bengal, that is the territorial jurisdiction of the University.

E. Instructional Design.

- i. **Curriculum design and detailed syllabus :** The detailed syllabus and curriculum design is described as under.

MBA (Management Studies) – Distance (1st SEMESTER)

Sl No.	Course Code	Course Name	Credit Particulars
CORE COURSES			
1	MBA-1101	Management Process and Organizational Theory (MPOT)	7 Nos. core courses at serial nos,(1 - 7)@3 credits per course, i.e a total of 21 credits will be offered
2	MBA-1102	Managerial Economics (ME)	
3	MBA-1203	Organizational Behaviour (OB)	
4	MBA-1405	Fundamentals of Marketing Management (FMM)	
5	MBA-1504	Accounting for Managers (AFM)	
6	MBA-1606	Fundamentals of Human Resource Management (FHRM)	
7	MBA 1707	Fundamentals of Production & Operations Management (FPOM)	
Non – Specialization Elective Courses			

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8	MBAE 1108	Indian Ethos and Business Ethics (IEBE)	1 no. elective course to be selected from the list at serial nos.(8 – 10) @3 credit per course, i.e 3 credits will be offered.
9	MBAE 1210	Corporate Success Behaviour (CSB)	
10	MBAE 1311	Corporate Governance (CG)	
Credits to be offered in Semester -1 – From Core Courses			21 credits
Credits to be offered in Semester 1- From Non – Specialization Elective Courses			03 credits
Total credits to be offered in Semester 1 from Core and Elective Courses			24 credits

**MBA (Management Studies) –
Distance (2nd SEMESTER)**

Sl No	Course Code	Course Name	CREDIT PARTICULARS
Core Courses			
1	MBA 2101	Research Methodology (RM)	5 nos core courses at serial nos (1-5)@ 3 credits per course, i.e a total of 15 credits will be offered.
2	MBA 2102	Business Environment and Legislation (BEL)	
3	MBA 2103	Managerial Communication and Skill Development (MCSD)	
4	MBA 2704	Fundamentals of Computer Applications and Management Information System (FCAMIS)	
5	MBA 2705	Quantitative Techniques in Management (QTM)	
NON – SPECIALIZATION ELECTIVE COURSES			
6	MBAE 2206	Organizational Change and Development (OCD)	1 No elective course to be selected from

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7	MBAE 2207	Leadership (LDP)	non- specialization areas; the list at serial nos (6 -8)@ 3 credits per course, i.e 3 credits will be offered.
8	MBAE 2308	Corporate Social Responsibility And Sustainability (CSRS)	

SPECIALIZATION ELECTIVE COURSES

Marketing Management		Financial management		Human Resource Management		Systems, Operations And Decision Sciences		
MBAE 2409	Consumer Behaviour(CB)	MBAE 2509	Corporate Financial Reporting And Analysis (CFRA)	MBAE 2609	Human Resource Planning and Development (HRPD)	MBAE 2709	Logistics And Supply Chain Management (LSCM)	For each of the four Specialization areas , 3 nos elective courses to be selected from the list of five courses @ 3 credits per course, i.e a total of 9 credits will be offered.
MBAE 2410	Sales and Distribution Management (SDM)	MBAE 2510	Security Analysis and Portfolio Management (SAPM)	MBAE 2610	Compensation and Benefits Management (CBM)	MBAE 2710	Purchasing And Materials Management (PMM)	
MBAE 2411	Rural Marketing Management (RMM)	MBAE 2511	Project Finance and Management (PFM)	MBAE 2611	Training and Development (T&D)	MBAE 2711	Production Planning and Control (PPC)	
MBAE 2412	Industrial Marketing (INDP)	MBAE 2512	Strategic Cost Management (SCM)	MBAE 2612	Counselling Skills for Managers (CSM)	MBAE 2712	Business Process Reengineering (BPR)	
MBAE 2413	Public Relations and	MBAE 2513	Working Capital	MBAE 2613	Understanding Self :	MBAE 2713	Managing E – business	

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7

	Marketing (PRM)		Management (WCM)		Indian Perspective (USIP)		(MEB)
Credits to be Offered in Semester II from Core Courses							15 Credits
Credits to be offered in Semester II from elective Courses under Non – Specialization Areas							03 Credits
Credits to be offered in Semester II from elective Courses under Specialization Areas							09 Credits
Total credits to be Offered in Semester II {from Core & Elective Courses}							27 credits

**MBA (Management Studies) –
Distance (3rd SEMESTER)**

Sl No	Course Code	Course Name	CREDIT PARTICULARS
Core Courses			
1	MBA 3301	Introductory Strategic Management (ISM)	5 nos core courses at serial nos (1-5)@ 3 credits per course, i.e a total of 15 credits will be offered.
2	MBA 3502	Corporate finance (CF)	
3	MBA 3703	Operations Research (OR)	
4	MBA 3704	Business Analytics (BA)	
5	MBA 3105	Summer Project and Viva (SPV)	
NON – SPECIALIZATION ELECTIVE COURSES			
6	MBAE 3206	Team Dynamics at Work (TDW)	1 No non- specialization elective course serial nos (6 or 7)@ 3 credits will be offered.
7	MBAE	Knowledge Management and Business	

18/07/24

R.P
18/07/24

Chairperson
22/07/24

Director
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	3307	Excellence (KMBE)	
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MINOR ELECTIVE COURSES

8	MBAME 3108	Management Principles and Practise (MPP)	1 no minor elective Course (sl 8 or 9) @4 credits will be offered
9	MBAME 3209	Group and Team Effectiveness (GTE)	

SPECIALIZATION ELECTIVE COURSES

Marketing Management		Financial management		Human Resource Management		Systems, Operations And Decision Science		For each of the four Specialization areas , 3 nos elective courses to be selected from the list of five courses @ 3 credits per course, i.e a total of 9
MBAE 3410	Integrated Marketing Communication (IMC)	MBAE 3510	Corporate Taxation (CT)	MBAE 3610	Performance Management (PM)	MBAE 3710	Decision Support System (DSS)	
MBAE 3411	Voluntary Sector Marketing (VSM)	MBAE 3511	Behavioural Finance (BF)	MBAE 3611	Labour Legislations (LL)	MBAE 3711	Internet of Things (IoT)	
MBAE 3412	Service Marketing (SVM)	MBAE 3512	Financial Econometrics (FE)	MBAE 3612	Employee Relations (ER)	MBAE 3712	Systems Analysis And Design (SAD)	
MBAE 3413	Strategic Marketing Management (SMM)	MBAE 3513	Financial Derivatives (FD)	MBAE 3613	HRD : Strategies and Systems (HRDSS)	MBAE 3713	Project Management (PROM)	

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MBAE 3414	Global Marketing Management (GMM)	MBAE 3514	Financial Markets (FM)	MBAE 3614	Human Resource Information System (HRIS)			credits be offered.
Credits to be Offered in Semester III from Core Courses								15 Credits

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 The University of Burdwan

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Digitally signed by [Name] DN: cn=[Name], o=[Organization], ou=[Department], email=[Email]

Credits to be offered in Semester III from Elective Courses under Non – Specialization Areas	03 Credits
Credits to be offered in Semester III from Elective Courses under Specialization Areas	09 Credits
Credits to be offered in Semester III from Minor Elective Courses	04 Credits
Total credits to be Offered in Semester III {from Core & Elective Courses}	31 credits

**MBA (Management Studies) –
Distance (4th SEMESTER)**

Sl No	Course Code	Course Name	CREDIT PARTICULARS
Core Courses			
1	MBA 4301	Entrepreneurship Development (ED)	3 nos core courses at serial nos (1-3) @ 3 credits per course, i.e a total of 9 credits will be offered.
2	MBA 4302	International Business (IB)	
3	MBA 4103	Comprehensive Report (CR)	
4	MBA 4104	Community Engagement Course	1 no core course at serial no.4 @ 2 credits will be offered
SPECIALIZATION ELECTIVE COURSES			
Marketing Management	Financial management	Human Resource Management	Systems, Operations And Decision Science

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MBAE 4409	Retail Marketing (RTM)	MBAE 4509	Management Of Financial Services (MFS)	MBAE 4609	Strategic Human Resource Management (SHRM)	MBAE 4709	Advanced Operations Research (AOR)	of the four Specialization areas , 3 nos elective courses to be selected from the list of five courses @ 3 credits per course, i.e a total of 9 credits will be offered.
MBAE 4410	Brand Management (BM)	MBAE 4510	Management Accounting For Business Decisions (MABD)	MBAE 4610	Human Capital Management (HCM)	MBAE 4710	Total Quality Management (TQM)	
MBAE 4411	Tourism Marketing (TM)	MBAE 4511	Merger , Acquisition and Corporate Restructuring (MACR)	MBAE 4611	Contemporary Interventions in Human Resource Management (CIHRM)	MBAE 4711	Database Management System (DBMS)	
MBAE 4412	Advertising And Sales Promotion Management (ASPM)	MBAE 4512	Entrepreneuri al Finance and Valuation (EFV)	MBAE 4612	Global Human Resource Management (GHRM)	MBAE 4712	Decision Model s And Optimization (DMO)	
MBAE 4413	Small Business Marketing (SBM)	MBAE 4513	Multinational Finance (MF)	MBAE 4613	Employer Branding (EB)	MBAE 4713	Smart Manufacturin g (SMFG)	

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Credits to be offered in Semester IV from Core Courses	09 Credits
Credits to be offered in Semester IV from Elective Courses under Specialization Areas	09 Credits
Credits to be offered in Semester IV from Community Engagement Course (Core)	02Credits
Total credits to be Offered in Semester IV {from Core & ElectiveCourses}	20 credits

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ii. **Duration of Programme :** Minimum 2 years is required to complete this programme. However the students have the liberty to complete this course within 4 years from registration.

iii. **Faculty and support requirement :**

3 Fulltime Contractual Faculties (2 Assistant Professors and 1 Core Faculty) have been appointed by the University to run this course according to the New Regulations 2017, adopted by the UGC for ODL mode. Besides that, the University has many experienced faculties in the Department of Business Administration offering MBA programme in regular mode. Students who will be admitted in this course will also gather knowledge from the learned professors of the University. Personal Contact Program on a regular basis are conducted by these experienced faculties to maintain the quality of education.

Faculty

Sl No	Faculty	Work at headquarter	Number
1.	Assistant Professor	Yes	2
2	Core Faculty	Yes	1

Support Staff

SL. NO.	Office Staff (Designation)	Work at (HQ/RC)	Number
1	Sr. Office Assistant	HQ	1
2	Office Assistant	HQ	1
3	Grade – IV	HQ	1

iv. **Instructional delivery mechanism :**

The approach followed will be a modern ICT enabled instruction mode. This is a learner oriented system of education for professionals. Here the learners play an active role. Many of the instructions will be given

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through distance mode, and not by face – to – face communication. The following is the combination of delivery mechanism for this course:

- **Self Learning Material (SLM)** : The printed material of the courses in the form of Self Learning Material (SLM) are supplied to the students during their enrollment to this course. SLMs are approved by the Post Graduate Board of Studies in Management.
- **Audio – Visual Aids**: The Centre for Distance and Online Education has already implemented audio – visual aids to conduct classes.
- **Audio – Visual Material Aids** : Learners are sometimes provided with Video lectures of the course . A video programme is normally of 1 hour duration. Learners may also be provided with various industrial videos of educational nature.
- **Counseling sessions** : A learner will get at least 24 hours per course of 3 credits in the form of online counselling / webinars/ tutorials. Face to face counseling or Personal Contact Program (PCP) generally are organized either on Saturday or Sunday and sometimes on weekdays also, if necessary.
- **Real world Contexts/ Cases** : Learners will be enriched by the knowledge of real world problems facing the corporate world and also by the best possible solutions in such scenarios. Hypothetical case studies will also be evaluated and discussed both during PCP and through online videos.
- **Project work** : The learners will have to compulsorily undergo summer training internship in either private or public sector organizations in order to get a thorough understanding of managerial issues of different genres affecting the real world.
- **Community Engagement Course** - Community engagement activities are based on components like visits to villages and identification of socio economic issues on rural livelihood, and other types of activities as specified and approved by the department.

Mode of Delivery	Delivery mechanism	Provided (Yes/No)	Detailed Information
Face to face mode	PCP/ Counselling	Yes	Total no. of counseling centres for the Programme: 1 12hrs per 100 Marks Paper.

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			Total contact hour = 12hrs x 31 theory courses = 372 hrs
	Tutorials/Spl. Classes	Yes	Assistant Professors organize Special Classes/Tutorials as per requirement by the learners.
Self-Learning	SLMs	Yes	e – content hours (SLM) = 15hours Self Study hours including Assessment = 33 hours Total hours of self learning Per course = 48 hours Total hours of self learning for 31 courses = 1488 hours
	Reference Books	Yes	Available at the Directorate Library.

F. Procedure for admissions, curriculum transaction and evaluation :

Admission :

Target group : Learners who are unable to avail of the opportunity for MBA in regular mode for any reasons or working professionals who intend to upgrade their qualifications while retaining their jobs are the ideal candidates for this MBA (Management Studies) program in Distance mode.

Eligibility : A Graduate of 10+2+3 pattern from any recognized university.

Candidate should qualify MAT/CMAT/CAT/XAT/Other recognized management Aptitude Test Score.

Course fee: Rs 25,000 per semester , per student **Examination Fee :** Rs 2000

Total Course Fee : Rs. 1,00,000 /- (Excluding Examination and Re-appearing fees).

Financial Assistance : Financial assistance is provided to some financially backward students for this programme.

Duration of Programme : Minimum 2 years is required to complete this programme. However the students have the liberty to complete this course within 4 calendar years from registration.

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No of seats : Centre for Distance and Online Education (CDOE) , The University of Burdwan has received “ No Objection Certificate” from All India Council of Technical Education (AICTE) to run Management programme at the post graduate level for a total number of 120 seats starting from the academic year 2023 – 2024 upto the academic year 2027 – 28.

Curriculum Transaction

- MBA (Management Studies) consists of 34 courses in all. Of these 31 are theory courses, each carrying 100 marks. The student is required to obtain 102 credits from the different areas along with two compulsory special courses, viz (i) Summer Internship Project (SIP) and (ii) Comprehensive Report (CR). Each of the courses in the identified areas carries 3 credits. Summer Internship Project (SIP) and Comprehensive Report (CR) carry 3 credits each. The credit distribution for the programme is as follows :
 1. 54 credits from 18 core courses @ 3 credits per course (excluding Summer Internship Project) and Comprehensive Report (CR).
 2. 40 credits from different elective courses as follows :
 - 27 credits from 9 elective courses, exclusively from one of the four specialization areas viz. (A) Marketing Management (B) Financial Management (C) Human Resource Management (D) Systems, Operations and Decision Science
 - 9 credits from 3 elective courses from:
 - i. Areas excluding specialization areas , and
 - ii. Emerging areas.
 - 4 credits from inter- disciplinary elective course offered by other departments/ course through SWAYAM platform following the stipulations and provisions of University regulations
 3. 6 credits from **Summer Internship Project** (3 credits) and **Comprehensive Report** (3 credits).
 4. 2 credits shall have to be earned from **Community Engagement Course**.
- The Elective courses to be offered to the students will be decided every semester by the Departmental Committee.

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Medium of Examination: English.

Evaluation

- Under the Semester System Examinations (written) , 20% of the total marks of the 100 marks paper are Internal Assessment. The Internal Assessment mark is given on the basis of attendance(25%) and assignment/class test/Viva/ Term Paper/ Presentation etc (75%). 80% of the total marks of the 100 marks paper are reserved for written examination to be held per semester.
- **Summer Internship Project (SIP)** of 4 to 6 weeks duration with an industrial/ business/ service / social organization is compulsory. The SIP report will carry 80 marks and the viva voce to be conducted on the SIP will carry 20 marks.
- **Course MBA 4103 (Comprehensive Report)** will be segregated into 3 components :
 - A. Final Project Study – 100 marks (Project Report 80 Marks, Project Viva – 20 marks)
 - B. Grand Viva – 50 marks
 - C. Industry Visit – 50 marks (Industry Visit Report – 40 marks, Viva Voce – 10 marks)
- **Community Engagement Course (MBA 4104)** – Community engagement activities are based on components like visits to villages and identification of socio economic issues on rural livelihood, serving interests of informal workers, career counseling for the students of the excluded group, participation in literacy camps and other types of activities as specified and approved by the department.

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DN: cn=[Name], o=[Organization], ou=[Department], email=[Email]

A few notable features of the rules governing the examination of Semester System P.G Course under distance mode:

a) The examination of MBA (Management Studies) is equally divided into 4-semester examinations. After completion of the relevant course work, the examinations are held as per schedule notified by Controller of Examinations from time to time.


b) A candidate shall get three consecutive chances including the original one to appear in a semester, within a total period of four years calculated from the year of admission to the course during which he/she has to complete the course. The chance not availed of by a candidate shall be deemed to have lapsed. The result of the 4th semester (Final) examination shall be kept withheld (RW) unless the candidate has cleared all the previous semesters.

N.B. Due to Covid-Pandemic (in 2020 and 2021), total process of term –end examinations of M.B.A were conducted through ONLINE MODE

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G. Requirement of the Laboratory support and Library Resources

CDOE has a fully a fully functional and well equipped Computer Laboratory with internet connectivity which can be availed of by the students.

In order to run MBA (Management Studies) course, under ODL mode of education, a well equipped library having sufficient number of books and resource materials to supplement the learners and to cater to faculty requirements are very much essential, with focus on the following points :

- List of further readings and additional references should be updated and included in the course materials.
- CDOE has been strengthened by including more Management journals with special emphasis being given on Marketing, Finance, Systems, Operations and Decision Science , and Human Resource Management disciplines.
- Study materials are also provided in soft copies and through e mail to learners.
- Facility to download study materials from the website by the learners are also provided.

H. Cost Estimate of the Programme and the Provisions

The cost estimate of MBA (Management Studies) program under ODL mode should be restricted under the following heads of expenditure:

- Development of In – house SLM
- Payment to Course writers
- Payment to editors
- Quality assurance
- Remuneration to Assistant Professors, Core Faculty, Regular Faculties from mainstream, and office staff.
- Student support service
- Technology support
- Library
- Research and Development

Estimated Cost of the Programme is Rs 95,000/ (Approx) per student

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I. Quality assurance mechanism and expected programme outcomes:

Quality assurance in educational institutions has assumed prominence in today's scenario. It substantially influences a distance education institution's management strategies and cultures. The learners demand for better quality of educational services and provisions must be catered to. To fulfill these demands, our Centre for Online and Distance Education pays close attention to quality in terms of study material, quality of PCP counselors, delivery systems and administrative facilities provided to learners. The following major steps are being taken for quality assurance :

- Establishment of Centre for Internal Quality Assurance (CIQA).
- Introduction of CBCS pattern in four programmes as per DEB regulations.
- Revision of curriculum at regular yearly intervals.
- Quality improvement of SLM
- Emphasis on online learning system,
- Centralization of online admission.
- Provision for SLM in website portals.

The University of Burdwan has constituted the "Centre for Internal Quality Assurance (CIQA) as per UGC(Open and Distance Learning) Regulations, 2017 to ensure the delivery of high quality programmes to its learners. The expected outcomes are :

- Systemic review and monitoring of the programmes
- Upgradation of syllabus
- Introduction of new programmes
- Innovation for problem solving
- Creates a new paradigm in knowledge systems.

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In its last two meetings, held on 19/01/2023 and 03/05/2023, under the Chairmanship of Dean, Faculty of Science, CIQA had resolved to complete the course approval process on the UGC – DEB portal . It has also resolved to write study materials according to latest UGC guidelines for the upcoming academic session and onwards. It has also advised to prepare the Programme Project Report (PPR) and Self Learning Materials (SLM) as per the regulations of (Open and Distance Learning Programmes and Online Programmes) Regulations 2020. CIQA had also considered the proposal of installation of vending machines and water purifiers inside the campus.

The expected outcome of the programme is to build up the knowledge and skill of the learners in the management field. It hopes to develop and enhance managerial acumen of the students and to hone up the problem solving and decision making abilities of this generation managers. The programme is aimed at providing the learners with a cutting edge in managerial field that is so vital to succeed in the corporate field. The academically inclined learners, at the end of the program, may also go for further research in their respective fields and pursue doctoral degrees. They may also prepare themselves for various job oriented entrance exam like UGC NET, College Service Commission, etc. The provisions for employment as academia in various government and non – government educational institutes will also remain open for such distinguished learners.

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(MBA Programme)

Programme Offered in Conventional Mode



The University of Burdwan
Office of the Secretary, Faculty Council (Arts, etc.)
Golapbag, Burdwan, West Bengal – 713104
Website: www.buruniv.ac.in
Contact: secretary_arts@buruniv.ac.in

FC(Arts)/MBA Program/2024/68

Date: 30th July, 2024

Important Instructions

[Candidates are advised to follow the instructions given below]

Admission to MBA Programme [MBA/MBA(HR)/MBA(Tourism)]
For the Session 2024-2026

1. Online applications are invited from the eligible intending candidates for admission to the MBA Program [MBA/MBA(HR)/MBA(Tourism)] for the Session 2024-2026 under Faculty Council (Arts, Commerce, Law etc.), The University of Burdwan. Online form will be available in the University website (www.buruniv.ac.in) on and from **30-07-2024 to 13-08-2024**.
2. **Eligibility criteria for admission to MBA Programme:** *Graduates from any UGC recognized University who have completed the three-year Bachelor Degree with Honours/Major in any subject/ LLB/ BBA/ BCA/ B.E./ B.Tech./ B.Pharm. /MBBS etc. with a minimum of 50% marks. For candidates belonging to SC/ ST/ OBC-A/ OBC-B/ DA/ EWS/ SP categories, eligibility is minimum of 45% marks in honours/major in the concerned/relevant subject. Candidates appearing in their final graduation exam will be eligible to apply subject to the condition that they will have to present their final marksheet of successful completion of their graduation on the date of document verification, failing which their admission will be cancelled.*
3. Applications of the candidates failing to fulfil minimum eligibility criteria of admission will be rejected.
4. Candidates must keep ready a passport size photograph, scanned copies of his/her signature, admit card of 10th standard, marksheets of all examinations, reserved category certificate (if applicable) and other required document for uploading during filling the form.
5. A non-refundable amount of Rs. 250/- (Rupees Two Hundred and Fifty only) as application fee is to be paid through (State Bank Collect) the following link:
Link for Payment of Application Fees: <https://www.onlinesbi.sbi/sbcollect/icollecthome.htm>
6. Link for Online Application for admission to the MBA Programme [MBA/MBA(HR)/MBA(Tourism)] for the Session 2024-2026 under Faculty Council (Arts, Commerce, Law etc.), The University of Burdwan is given below:
Link for Fill up the Application Form: <https://forms.gle/sayA56b7b2jXxqcx7>
7. For any queries and complaint, mail to secretary_arts@buruniv.ac.in

Secretary (Additional Charge)
Faculty Council (Arts, Com., Law, etc.)
The University of Burdwan



THE UNIVERSITY OF BURDWAN
Office of the Secretary, Faculty Council (Arts, Com., Law, etc.)
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E-Mail : secretary_arts@buruniv.ac.in
Mobile : (+91) 9475509303
Website: www.buruniv.ac.in

No.:FC/PG(A)/Admission/MBA Program/2024/210

Date: 08/10/2024

**NOTIFICATION OF COUNSELLING FOR ADMISSION TO MBA PROGRAM-2024 [MBA/
MBA(HR)/ MBA (TOURISM)] UNDER FACULTY COUNCIL ARTS FOR THE SESSION 2024-2026**

INSTRUCTION TO THE CANDIDATES

1. The counselling for admission to Master of Business Administration/ Master of Business Administration (HR)/ Master of Tourism Management under Faculty Council of Arts etc. will be done as per the Broad Rank List of the candidates at Kadambini Ganguly Memorial Hall, 3rd Floor Composite Arts Building, Golapbag, B.U. on 23.10.2024. The candidates have to attend the counselling programme compulsorily along with all academic credentials either personally or through his/her authorized representative, failing which their selection will liable to be cancelled. Selection will be made strictly on the basis of merit. The mere fact that any name has been published in the list does not by itself ensure admission of the candidate concerned unless his/her original credentials are found in order. The University also reserves all rights to drop or to include any name, if any suppression of facts on the part of the students or any mistake on the part of the University, detected at any stage before or after the admission. Options once exercised cannot be altered.
2. **All the eligible candidates as per the Sl. Nos. mentioned below**, who have applied for admission to MBA Program [MBA/ MBA(HR)/ MBA (Tourism)] under the Faculty Council (Arts) for the session 2024-2026, are asked to attend the Counselling **COMPULSORILY** for merit-based selection as per the following schedule:

Subject/Program	Serial no of candidates as per Broad Merit (Rank) List		Counselling Date and Time	Venue
MBA Program	Unreserved Rank:	UR-1 To UR-190 (All Candidate)	23.10.2024 at 12 Noon	Kadambini Ganguly Memorial Hall, 3rd Floor Composite Arts Building, Golapbag, B.U.

3. **The mere fact that a candidate has been asked to appear in the session doesn't assure selection unless seats are available. Hence, all candidates are asked to check the course-wise vacancy position before attending the session.**
4. The Broad Rank List has been prepared based on system generated data without actual document verification. Candidates are therefore requested to verify their eligibility in accordance with the criteria as prescribed in the Information Brochure of the MBA Program 2024, available in the University Website.
5. In case a candidate does not fulfil the eligibility and merit criteria, he/she is requested not to proceed with the subsequent steps since it is likely that the admission will not be confirmed.

6. Once the merit-based selection is completed, the candidates who will be provisionally selected for **admission to MBA Program 2024 [MBA/ MBA(HR)/ MBA (Tourism)] in the above mentioned Course for the session 2024-2026**, are directed to pay the requisite admission fees through the Payment Link (Mentioned Below), on and from **24.10.2024 to 27.10.2024**. In case of any issue/problem regarding payment, candidates should contact immediately and definitely before the expiry of payment period (email: secretary_arts@buruniv.ac.in). No communication in this regard will be entertained after the expiry of payment period. University will not take the responsibility of any payment failure caused due to network problems.
7. Provisionally Selected candidates from Merit-based selection (Phase-1) can get access for payment of Admission Fees as per following steps:

Steps of Payment

The amount of Rs. 15930/- (Rupees Fifteen Thousand Nine Hundred Thirty Only) for admission to to Master of Business Administration/ Master of Business Administration (HR)/ Master of Tourism Management as admission fee is to be paid through (State Bank Collect) the following link:

<https://www.onlinesbi.sbi/sbicollect/icollecthome.htm>

STEP-1: Applicants are to select *“Educational Institutions”* under *“Select Category”*

STEP-2: Search *“The University of Burdwan”* in the page reached through the link and

STEP-3: Choose **“ADMISSION FEES FOR MBA PROGRAM 2024”** in the dropdown under payment Category and make payment as per the instructions.

Students should ensure collection of E-receipt of successful payment generated in the online system with “Successful” payment status. Mere receipts of SMS from own bank is not sufficient to ensure successful payment. The University will not take the responsibility of any payment failure caused due to network problems. So, candidates are advised to check their “Successful” Payment status.

8. Candidates will be enlisted based on the merit-based selection on the basis of the vacancy position.
9. **Classes for the aforementioned subjects/groups will commence from 28.10.2024.**
10. **ADMISSION OF CANDIDATES WILL BE CONFIRMED ONLY AFTER DOCUMENT VERIFICATION**, which will be carried out by the **Respective Department on and from 28.10.2024 to 29.10.2024 for the confirmation of admission**. All the selected candidates who have successfully paid the admission fees will have to produce and submit self-attested photocopies of his/her Application Form along with all testimonials including the relevant certificates and final honours mark sheet, hard copy of the Anti-Ragging undertaking and printout of Successful Payment Receipt on the date of document verification, failing which their admission to MBA Program-2024 will be cancelled. In case a candidate is unable to attend in the Document Verification, he/she should send his/her authorised representative for the same. If any candidate or his/her authorized representative fails to turn up on the date of Document Verification, the admission to MBA Program 2024 will be cancelled.
11. All eligibility criteria will be checked during document verification. If, at the time of document verification, the marks obtained by the candidate don't match with the marks shown in the merit list, the admission of the candidate is liable to be cancelled.
12. **ALL ADMISSIONS ARE PROVISIONAL**. Mere selection of candidates and payment of admission fees do not ensure confirmation of admission unless the eligibility of the candidates is checked and original credentials are found in order at the time of verification of documents. If a candidate is found, before or after admission, not having the

minimum eligibility of admission, then the university will have the right to cancel his/her admission without taking responsibility of refund of his/her admission fees. The University also reserves all rights to drop or to include any name, if any suppression of facts on the part of the students, any mistake on the part of the University or any error in the system-generated data is detected at any stage before or after the admission.

13. ADMISSION OF THE SELECTED CANDIDATES WILL BE CONFIRMED ONLY AFTER DOCUMENT VERIFICATION AFTER PAYMENT OF ADMISSION FEES.

14. If there is no candidate in the UR-DA, SP Category, then the seat will be transferred to the UR Category. Under similar circumstances, vacant seats of DA-SC, DA-OBCA will be transferred to SC and OBCA Category respectively. As per the reservation rules vide Govt. Order No.: 07-Edn (U)/1U-89/13.- dated. 2nd January, 2014 “for admission to different courses, an SC or ST candidate getting admission should have obtained in the previous examination; qualifying marks not lower by more than 25% of the marks obtained by the last candidate of the general category. In case of OBC-A and OBCB the candidate getting admission should have obtained in the previous examination; qualifying marks not lower by more than 10% from the marks obtained by the last candidate of the general category.”

15. Guidelines of Inter-Transferability/Conversion of Reserved Seats:

15.1 In case seats reserved for SC Category remains vacant for want of eligible candidates, seats will be filled up by the eligible candidate from the list of ST Category and vice-versa.

15.2 In case seats reserved for OBC-A Category remains vacant for want of eligible candidates, seats will be filled up by the eligible candidate from the list of OBC-B Category and vice-versa.

16. The University reserves the right to rectify the list of candidates selected for admission in the event of detection of any inadvertent error, before or after payment of admission fees including cancellation of admission.

17. In compliance with the UGC, D.O. No 1-152029 (ARC) pt III, dated 24th May, 2024 and in pursuance to the Judgement of the Hon’ble Supreme Court of India, dated 08.05.2009 in Civil Appeal No 887/2009, attention of all the applicants and parents are drawn to the “Regulations on Curbing the Menace of ragging in Higher Educational Institutions, 2009” notified by the UGC. The Regulations are available on the UGC website (www.ugc.ac.in)

Ragging is completely banned in The University of Burdwan and its other centres of learning, and anyone found guilty of ragging and/or resorting to ragging in any form is liable to be appropriately punished as per law.

Please follow the instructions provided at the link below:

<https://www.antiragging.in/information.html>

Click the following link for mandatory undertaking of anti-ragging:

<https://www.antiragging.in/>

or

https://www.antiragging.in/affidavit_university_form.php

FILL IN THE DETAILS AS PRESCRIBED FOR UNDERTAKING OF ANTI-RAGGING

The candidates who will be provisionally selected for admission to MBA Program [MBA/ MBA(HR)/ MBA (Tourism)] for the session 2024-2026 are compulsorily required to complete the undertaking (if not completed in time of Application to the MBA Program-2024) by strictly following these instructions and must submit the hard copy of the Anti-Ragging undertaking in the time of Document Verification.

NATIONAL ANTI RAGGING HELPLINE:**18001805522 (24 x 7),****E-MAIL : helpline@antiragging.in****STATE LEVEL ANTI RAGGING HELPLINE: 18003455678 (24 x 7)****University and Course Details: University Director/Vice Chancellor : Prof. Goutam Chandra****University Phone Number (+91) : 9474463541****Nearest Police station to your University : BURDWAN POLICE STATION**

As per the directives of the Hon'ble Supreme Court of India, it is notified that if any incident of ragging comes to the notice of the authority, the concerned student shall be given liberty to explain and if his/her explanation is not found satisfactory, the authority would expel him/her from the institution.

18. As already notified, non-payment of admission fees by any Provisionally Selected Candidate shall amount to cancellation of his/her candidature and in such context, they will be debarred from participation in any round of the admission process.
19. Seats, if remains vacant after the expiry of payment period will be filled up through Phase-2 Counselling. Please visit the university website for any update.
20. Refund of Admission Fees for Cancellation of candidature will be as per the extant rules of UGC and Govt. of West Bengal.
21. Vacancy Position for admission to MBA Program for the Session 2024-2026 **of the above mentioned Course** are as follows:

CENTRE, PROGRAMME, SEAT MATRIX AND INTAKE

Sl. No.	Subject/ Course	Centre for Learning	UR	DA Category					SP	DA Category					Total Intake
				SC	ST	OBCA	OBCB	EWS		UR	SC	ST	OBCA	OBCB	
				22%	6%	10%	7%	10%		5%	5%	5%	5%	5%	
1	MBA	University Campus	19	9	3	5	3	5	1	1	1	0	0	0	47
	MBA(HR)	University Campus	19	9	3	5	3	5	1	1	1	0	0	0	47
	MBA (Tourism)	University Campus	15	7	2	3	2	3	1	1	0	0	0	0	34

Secretary (Additional Charge)
Faculty Council (Arts, Commerce, Law, Music etc.)
The University of Burdwan

(MBA Programme)

**Adequate (full time) dedicated Faculty
availability (Appointment letter, Joining
report and Qualification)**



etc

THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Sectt/Asst.Prof./229/2021-22/86(1)

Date: 01.10.2021

To

Ananya Ghosh
Rose Garten School building,
G.T. Road, Mehendibagan,
Burdwan-713101

Sir/Madam,

With reference to your application for the post of Assistant Professor (Full time contractual) in MBA under Centre for Distance and Online Education (CDOE), The University of Burdwan and subsequently interview held on 26.09.2021, I am to inform you that you have been selected for appointment to the post on the following terms and conditions:-

1. Your appointment is purely on full time Contractual basis.
2. You will be paid an honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month.
3. You will have to attend CDOE on full time basis and you will have to be present in the CDOE even on Saturdays, Sundays and Holidays as and when necessary for which no extra remuneration will be paid.
4. You will have to stay at Burdwan.
5. You will have to make extend your effort for preparation of study materials, conducting Personal Contact Programme (PCP) / Counselling sessions.
6. You will have to make liaison with the Teachers of our University Department, Teachers of other Universities, Guest Faculties in connection with preparation of study materials, holding PCP etc.
7. If necessary, you will have to write study materials and to take part in the counselling session.
8. Your services will be guided by the Rules, Regulations and Orders of the CDOE.
9. The respective order of appointment will be issued on production of original certificates relating to your academic attainment as well as date of birth.
10. You will have to obtain your release from your present position / employer, if any, in order to join the CDOE within one month, from the date of receipt of the appointment letter.

I am to request you to intimate the undersigned within three days from the date of issue of the letter whether the offer is acceptable to you on the above terms and conditions. On receipt of your letter of acceptance and on verification of the documents referred to in Cl.(9) above, formal order copy of appointment will be issued.

Yours faithfully,


Director

No.CDOE/Sectt/Asst.Prof./229/2021-22/86(1)

Date: 01.10.2021

Copy forwarded for information and necessary action to:

1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts. Commerce etc./Science B.U
4. P.A. to Registrar, B.U.
5. Finance Officer, B.U.
6. Controller of Examinations, B.U.
7. HOD, MBA, B.U.
8. Asst. Director (A&E), CDOE, B.U.
9. Asst. Director (A&A), CDOE, B.U.
10. Bill Section, CDOE, B.U.

Director



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION(CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Sectt/Asst.Prof./229/2021-22/93(1)

Date: 01.10 .2021

ORDER

Ms. Ananya Ghosh is appointed as Asst. Professor (full time contractual) in **MBA** under the Centre for Distance and Online Education, The University of Burdwan on Full time contractual basis on the following terms and conditions:

- i) She will be entitled to receive honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month w.e.f the date she joins takes up the assignment.
- ii) Apart from her normal duties, her services may be requisitioned for other academic and administrative functions as and when required.

Her services under the CDOE will be governed by the, Rules, Regulations and Orders of the CDOE as are in force and as may be prescribed and amended from time to time.

By order of the Advisory Committee, CDOE, B.U.

Director

No.CDOE/Sectt/Asst.Prof./229/2021-22/93(1)

Date: 01.10 .2021

Copy forwarded to **Ms. Ananya Ghosh**, Rose Garten School building, G.T. Road, Mehendibagan, Burdwan-713101. She is requested to submit joining report (form enclosed) in triplicate.

Copy forwarded for information and necessary action to:

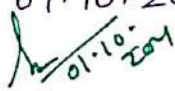
1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts, Commerce etc./Science, B.U.
4. P.A. to Registrar, B.U.
5. Finance Officer, B.U.
6. Controller of Examinations, B.U.
7. HOD, **MBA**, B.U.
8. Asst. Director (A&E), CDOE, B.U.
9. Asst. Director (A&A), CDOE, B.U.
10. Bill Section, CDOE, B.U.

Director

The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,
With reference to your Order No. CDOE/sectt/Asst. Prof/229/2021-22/86(1) dated 01.10.2021
I beg to state that I have joined the post of ASSISTANT PROFESSOR (Contractual MBA)
on 01.10.2021.....(forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date: 01.10.2021

(Director)

Yours faithfully,



(Signature in full)

Name in full:
(In Block Letter) ANANYA GHOSH

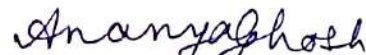
The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,
With reference to your Order No. CDOE/sectt/Asst. Prof/229/2021-22/86(1) dated 01.10.2021
I beg to state that I have joined the post of ASSISTANT PROFESSOR (Contractual MBA)
on 01.10.2021.....(forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date: 01.10.2021

(Director)

Yours faithfully,


(Signature in full)

Name in full:
(In Block Letter) ANANYA GHOSH

Electronic Certificate No.: 151016493



University Grants Commission
NATIONAL EDUCATIONAL TESTING BUREAU



NATIONAL ELIGIBILITY TEST FOR ASSISTANT PROFESSOR

UGC Ref. No.: 16493/(NET-JUNE 2015)

Roll No.: 87006519



Certified that ANANYA GHOSH

Son/Daughter of DR AJIT KR GHOSH

and DR BHABANI GHOSH

had applied for the UGC-NET for

eligibility for Assistant Professor held on 28-06-2015 in the General category and

qualified by securing marks at par with the qualifying cut-off for General category

in the Subject LABOUR WELFARE/ PERSONNEL MANAGEMENT/ INDUSTRIAL

RELATIONS/ LABOUR AND SOCIAL WELFARE/ HUMAN RESOURCE MANAGEMENT

The date of qualifying NET is 29th Sep., 2015, which is also the date of declaration of the result.

This is an electronic certificate only and its authenticity should be verified from the UGC by the employer. This electronic certificate can also be verified by scanning QR Bar Code printed on the electronic certificate.

Validity of this electronic certificate is forever.

Head
NET Bureau

Date of Issue: 27-04-2016

Note: a) UGC has issued the electronic certificate on the basis of information provided by the candidate in his/her Application Form. The appointing authority should verify the original records/certificates of the candidate while considering him/her for appointment, as the Commission is not responsible for the same. The candidate must fulfil the minimum eligibility conditions for NET within two years from the date of declaration of UGC-NET result.

b) Wherever SC/ST/OBC/PWD is shown in the UGC Ref. No., the institution/recruitment body should check the relevant documents of that category.

Sl. No. 138

VIDYASAGAR UNIVERSITY



This is to certify that

Ananya Ghosh

obtained the Degree of Doctor of Philosophy in Management

under the Faculty of Arts and Commerce of this university
on 02.09.2021 in accordance with the provisions of the Ph. D.
Regulations, 2009 of the UGC.



Midnapore

Dated: 07 NOV 2023



Vice-Chancellor



Marksheet Sl.No. :BUR/DMBA JAN/I/50892

The following is the statement of marks obtained by **ANANYA GHOSH**

Roll **BUR DMBA JAN No. 2011/3** at the **MBA (Distance Mode) Semester VI (Final) Examination, 2013**

Paper	Details Of Paper	Type	WRITTEN/PRACTICAL		I.A./VIVA-VOCE		TOTAL		
			F.M.	MARKS OBTAINED	F.M.	MARKS OBTAINED	F.M.	Q.M.	MARKS OBTAINED
MBD-601	Organisational Effectiveness & Change (OEC).	GEN	80	67	20	19	100	35	86
MBD-602	Knowledge Management & Business Excellence (KM&BE).	GEN	80	58	20	18	100	35	76
MBD-603	Entrepreneurship Development (ED).	GEN	80	52	20	19	100	35	71
HRMD-604	Performance Management & Competency Mapping (PM&CM).	OPT	80	56	20	18	100	35	74
HRMD-605	Strategic Human Resource Management (SHRM).	OPT	80	57	20	18	100	35	75
HRMD-606	Human Capital Management (HCM).	OPT	80	50	20	19	100	35	69
MBD-607	Grand Viva	GEN			100	80	100	35	80

Semester Full Marks	Semester I 500	Semester II 500	Semester III 500	Semester IV 500	Semester V 500	Semester VI (Final) 700
Marks Obtained	372	358	375	368	357	531

GRAND TOTAL	MARKS OBTAINED	RESULT
3200	2361	I

ELECTIVE PAPER(s):
 OPTIONAL PAPERS(s): Performance Management & Competency Mapping (PM&CM), Strategic Human Resource Management (SHRM), Human Capital Management (HCM).
 SPECIAL PAPER(s):

*Distinction :N/A First Class(I) -- 60% and above, Second Class(II) -- 50% and above but below 60%

*I.A. = Internal Assesment, *F.M. = Full Marks, *Q.M.= Qualifying Marks,
 *GEN= General,*SNC=Semester Not Clear , *SPL= Special, *A= Absent

The result was published on: 2014-07-01

Controller Of Examinations

THE UNIVERSITY OF BURDWAN




This is to certify that

ANANYA GHOSH duly obtained the **Degree of Master of Business Administration** (Human Resource Management) in this University at the Final Examination in the year **2013** and that he/she was placed in the **First class**.



Rajbati, Burdwan
The 5th February, 2015


Vice - Chancellor

Serial No. :
BURD/TMP/051

THE UNIVERSITY OF BURDWAN

B P T Part IV (Final)



The following is the statement of marks obtained by

ANANYA GHOSH

Roll No. **BURD BPT 02001**

at the BACHELOR OF PHYSIOTHERAPY Part IV (Final) Examination,

2005 Session

(2001-05)

(2001-05)

THEORETICAL	Paper XXVIII		Paper XXIX				Paper XXX		Paper XXXI		Paper XXXII		Paper XXXIII		Total 1150	Total of Part - I 1000	Total of Part - II 800	Total of Part - III 900	GRAND TOTAL 3850	RESULT
	Neurology		Paediatrics		Geriatrics		P.T. in Medical Conditions II		General Surgery		P.T. in Surgical Conditions		Principles of Rehabilitations							
	Written 80	I.A. 20	Written 40	I.A. 10	Written 40	I.A. 10	Written 80	I.A. 20	Written 80	I.A. 20	Written 80	I.A. 20	Written 80	I.A. 20						
	P.M. 40	P.M. 10	P.M. 20	P.M. 5	P.M. 20	P.M. 5	P.M. 40	P.M. 10	P.M. 40	P.M. 10	P.M. 40	P.M. 10	P.M. 40	P.M. 10						
	55	13	25	06	26	08	62	16	58	11	65	13	58	13						
PRACTICAL	Paper XXXIV		Paper XXXV				Paper XXXVI		Paper XXXVII		Paper XXXVIII		Paper XXXIX							
	Neurology		Paediatrics		Geriatrics		P.T. in Medical Conditions II		General Surgery		P.T. in Surgical Conditions		Computer Applications							
	Lab. Work 80	I.A. 20	Lab. Work 40	I.A. 10	Lab. Work 40	I.A. 10	Lab. Work 80	I.A. 20	Lab. Work 80	I.A. 20	Lab. Work 80	I.A. 20	Lab. Work 40	I.A. 10						
	P.M. 40	P.M. 10	P.M. 20	P.M. 5	P.M. 20	P.M. 5	P.M. 40	P.M. 10	P.M. 40	P.M. 10	P.M. 40	P.M. 10	P.M. 20	P.M. 5						
	51	19	25	08	27	08	50	15	50	11	51	11	25	06	786	604	478	533	2401	P

* I.A. - Internal Assessment

* P.M. - Pass Mark

* P - Passed

Bluy
Controller of Examinations.

WEST BENGAL COUNCIL OF HIGHER SECONDARY EDUCATION



MARK-SHEET

GENERAL STREAM COURSES

2000

INSTITUTION NO. 04005 **NO.** B213759
CODE

THE FOLLOWING IS THE STATEMENT OF MARKS OBTAINED BY

ANANYA GHOSH

ROLL NO. 247211 **NO.** 0022 **AT THE HIGHER SECONDARY EXAMINATION HELD IN MARCH-APRIL 2000**

SUBJECTS

MARKS OBTAINED

LANGUAGE	THEORY			PRACTICAL/ ORAL	SUBJECT TOTAL
	PAPER I	PAPER II	TOTAL		
BNGA	60	53	113		113
ENGB	52	54	106		106
COMPULSORY ELECTIVE					
BIDS	64	44	108	35	143
CHEM	51	40	91	36	127
PHYS	42	35	77	37	114
OPTIONAL ELECTIVE					
MATH	43	59	102		102
* MARKS ADDED					42
AWARD					
GRAND TOTAL			SIX FOUR FIVE		645
RESULT DIVISION			PASSED		
			FIRST		1

[Signature]

DEPUTY SECRETARY (CONFIDENTIAL)

PLEASE SEE REVERSE

COUNCIL FOR THE INDIAN SCHOOL CERTIFICATE EXAMINATIONS, NEW DELHI
INDIAN CERTIFICATE OF SECONDARY EDUCATION EXAMINATION 1998

N^o TY 3292973



STATEMENT OF MARKS

Name ANANYA GHOSH

Index No. T/462/027

of ST. XAVIER'S SCHOOL, BURDWAN
SUBJECTS

External Examination

PERCENTAGE MARKS

ENGLISH	90	NINE	ZERO
BENGALI	88	EIGHT	EIGHT
HISTORY CIVICS & GEOGRAPHY	80	EIGHT	ZERO
MATHEMATICS	83	EIGHT	THREE
SCIENCE PHY-D, CHE-B, BIO-B	74	SEVEN	FOUR
COMMERCE	78	SEVEN	EIGHT

Internal Assessment

GRADE

SUPW & COMMUNITY SERVICE

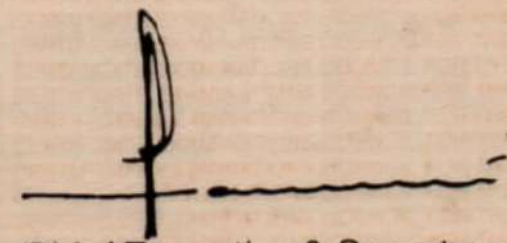
A

Date of Birth 09.07.1981

RESULT — PASS CERTIFICATE AWARDED

- Note 1. The pass mark for each subject is 35%.
2. No divisions are awarded.

(See Overleaf)



Chief Executive & Secretary

COUNCIL FOR THE INDIAN SCHOOL CERTIFICATE EXAMINATIONS, NEW DELHI

No. TY6284165



28105

PASS CERTIFICATE

Certified that **ANANYA GHOSH**
Index Number **T/462/027**
of **ST. XAVIER'S SCHOOL, BURDWAN**
was awarded an

INDIAN CERTIFICATE OF SECONDARY EDUCATION

The candidate reached at least grade 7 in **SIX** subjects of the External Examination and at least grade D in the subject of Internal Assessment as given below:

SUBJECTS	Grade
External Examination	
ENGLISH	1 ONE
BENGALI	2 TWO
HISTORY CIVICS & GEOGRAPHY	2 TWO
MATHEMATICS	2 TWO
SCIENCE	3 THREE
COMMERCE	3 THREE
Internal Assessment	
SUPW & COMMUNITY SERVICE	A

EXAMINATION OF MARCH 1998

Date of birth as certified by the Principal
of the School at the time of entry **09.07.1981**

No divisions are awarded

Chief Executive & Secretary
Council for the Indian
School Certificate Examinations

Chairman
Council for the Indian
School Certificate Examinations

(See Overleaf)



o/c

THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Sectt/Asst.Prof./229/2021-22/86(2)

Date: 01.10.2021

To
Dr. Rubina Parvin
708, Thakurpukur Road (Najrul Sarani),
Kolkata-700063

Sir/Madam.

With reference to your application for the post of Assistant Professor (Full time contractual) in MBA under Centre for Distance and Online Education (CDOE), The University of Burdwan and subsequently interview held on 26.09.2021, I am to inform you that you have been selected for appointment to the post on the following terms and conditions:-

1. Your appointment is purely on full time Contractual basis.
2. You will be paid an honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month.
3. You will have to attend CDOE on full time basis and you will have to be present in the CDOE even on Saturdays, Sundays and Holidays as and when necessary for which no extra remuneration will be paid.
4. You will have to stay at Burdwan.
5. You will have to make extend your effort for preparation of study materials, conducting Personal Contact Programme (PCP) / Counselling sessions.
6. You will have to make liaison with the Teachers of our University Department, Teachers of other Universities, Guest Faculties in connection with preparation of study materials, holding PCP etc.
7. If necessary, you will have to write study materials and to take part in the counselling session.
8. Your services will be guided by the Rules, Regulations and Orders of the CDOE.
9. The respective order of appointment will be issued on production of original certificates relating to your academic attainment as well as date of birth.
10. You will have to obtain your release from your present position / employer, if any, in order to join the CDOE within one month, from the date of receipt of the appointment letter.

I am to request you to intimate the undersigned within three days from the date of issue of the letter whether the offer is acceptable to you on the above terms and conditions. On receipt of your letter of acceptance and on verification of the documents referred to in Cl.(9) above, formal order copy of appointment will be issued.

Yours faithfully,


Director

No.CDOE/Sectt/Asst.Prof./229/2021-22/86(2)

Date: 01.10.2021

Copy forwarded for information and necessary action to:

1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts. Commerce etc./Science B.U
4. P.A. to Registrar, B.U.
5. Finance Officer, B.U.
6. Controller of Examinations, B.U.
7. HOD, MBA, B.U.
8. Asst. Director (A&E), CDOE, B.U.
9. Asst. Director (A&A), CDOE, B.U.
10. Bill Section, CDOE, B.U.

Director



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION(CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Sectt/Asst.Prof./229/2021-22/93(2)

Date: 01.10 .2021

ORDER

Dr. Rubina Parvin is appointed as Asst. Professor (full time contractual) in **MBA** under the Centre for Distance and Online Education, The University of Burdwan on Full time contractual basis on the following terms and conditions:

- i) She will be entitled to receive honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month w.e.f the date she joins takes up the assignment.
- ii) Apart from her normal duties, her services may be requisitioned for other academic and administrative functions as and when required.

Her services under the CDOE will be governed by the, Rules, Regulations and Orders of the CDOE as are in force and as may be prescribed and amended from time to time.

By order of the Advisory Committee, CDOE, B.U.


Director

No.CDOE/Sectt/Asst.Prof./229/2021-22/93(2)

Date: 01.10 .2021

Copy forwarded to **Dr. Rubina Parvin**, 708, Thakurpukur Road (Najrul Sarani), Kolkata-700063. She is requested to submit joining report (form enclosed) in triplicate.

Copy forwarded for information and necessary action to:

1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts, Commerce etc./Science, B.U.
4. P.A. to Registrar, B.U.
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9. Asst. Director (A&A), CDOE, B.U.
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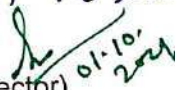

Director

The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,

With reference to your Order No. CDOE / Sectt / Asst. Prof / 229 / 2021-22 / 86 (2) dated 01.10.2021
I beg to state that I have joined the post of Assistant Professor M.B.A.
on 01.10.2021 (forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date: 1.10.2021

(Director) 01.10.2021

Yours faithfully,

Rubina Parvin
(Signature in full)

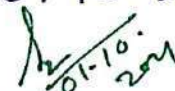
Name in full: RUBINA PARVIN
(In Block Letter)

The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,

With reference to your Order No. CDOE / Sectt / Asst Prof / 229 / 2021-22 / 86 (2) dated 1.10.2021
I beg to state that I have joined the post of Assistant Professor M.B.A.
on 01.10.2021 (forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date: 01.10.2021

(Director) 01.10.2021

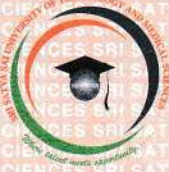
Yours faithfully,

Rubina Parvin
(Signature in full)

Name in full: RUBINA PARVIN
(In Block Letter)



AE489E442711



SR. No. : 13167573

SRI SATYA SAI UNIVERSITY OF TECHNOLOGY AND MEDICAL SCIENCES SEHORE (M.P) INDIA

[Established Under Section 2 [F] of UGC Act. 1956]

STATEMENT OF MARKS

PH.D. COURSE WORK EXAMINATION SEPTEMBER - 2017

NAME OF CANDIDATE : RUBINA PARVIN ROLL NO./ENROLLMENT NO. : SSSMGT16107W
 S/D/W/O : FAZLE RABBI SEMESTER : I
 MOTHER'S NAME : SAHINA PARVIN STATUS : REGULAR EXAM
 COURSE/PROGRAM : DOCTOR OF PHILOSOPHY LEVEL : DOCTORAL
 BRANCH/SPECIALIZATION : MANAGEMENT NAME OF SCHOOL/FACULTY : SCHOOL OF MANAGEMENT STUDIES
 RESEARCH CENTRE : SCHOOL OF MANAGEMENT STUDIES



Subject Code	Name of Subject	Marks Scheme				
		Maximum Marks	Minimum Marks	Obtain Marks	Total	Result
101	RESEARCH METHODOLOGY	100	65	65	65	P
102	SUBJECT SPECIALIZATION - I	100	65	66	66	P

Semester	First	Second	Grand Total	Result
Maximum Marks	200	-	200	Pass
Total Marks Obtained	131	-	131	
Total Marks in Words	One Hundred and Thirty One Out of Two Hundred			

22/12/2017

Date of Issue

Prepared by



Checked by

Controller of Examination



Sri Satya Sai University of Technology & Medical Sciences, Sehore (MP)

SSSUTMS/Management/Ph.D./2021/912

Sehore, Date-12/02/2021

NOTIFICATION

As per University ordinance no. 11 of 2013, sub para no. 20.0 and after the completion of all the formalities to award Ph.D. degree. It is notified that the following candidate have been found eligible for the award of the Ph.D. degree in the respective faculty from the date of this notification.



Name (Ms. /Mrs. /Mr.) : Rubina Parvin
Enrollment No. : SSSMGT16107W
Research Center : School of Management Studies, SSSUTMS, Sehore
Viva voce Date : 12/02/2021
Subject and Faculty : Management
Title : "Comparative Analysis on Practices of Human Resource Development between Public and Private Sector Banks in Indian Banking System".
By Order


Registrar
Registrar
Sri Satya Sai University of
Technology & Medical Sciences.

SSSUTMS/Management/Ph.D./2021/912

Sehore, Date-12/02/2021

Copy to-

- 1- The Candidate Concerned.
- 2- Supervisor(S) of the Candidate.
- 3- The Examiners Concerned.
- 4- The Hon'ble VC, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 5- The Registrar, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 6- The Dean Academics, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 7- The Controller Examination, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 8- The University Librarian, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 9- The FO, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 10- All Deans, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 11- The Secretary, Madhya Pradesh Private University Regulatory Commission, Bhopal (MP)
- 12- The Secretary, University Grants Commission, Bahadur Shah Zafar Marg, New Delhi.
- 13- The Principal Secretary, Association of Indian Universities, New Delhi.
- 14- The Secretary Govt. of M.P. Higher Education, Mantralaya, Vallabha Bhavan, Bhopal.
- 15- Portal In-charge, Sri Satya Sai University of Technology and Medical Sciences, Sehore (M.P.)
- 16- Personal File.


Dy. Registrar

Dy. Registrar
Sri Satya Sai University of
Technology & Medical Sciences.

KALINGA UNIVERSITY

[Established under Chhattisgarh Private Universities (Establishment and Operations) Act 2005 and U/S 2 (f) of UGC Act 1956.]
Gram Kotni, Palod, Teh - Arang, District Raipur, 492 101. Chhattisgarh.

No.: 43323046356

Date : 10-08-2017

Statement of Marks

Name : RUBINA PARVIN Enrollment No. : 62MBA77516609
Father's Name : FAZLE RABBI Roll No. : 170518497
Mother's Name : SAHINA PARVIN Session : JAN.17-JUN.17
Course : MASTER OF BUSINESS ADMINISTRATION (MARKETING MANAGEMENT) Semester : 4

Subject Code	Subject Title	External Marks		Internal Marks		Total Marks		Result
		Max	Obtd	Max	Obtd	Max	Obtd	
MBA401	Strategic Management	70	46	30	19	100	65	PASS
MBA402	Corporate Social Responsibility, Human Values & Ethics	70	54	30	21	100	75	PASS
MBMS5	Sales and Distribution Management	70	50	30	22	100	72	PASS
MBMS6	International Marketing	70	55	30	24	100	79	PASS
MBMS7	Services Marketing	70	42	30	18	100	60	PASS
MBMS8	Retail Management	70	44	30	20	100	64	PASS
SEMESTER / YEAR	FIRST	SECOND	THIRD	FOURTH	GRAND TOTAL	RESULT	DIVISION	
MAXIMUM MARKS	800	800	700	600	2900	PASS	FIRST	
TOTAL MARKS OBTAINED	524	522	474	415	1935			
Grand Total in Words : One Thousand Nine Hundred Thirty-Five								



Prepared by

Verified by

Controller of Examination

E 0320

VIDYASAGAR UNIVERSITY

MIDNAPORE, WEST BENGAL

M.A. PART-II



The following is the statement of Marks obtained by

RUBINA PARVINRoll **0022 EN612** No**00001**

at the M. A. Part-II Examination,

2014 in English.

Marks Obtained in Part - I Examination F.M. 400	PAPER V F.M. 100	PAPER VI F.M. 100	OPTIONAL * PAPER I F.M. 100	OPTIONAL * PAPER II F.M. 100	OPTIONAL * PAPER III F.M. 100	MARKS OBTAINED IN Part - I I Examination F.M. 400	TOTAL MARKS OBTAINED (Part-I and Part-II taken together F.M. 800	RESULT**
195	53	60	58	56		227	422	II


Checked by *HG*

Note : F. M. indicates Full Marks

** Minimum Marks for

First Class	480 Marks
Second Class	320 Marks

- * Optional Paper 1 - Indo-Anglian & Anglo-Indian Literature
 - * Optional Paper 2 - Middle English Literature In English Translation
 - * Optional Paper 3 - American Literature
- N.B. : Any two optional papers are to be taken.


 Controller of Examinations



UNIVERSITY OF CALCUTTA

STATEMENT OF MARKS OBTAINED BY

NAME **RUBINA PARVIN**

ROLL NO. **2053-55-0041**

REGISTRATION NO. **111-1221-0506-09**

AT THE **B. A. PART-III (THREE YEAR GENERAL) EXAMINATION, 2012**
(UNDER 2009 REGULATIONS, 1+1+1 SYSTEM)

SUBJECT/ GROUP OF SUBJECTS	MARKS CREDITED PREVIOUSLY				PAPER	MARKS OBTAINED AT THE CURRENT EXAMINATION						SUBJECT/GROUP TOTAL (THEORETICAL & PRACTICAL MARKS TAKEN TOGETHER)			SUBJECT GROUP STATUS @					
	PART IV/ NV/ I + IV/ I + B/NR	YEAR OF EXAMINATION	FULL MARKS	MARKS/ GRADE CREDITED		THEORETICAL MARKS			PRACTICAL MARKS			Part-I+II+III								
						FULL MARKS	QUALIFYING MARKS	MARKS/ GRADE OBTAINED	FULL MARKS	QUALIFYING MARKS	MARKS OBTAINED	FULL MARKS	QUALIFYING MARKS	MARKS OBTAINED						
ENGG					IV	100		52												
GENL	I	'10	200	61																
Total	II	'11	200	96		100	30	52				500	150	209	F					
PLSG					IV	100		38												
GENL	I	'11	100	32																
Total	II	'11	200	77		100	30	38				400	120	147	P					
GEQG					IV	70		29	30		13									
GENL	I	'11	100	39																
Total	II	'11	200	70		70	21	29	30	09	13	400	120	151	F					
ENVS ENVIRONMENTAL STUDIES						100		A								P				
ENGC & BNGM (COMPULSORY LANGUAGE GROUP)	I	'10	100	31	ENGC	50			Grade score is being awarded to candidates enrolled for Part I Examination as a whole in the year 2011 & subsequently. Grade Score Range A 60% and above B 30% to below 60% C Below 30%			100	30	31	P					
					(MIL)	50														
					GROUP TOTAL	100														
Aggregate Marks (For Final Part III Examination only) (Part I, Part II & Part III marks taken together including marks in ENVS). For Honors/Major Courses, marks in Honors/Major Subject/Group of Subjects only are taken into account for the purpose of calculating Class/Division.					RESULT #															
					Part I Examination			Part II Examination			Part III Examination									
											Class/Divn Range of Marks									
											I/1 60% & above II 40% & below 60% 2 45% & below 60% P 30% & below 45%									
Full Marks		Marks Obtained																		
1400		538						GG			GG			P						
# Result Codes													@ Subject/Group Status Codes							
1. GH - Qualified for Honours Course in next Part 2. GG - Qualified for General Course in next Part 3. GM - Qualified for Major Course in next Part 4. I - First Class Honours 5. II - Second Class Honours 6. 1 - First Division in General/Major Course 7. 2 - Second Division in General/Major Course 8. P - Without Division in General/Major Course													9. GX1 - Part I cleared partly, to repeat failed subject(s) 10. GX2 - Part II cleared partly, to repeat failed subject(s) 11. GX3 - Part III cleared partly, to repeat failed subject 12. X1 - Part I cleared partly, not eligible for Part II Honors/Major 13. X2 - Part II cleared partly, not eligible for Part III Honors/Major 14. X - Failed as a whole, to repeat the examination 15. EC - Examination Cancelled 16. PNC - Examination of previous part not cleared, Result Pending				P' Denotes "Passed/Qualified" in the subject/group F' Denotes "Failed" in the subject/group c' Denotes "Marks of current examination credited" r' Denotes "Previously credited marks retained" H' Denotes "Qualified with Honours Status" G' Denotes "Qualified with General Status" 't' Denotes "Theoretical Portion" 'p' Denotes "Practical Portion"			

(VIDE REVERSE FOR SUBJECTS/GROUP OF SUBJECTS)

UGASC 12/ 0089871

CONTROLLER OF EXAMINATIONS

NO. C/004631

INDEX NO. A1-124

West Bengal Board Of Secondary Education



MARK SHEET OF MADHYAMIK PARIKSHA
(SECONDARY EXAMINATION) 2007

ROLL **A07622**NO. **0155**NAME **RUBINA PARVIN**S/D/W OF **FAZLE RABBI**APPEARING FROM **SHRI SHIKSHAYATAN**OTHER COMBINATION OF SUBJECTS (IN SYMBOLS) **BFL ESL HS**

PASS MARKS IN EACH GROUP - 34%. QUALIFYING MARKS (INCLUDING ORAL) IN EACH SUBJECT - 20%.

LANGUAGE GROUP	FULL MARKS	MARKS OBTAINED		
FL-(WRITTEN) FIRST PAPER	90	51		
FL-(WRITTEN) SECOND PAPER	90	58		
FL-(ORAL)	20	17		
FIRST LANGUAGE	200	126		
SECOND LANGUAGE	100	70	GROUP TOTAL (FM-300)	196
SCIENCE GROUP				
MATHEMATICS	100	34		
PSC. (WRITTEN)	90	47		
PSC. (ORAL)	10	08		
PHYSICAL SCIENCE	100	55		
LSC. (WRITTEN)	90	55		
LSC. (ORAL)	10	08		
LIFE SCIENCE	100	63	GROUP TOTAL (FM-300)	152
INDIA & HER PEOPLE GROUP				
HISTORY (WRITTEN)	90	41		
HISTORY (ORAL)	10	10		
HISTORY	100	51		
GEO. (WRITTEN)	90	60		
GEO. (ORAL)	10	07		
GEOGRAPHY	100	67	GROUP TOTAL (FM-200)	118
ADDITIONAL *	100	63	ADD *	29
** GRAND TOTAL → 495 (Four Hundred Ninety Five)				
*** DIVISION → I FIRST				

* MARKS IN EXCESS OF THE PASS MARKS ARE ADDED TO THE TOTAL OF A SUCCESSFUL CANDIDATE FOR DETERMINING DIVISION.

** FULL MARKS - 800, PASS MARKS - 272

*** 1st DIV. - 480, 2nd DIV. - 360, 3rd DIV. - 272

Pradip Ghosh
DEPUTY SECRETARY (EXAM.)

Swapan Kumar Sarker
SECRETARY

(MBA Programme)

**Statutory Body Approval for SLM and
MBA SLM with Plagiarism Report**



THE UNIVERSITY OF BURDWAN
Centre for Distance and Online Education
Golapbag : Purba Barddhaman

Meeting of the Academic Committee, CDOE, B.U held on 26.12.2023 at 1.00 p.m in the conference hall of the CDOE, B.U., Burdwan.

Members Present:

1. Prof. Sunil Karforma, Dean (Science), B.U. In Chair
2. Prof. Tanmoy Dasgupta
Head of the Department
Dept. of MBA, B.U.
3. Prof. Partha Sarkar
Professor & Former Head
Dept. of MBA (H.R), B.U. Joint Convenor
4. Prof. Khagendra Nath Chattopadhyay
Dept. of Education, B.U. Invitee
5. Sri. Krishnendu Mazumder
Asst. Controller of Examinations, B.U.
6. Sri. Nani Gopal Sen
Asst. Dir. (A&A), CDOE, B.U.
7. Sri. Angshuman Goswami
Asst. Dir. (A&E), CDOE, B.U.
8. Dr. Sharmistha Ray Chowdhury (Dan)
Asst. Prof., Bengali, CDOE, B.U.
9. Dr. Bhaskar Mukherjee
Asst. Prof., Sanskrit, CDOE B.U.
10. Dr. Somnath Das
Asst. Prof., B.Ed., CDOE, B.U.
11. Dr. Swapan Bhattacharyya
Director, CDOE, B.U. Convenor

Signature
Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
in Science
The University of Burdwan
26.12.23

Tanmoy Dasgupta
26/12/23

Partha Sarkar
26/12/2023
Khagendra Nath Chattopadhyay
26/12/23

Asst. Dir. (A&A)
26/12/23

Asst. Dir. (A&E)
26.12.23.

Sharmistha Ray Chowdhury (Dan)
26.12.23

Bhaskar Mukherjee
26.12.23

Somnath Das
26.12.23

Swapan Bhattacharyya
26/12/2023

Resolutions of the Meeting of the Academic Committee held on 26.12.2023 at 1.00 P.M. at Centre for Distance and Online Education (CDOE), The University of Burdwan:

After detailed deliberations, the Academic Committee of the Centre for Distance and Online Education (CDOE), University of Burdwan, resolves as follows:

Item 1: To consider and approve the Programme Project Reports (PPRs) submitted by MBA (ODL) and B.Ed. (ODL) programmes:

Resolution:

The PPRs for the (1) MBA programme, and (2) B.Ed. programme in ODL mode, as prepared by the faculty of the CDOE in consultation with the faculty members of the Departments of Business Administration and Department of Education of the University, are reviewed and approved. The PPRs adhere to the prescribed UGC-DEB format and contain details on programme objectives, learning outcomes, course structure, delivery mechanisms, and assessment methodologies.

Item 2: To consider and approve the Self-Learning Materials (SLMs) of MBA (ODL) and B.Ed. (ODL)

Resolution:

The SLMs for all courses under the MBA and B.Ed. programmes have been developed by subject matter experts, reviewed by a panel of academic peers, and comply with the UGC-DEB guidelines for learner-centric pedagogy and modular content design. The Academic Committee formally approves the SLMs for submission to UGC-DEB after obtaining approval from the university authority.

Item 3: Submission of PPRs & SLMs of MBA (ODL) and B.Ed. Programmes to Statutory Bodies

Resolution:

It is resolved that the PPRs and SLMs, of MBA (ODL) and B.Ed. (ODL), as approved by the Academic Committee, will be submitted to the appropriate statutory authority of the university for necessary ratification and subsequent compliance with the UGC-DEB norms.

Item 4: Compliance with UGC-DEB Guidelines

Resolution:

The Academic Committee authorizes the Director of the CDOE to ensure timely submission of the approved PPR and SLMs of MBA (ODL) and B.Ed. (ODL) to the UGC-DEB, along with signed minutes of this meeting, as part of the application for programme approval.

Resolved unanimously.

The meeting ended with a vote of thanks to the Chair.

Vice-Chancellor
The University of Burdwan
Burdwan, West Bengal

Forwarded to Hizable VC Sir for
- kind approval

Approved and report to E.C.

26.12.23

27/12/23

Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
In Science
The University of Burdwan

THE UNIVERSITY OF BURDWAN

Extracts from the minutes of the meeting of the Executive Council held on 23.05.2022

Item No.-577
(Any Other Matter)
Resolution


The Council considered the draft minutes of the meeting of the Advisory Committee, Centre for Distance and Online Education (CDOE) under B.U. held on 19.05.2022 at 7 p.m. through online mode [Item No. 1 of Advisory Committee read with Item No. 4 of Academic Committee] to consider the recommendation of the Academic Committee, CDOE under B.U. held on 18.05.2022 at 2:30 p.m. in the Chamber of Director, CDOE under B.U. wherein the Academic Committee approved the matter relating to submission of Programme Project Report (PPR) in ten different subjects viz. Bengali, English, Sanskrit, History, Philosophy, B.Ed. under Part system and Political Science, Mathematics, Computer Science and MBA under CBCS semester system, in connection with the matter of online application to UGC-DEB for affiliation and approved the same.

Draft for Approval


23.05.2022
Registrar & Secretary
Executive Council

Approved


23-05-22
Vice Chancellor & Chairman
Executive Council

Director, CDOE

23/5/22

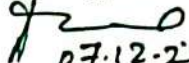
THE UNIVERSITY OF BURDWAN

Extracts from the minutes of the meeting of the Executive Council held on 07.12.2021

Item No.-291
(Any Other Matter)
Resolution

The Council noted the decision taken in the meeting of the Advisory Committee, Centre for Distance and Online Education (CDOE) under the University of Burdwan held on 06.12.2021 at 3 p.m. through online mode related to the syllabi, SLMs, PPRs of ten different subjects (Bengali, English, Sanskrit, History, Political Science, Philosophy, Mathematics, Computer Science, MBA and B.Ed.) for the upcoming session as per recommendation of the Academic Committee, CDOE under the University of Burdwan held on 02.12.2021 and approved the same.

Draft for Approval


07.12.21

Registrar (Officiating) & Secretary
Executive Council

Approved

 07.12.21
Vice Chancellor & Chairman
Executive Council

Siv, CDOE-
T
09.12.21

MBA

Management Studies

(SEMESTER – I)

MBA 1102

MANAGERIAL ECONOMICS

BLOCK - 1



The University of Burdwan

Centre for Distance and Online Education

Golapbag, Burdwan – 713104

West Bengal, India

**MBA
(Management Studies)
(Semester – I)**

MBA 1102

Managerial Economics (ME)



The University of Burdwan

Centre for Distance and Online Education

Golapbag, Burdwan, 713104

West Bengal

[Signature]
22/12/23

ASSISTANT PROFESSOR
MBA
CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN

[Signature]
26/12/23
Head

Department of Business Administration
The University of Burdwan

[Signature]
26/12/2023

Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

□ **Authors:**

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Dr. Seikh Salim
Associate Professor
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□ **Editors:**

Prof. Asit Kumar Banerjee
Professor, (Retd.)
The University of Burdwan

Prof Jaydeb Sarkhel
Professor
The University of Burdwan

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The University of Burdwan,
Burdwan-713104 West Bengal,
India
Revised: 2020
Reprint: 2023

□ **Published By:**

Director
Distance Education
The University of Burdwan

28/12/23
ASSISTANT PROFESSOR
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The University of Burdwan

26/12/23
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

**MANAGERIAL ECONOMICS
(ME)**

BLOCK - 1

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Unit 3 : Managerial Challenge	38 - 54

22/12/23

ASSISTANT PROFESSOR
MBA
CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN

26/12/23
Head
Department of Business Administration
The University of Burdwan

26/12/2023
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

MBA - 1102
Managerial Economics (ME)

Unit -1:

Choice as an Economic Problem

Understanding the Economics of Business– Concepts of Economic activities–
Decision—making under different conditions– Decision—making under risk–
Decision—making under uncertainty—

Unit – 2:

Understanding the Concept of Demand

Basic framework of Demand and Supply– Demand Elasticities–Cardinal Utility
Theory, Indifference Curve Theory– The Consumer's Surplus–Supply, Demand
and Price.

Unit -3:

Managerial Challenge

Some applications—Derivation of Market Demand–Determinants of Demand–
Overview of Demand Forecasting.

[Signature]
22/12/23

ASSISTANT PROFESSOR
MBA
CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN

[Signature]
Head 28/12/23
Department of Business Administration
The University of Burdwan

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26/12/2023
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 71310

MBA

Management Studies

(SEMESTER - I)

MBA 1203

ORGANISATIONAL BEHAVIOUR

BLOCK - 1



The University of Burdwan
Centre for Distance and Online Education
Golapbag, Burdwan – 713104
West Bengal, India

MBA
(Management Studies)
(Semester – I)
MBA 1203

ORGANISATIONAL BEHAVIOUR

BLOCK - 1



The University of Burdwan
Centre for Distance and Online Education
Golapbag, Burdwan, 713104
West Bengal

[Signature]
22/12/23
ASSISTANT PROFESSOR
MBA
CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN

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- **Author:**
Prof. Tapas Kr. Bose
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- **Editor:**
Prof. Pranesh Das
Professor
The University of Burdwan

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The University of Burdwan,
Burdwan-713104 West Bengal, India
Revised: 2020
Reprint: 2023

- **Published By:**
Director
Distance Education
The University of Burdwan

ORGANISATIONAL BEHAVIOUR (OB)

BLOCK -I

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28/12/23
ASSISTANT PROFESSOR
MBA
CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN


26/12/2023
Department of Business Administration
The University of Burdwan


26/12/23
Head
Department of Business Administration
The University of Burdwan

MBA - 1203

Block - I

This block comprises of three units and aims to provide an introduction to the study of Organizational Behaviour.

Unit 1:

Human Behaviour

Defining Human Behaviour – Nature & Process of Human Behaviour – Need to study human behaviour from an organizational perspective.

Unit 2:


Organizational Behaviour

Concept of Organizational Behaviour – Foundational perspective – Models of Organizational Behaviour – Challenges and opportunities.

Unit 3:


Perception

Meaning and Concept – Process of Perception – Role of Perception in making judgements about others – Perception in Management – Perceptual Organization – Information Processing and Individual Decision Making.


22/12/23

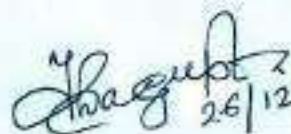
ASSISTANT PROFESSOR
MBA

CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN


26/12/2023

HEAD

Department of Business Administration
The University of Burdwan


26/12/23

Head

Department of Business Administration
The University of Burdwan

UNIT- 1

HUMAN BEHAVIOUR

UNIT- 1: HUMAN BEHAVIOUR

- 1.0. Objectives
 - 1.1. Introduction
 - 1.2. Characteristics of Human Behaviour
 - 1.3. Models of Man
 - 1.4. Biographical Characteristics
 - 1.5. Let Us Sum Up
 - 1.6. Self-Assessment Test
 - 1.7. Key words
 - 1.8. Further Reading
-

1.0. OBJECTIVES

After mastering the contents of this Unit, you should be able to:

- Define the concept of human behaviour.
 - Provide an overview of the characteristics of human behaviour.
 - Describe the different models of man and show how these models can be used to understand and manage human behaviour.
 - Identify the biographical characteristics that influence human behaviour in organisations.
-

1.1. INTRODUCTION

Understanding individual behaviour is one of the most important goals of organisational behaviour. The knowledge of individual behaviour in an organisational setting enables the managers not only to guide the activities of their subordinates in the direction of desired results but also to improve the overall climate of the organisation for greater efficiency and effectiveness.

Behaviour is the most important manifestation of human thinking, perception and decision-making. It is simply defined as the observable action of an individual. The factors influencing individual behaviour in organisations are many. However, through systematic studies, it is possible to identify the specific factors that cause behaviour in a particular situation. The ability to understand and predict those factors can immensely contribute to the efficiency and effectiveness of management.

There are several theories that attempt to explain the characteristics of individual behaviour. In addition, various models of man and the assumptions underlying them help us predict behaviour with a measure of accuracy. Moreover, the biographical characteristics of employees along with their abilities and skills can provide vital data as to how to improve their productivity, performance and job satisfaction. The information is also useful for reducing absenteeism and turnover in organisations leading to their increased efficiency and effectiveness. This unit will provide a new perspective for understanding individual behaviour in the context of organisations.

1.2. CHARACTERISTICS OF HUMAN BEHAVIOUR

Organisational behaviour (OB) focuses on the study of human behaviour in organisations. An organisation is basically an association of human beings and the most important problem facing today's managers is how to maximize the efforts and contributions of these human beings. Since managers are concerned with getting things done through the efforts of other people, it is imperative that they understand the nature of human behaviour in the organisational setting. The knowledge of human behaviour will enable them not only to guide the activities of their subordinates in the direction of desired results but also to improve the overall climate for greater efficiency and effectiveness of their organisations.

Behaviour is any human activity that can be observed, measured and studied. In the language of psychology, it is defined as a person's response to a stimulus in his environment. A stimulus is any event that an individual can sense through one or more of his five sense organs. A response is what the individual does because of the stimulus received or in expectation of the stimulus to be received. Thus, behaviour is a function of stimulus and response (S-R) or response and stimulus (R-S) for an individual.

Human beings are extremely complex. While their interests and abilities vary, they have many common characteristics. It is almost impossible to generalise their behaviour completely. Nevertheless, some remarkable efforts by way of scientific studies have been made to understand the way people usually behave. Accordingly, Leavitt in his book "Managerial Psychology" has set the basic assumptions about human behaviour in the form of a simplified structure. The structure shows behaviour to be:

(1) Caused, (2) Motivated, and (3) Goal-directed, implying thereby that human behaviour is not random.

It does not occur without cause or reason. There must be an external stimulus that causes behaviour. Motivation means some internal force that drives the organism to respond to the stimulus. Finally, the behaviour is again not random in that there is some result towards which the organism points its activity. It, therefore, follows that behaviour is orderly, not arbitrary; systematic, and not random. The assumptions of Leavitt are still unchallenged.

It is clear from the above discussion that human behaviour at all levels is caused. Thus, to understand the nature of human behaviour, it is necessary to know the causes behind the behaviour. If we can understand the reasons behind behaviour and if there is a degree of stability to the cause-and-effect relationships underlying the behaviour, then we can employ our understanding as a basis for prediction. The manager's job, of course, goes beyond the task of prediction. He must influence behaviour in the direction of desired outcomes.

But it should be distinctly understood that a person's behaviour is caused not by a single factor but by a large number of factors. At any particular point in time, a person's behaviour is influenced by multiple causes located in his genetic makeup, his past experience, and the current situation in which he finds himself. Thus, a person's behaviour is caused by several factors both lying within himself and outside him, that is, in the total environment of which he is but a part. For example, he is affected by the behaviour of others as well as the structure, culture and technology of the organisation. At the same time, he also influences the behaviour of others.

There is another interpretation of human behaviour which may be called the antithesis of the concept that behaviour is caused. It is the idea that an individual is an autonomous moral agent whose behaviour can be explained only in terms of moral values like good or bad, right or wrong.

The autonomous concept of human behaviour is based on the assumption that human beings are free to choose their actions within broad limits in the environment. As they choose their actions, they will be solely responsible for their consequences. If the actions prove to be good, they are praised; if they turn out to be wrong; they are punished. The concept owes its origin to moral philosophy, cultural heritage and legal systems that are the underlying forces of human civilization.

1.3. MODELS OF MAN

Despite many individual differences, management theorists have tried to identify the common characteristics of men in terms of their basic nature, behaviour and tendencies. This has led to the development of various models of man which reflect the variety of managerial views and assumptions about human behaviour. In the following lines, different models of man are briefly discussed to give an idea of the perspectives of managers about the behaviour of employees.

(i) Rational and Emotional Models of Man

Some theorists see the individual as a highly rational person who possesses computer-like characteristics. According to this view, while making a decision, this person will gather all the available information about the subject and analyse it. He will evaluate every course of action in the light of the cost-benefit ratio associated with each, and then choose the one which offers the greatest benefit. The rational model presents man as a serious, computational kind of creature with almost unlimited ability to know almost anything under the sun.

At the opposite extreme of the rational model stands the emotional model of man. This model is based on the Freudian interpretation of human behaviour. According to this model individuals are heavily controlled by their emotions, many of which are unconscious responses. These behavioural assumptions are directly tied to what Freudians call the three major subsystems of the individual's personality. The three subsystems are the id, the ego, and the super-ego.

ii) Behavioristic and Humanistic Models of Man

Some scholars believe that the individual can be described solely in terms of behaviour. These theorists are interested only in observable behaviour as distinguished from thoughts and feelings. In its most radical form, this model assumes that all behaviour is environmentally controlled.

The humanistic view of man is more philosophical than scientific. Humanists see the individual as capable of surmounting irrational behaviour through conscious reasoning. In their view, man controls his own destiny and his potential cannot be underestimated. This model offers a great deal of hope and comfort to many, although empirical research to date has failed to substantiate many of its tenets.

(iii) Economic, Administrative and Self-Actualising Models of Man

The economic model is one of the earliest models of man. It views the individual as an economic man who uses his reason primarily to calculate exactly how much satisfaction he may obtain from the smallest amount of effort. The model shows economic man as having the following characteristics:

1. He has complete knowledge of the alternatives available to him in a situation of choice.
2. He knows the consequences of each alternative.
3. With some yardstick of utility (usually money), he can assign an order to his preferences of alternatives.
4. He can choose the alternative that has the greatest utility or monetary return.

A modified version of the economic man has been suggested by Herbert A. Simon. He has developed a model of man which is known as Administrative Man. The Administrative man has the following characteristics:

1. He lacks complete knowledge of the alternatives available to him.
2. He does not always know the consequences of each alternative.
3. In choosing between alternatives, he attempts to look for the one which appears to be "satisfying" or good enough.
4. He recognizes that the world he perceives is a drastically simplified version of the real world which is much more complicated. He is, however, content with the simple world of his own.

Basically, this simplified model says that an administrative man is willing to make choices when he does not have complete information and is willing to accept something less than the optimum solution. The antithesis of the economic model is found in the self-actualising model. Many psychologists believe that people are motivated by the opportunity to grow, mature, and become all they are capable of becoming. They are of the opinion that the individual cannot be adequately described by economic considerations alone. According to Maslow, man strives for higher goals like self-actualisation. Self-actualisation refers to the desire for self-fulfilment. It is the inherent tendency within the individual to become everything that he is capable of becoming. Thus, in the words of Maslow. "A musician must make music, an artist must paint, a poet must write if he is to be ultimately happy. What a man can be, he must be." This is the true goal of man. While he may be temporarily sidetracked in his quest for self-fulfilment, he will eventually return to it. The challenge of the organization, therefore, is to provide the proper

conditions for satisfying the self-actualisation needs of employees.

(iv) Theory X and Theory Y Models of Man

Another model was offered by Douglas McGregor in his famous Theory X and Theory Y. In these two theories, he presented two opposite sets of assumptions about human nature which he thought were implicit in most approaches to supervision and management. Theory X and Theory Y can be regarded as the two extremes or boundaries of a continuum of assumptions. Within these two boundaries, there exists a large number of possible combinations of the two sets. Therefore, McGregor expected that valid operational theories would be developed by managers between the two extremes of Theory X and Theory Y. The basic assumptions of the two theories are the following:

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(a) Theory X Assumptions

1. The average human being has an inherent dislike for work and he will avoid it if he can.
2. Because of their dislike for work, most people will have to be coerced or threatened with punishment to get them to work.
3. The average person likes to be directed and wants to avoid responsibility.
4. He has little ambition and wants security above all.

(b) Theory Y Assumptions

1. Work is as natural as play or rest and people do not inherently dislike it.
2. Coercion or threats of punishment are not the only ways to get people to work.
3. Under the right conditions, people not only seek responsibility but are willing to pursue organisational goals.
4. The ability to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organisational problems is widely distributed in the population.

Theory X depicts the individual as lazy, inactive and in need of constant guidance. Theory Y views the individual as having a great deal of potential which, if handled properly, can be channelled towards the achievement of organizational goals. Therefore, depending upon each individual manager's philosophy of human behaviour, there may be a divergence of managerial approaches and practices in organizations.

1.4. BIOGRAPHICAL CHARACTERISTICS

People join the organization with their abilities and skills. They also bring to the workplace some personal factors like age, gender, marital status and length of service. These factors are generally known as biographical characteristics of employees. Research studies confirm that biographical characteristics have an influence on turnover, absenteeism, productivity and satisfaction. Obviously, an understanding of the implications of these factors for performance and productivity can improve the predictive power of managers.

(i) Age

Age is an important personal variable because it affects important dependent variables or OB like turnover, absenteeism, productivity and job satisfaction. The issue of age is attracting more attention because of the general belief that performance declines with age. This is, however, not always supported by evidence. As far as turnover is concerned, the studies show that the younger employees are likely to leave their jobs more frequently than the older ones. In regard to absenteeism, studies show that older employees have lower rates of avoidable absence than do younger employees. However, they demonstrate higher rates of unavoidable absence because of poor health associated with aging. As regards productivity, the studies show that age and job performance are not related.

(i) Gender

There is an age-old debate on whether men perform better than women in work place. The research evidences suggest that there are practically no important differences between men and women that affect their job performance. There are, for instance, no consistent differences between male and female employees in problem-solving ability, analytical skills, competitive drive, motivation, sociability and learning ability. Psychological studies have shown that women are more willing to obey authority and that men are more aggressive. But these differences have no significant impact on individual performance.

(iii) Marital Status

The marital status of employees affects absenteeism, turnover, and satisfaction. Research evidences consistently show that married people have fewer absences, less turnover and more job satisfaction in comparison with their unmarried co-workers. This is because marriage imposes increased responsibilities that tend to make jobs more valuable and important. However, more studies are required to reach a conclusion in this regard.

(iv) Tenure

Tenure is the total length of service that an employee has put in the company. It is the determinant of his seniority which has an important influence on productivity which has an important influence on productivity, absenteeism, turnover and satisfaction. Research evidence has consistently found a positive relationship between seniority and job productivity. The research findings about the impact of seniority on absence show a negative correlation between the two.

1.5. LET US SUM UP

Human beings are complex creatures. They differ from one another in many ways. Naturally, it is very difficult to develop universal theories that explain their behaviour in toto. Nevertheless, some remarkable theories have been developed on the basis of scientific studies to explain why people behave the way they do in organisations. Harold J. Leavitt offers a theory that seeks to explain individual behaviour in terms of cause and effect. According to him, every human behaviour is caused, motivated and goal-directed. This means that a person in an organisation never acts without a reason. This theory of human behaviour forms the basis of studying OB. Another way of explaining human behaviour is to consider an individual as an autonomous being with a set of values. He is aware of the consequences of his actions and is free to decide what he should do and what he should not do. This approach is not acceptable to OB specialists for many reasons.

Despite individual differences, managers for long have been trying to identify the common characteristics of people in terms of their basic nature, behaviour and tendencies. This has led to the development of several models of man. These models essentially reflect various managerial assumptions about human behaviour. The important models of man that have been identified so far include:

- (i) Rational and humanistic models of man,
- (ii) Economic,
- (iii) Administrative and self-actualising models of man, and
- (iv) Theory X and Theory Y models of man.

Employees bring to their jobs a number of biographical characteristics like age, gender, marital status and length of service. Research studies show that these variables have an important influence on turnover, absenteeism, productivity and job satisfaction. It is, therefore, important for managers to understand the likely impact of biographical characteristics on the performance criteria of organisations.

1.6. SELF-ASSESSMENT TEST

1. "Human behaviour is caused, motivated and goal-directed". Discuss with justification whether you agree or disagree with the statement.
 - a. Explain the cause-and-effect view and autonomous view of human behaviour.
 - b. Why is the former approach more acceptable to the managers than the latter?
2. What do you mean by human behaviour? How does it occur?
3. Make a list of the biographical characteristics that influence human behaviour in organisations.
4. Give a brief account of the different models of man. Which model is more realistic in your view?

1.7. KEY WORDS

- **Behavior** : Behaviour is the most important manifestation of human thinking, perception and decision- making. It is simply defined as the observable action of an individual.
- **Ability** : An individual's capacity to perform various cognitive tasks.
- **Skill** : Level of proficiency with which an individual can perform the various tasks in a job.
- **Intelligence** : Ability to understand complex ideas, to adapt effectively to the environment, to learn from experience, to engage in various forms of reasoning and to overcome obstacles by careful thought.

UNIT: 2

ORGANISATIONAL BEHAVIOUR

UNIT 2: ORGANISATIONAL BEHAVIOUR

STRUCTURE

- 2.0. Objectives
 - 2.1 Introduction
 - 2.2. Concept and Definition of Organisational Behaviour
 - 2.3.Characteristics of Organisational Behaviour
 - 2.4.Importance of Organisational Behaviour
 - 2.5.Levels of Analysis in Organisational Behaviour
 - 2.6.Models of Organisational Behaviour
 - 2.6.1 Luthans' S-O-B-C Model
 - 2.6.2 Robbins' OB Model
 - 2.7.Limitations of Organisational Behaviour
 - 2.8.Let Us Sum Up
 - 2.9.Exercises
 - 2.10. Key words
 - 2.11. Suggested Reading
-

2.0. OBJECTIVES

After reading this unit, you should be able to:

- Explain the concept of organisational behaviour.
 - Highlight the nature and importance of organisational behaviour.
 - Gain insight into the levels of analysis in organisational behaviour.
 - Discuss the models of organisational behaviour.
 - Understand the limitations of organisational behaviour.
 - Distinguish between organisation theory and organisational behaviour.
-

2.1. INTRODUCTION

Modern society is an organisational society. We depend on organisations for the supply of goods and services to fulfil our needs and expectations. They come in different forms and different sizes. Some of these organisations are business enterprises, government and

political organisations, transport companies, hospitals and welfare societies. The efficiency and effectiveness with which these organisations work are a matter of vital importance to us because they affect the quality of our collective life and pace of development. The efficiency of organisations, in turn, depends on the efficiency of their managers. The knowledge of organisational behaviour (OB) can greatly contribute to the efficiency of managers by increasing their ability to understand, predict and manage human behaviour in organisations. OB is the study of human behaviour in organisations. It studies behaviour at three levels: (a) the individual level, (b) the group level, and (c) the organisation level. The results of these studies provide managers with an improved insight and understanding of the behaviour of people in the organisation. This unit will provide an introductory framework for understanding the complex issues of OB.

2.2. CONCEPT AND DEFINITION OF ORGANISATIONAL BEHAVIOUR

Organisational Behaviour (OB) is basically a study of the behaviour of people working in organisations. It provides the basis for understanding why people behave the way they do in organisations and how their behaviour affects organisational performance. As an emerging field of study, the concept of OB is still in the making. It has yet no universal definition. There are, of course, some definitions. But they vary according to the perceptions of writers. The following two definitions will help us understanding the concept of OB.

According to Fred Luthans (2002: 23), OB is concerned with understanding, prediction and management of human behaviour in organisations. This definition makes it clear that OB seeks to explain why people behave the way they do in organisations. Besides, the definition shows that the knowledge of OB can be used for prediction and management of human behaviour for better organisational performance.

Stephen P. Robbins (2002: 6) defines OB as “a field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations for the purpose of applying such knowledge towards improving an organisation’s effectiveness”. The definition shows that OB is a distinct field of study with a common body of knowledge. It studies three determinants of behaviour in organisations: individuals, groups and structure. Moreover, OB uses the knowledge gained about individuals, groups and structure to increase the effectiveness of the organisation.

2.3. CHARACTERISTICS OF ORGANISATIONAL BEHAVIOUR

The important characteristics of organisational behaviour are as follows:

- i) OB is a distinct field of study with a common body of knowledge backed by empirical research. It is a study of the behaviour of people in organizations at three levels. The levels are individuals, groups and the organisation itself.
 - ii) OB is application-oriented. It is practically an applied field of social science. The knowledge gained about the behaviour of individuals, groups and organization can be applied for the solution of the problems of organisations.
 - iii) OB is based on the assumption that people are the most important resource of an organisation and that managing people is the most important function of management.
 - iv) OB takes a distinctly humanistic approach. It underlines the importance of need fulfilment, self-development, personal growth and good human relations for increasing the motivation and efficiency of employees. It is practically the human side of management.
 - v) OB has a micro perspective. It does not study the whole organisation. Rather, it concentrates on the behaviour of people and represents the behavioural approach to management.
 - vi) It is a multi-disciplinary subject. It draws heavily on a number of applied behavioural sciences such as psychology, sociology, social psychology and anthropology. Besides, it borrows ideas from economics, political science, history and law.
-

2.4. IMPORTANCE OF ORGANISATIONAL BEHAVIOUR

Organisational behaviour (OB) is a relatively young field of study with tremendous potential for increasing the productivity of people and the effectiveness of organisations. It can play a major role in improving the quality of human resource management of organisations through effective motivation, supervision, leadership, communication and control processes.

There are no two opinions on the fact that people are the most important resource of an organisation. Since Hawthorne's investigation, study after study has shown that excellent companies put their people first. This is because the capacity of people to improve productivity

is almost unlimited and they can really bring competitive advantage to the organisations. Managing people for higher productivity is one of the key functions of management.

OB enables an individual not only to understand the behaviour of others but also to know his or her own behaviour. This can considerably improve interpersonal relations in organisations. Moreover, the analysis of individual behaviour in terms of personality, perception, learning, attitudes, job satisfaction and motivation can lead to improved leadership styles, better supervision and increased motivation.

Finally, OB as a growing field of study can open up exciting job opportunities by increasing the interpersonal, human and behavioural skills of young learners. A large part of the success in any managerial position lies in developing good interpersonal skills. It is no wonder then that companies wanting to hire fresh graduates consider interpersonal skills as the most important qualification (Robbins, 2002: 2). Therefore, it is extremely important to study OB to increase their interpersonal and human skills which are essential to managerial success.

2.5. LEVELS OF ANALYSIS IN ORGANISATIONAL BEHAVIOUR

There are three levels of analysis in Organisational Behaviour (OB). These levels are known as individual level, group level and organisation level. At the first level of analysis, OB concentrates on the behaviour of individuals working in the organisation for the achievement of individual and organisational goals. At the second level, OB focuses on the behaviour of people working in the organisation as members of teams, groups and departments. At the final level, OB seeks to study how the organisation as a whole behaves in relation to the environment. Each of these three levels of analysis contributes a unique perspective and generates its insight into the nature and functioning of organisations.

(a) The Individual Level

An organisation is, first of all, an association of people. Therefore, the most logical approach to the study of OB is to analyse the behaviour of individual members. For individual-level analysis, OB draws heavily on the core discipline of psychology to develop theories and concepts about why people behave the way they do in response to different management policies, styles, procedures and practices. Individual-level analysis mainly includes the study of personalities, biographical characteristics, perceptions, attitudes and job satisfaction of employees. It also studies the implications of values, learning and motivation for human behaviour in organisations.

(b) The Group Level

People rarely work alone in organisations. Most often, they work as members of a group or a unit for the achievement of sectional and corporate goals. The group is also known as a team, task force, committee or department. Understanding group behaviour is very important because it is more complex than individual behaviour. Although people think at the individual level, their perceptions and behaviour are often modified by group pressure. Evidently, the actions and reactions of groups have an important influence on organisational behaviour. The major issues of OB at the group level are group dynamics, leadership styles, power and politics, communication and conflict.

(c) The Organisation Level

Instead of taking a narrow view of individuals and groups within organisations, some behavioural scientists prefer to focus on the organisation as a whole. For this level of analysis, OB specialists borrow heavily from concepts and theories of the discipline of sociology. In this macro analysis, OB seeks to understand the dynamics of relationships between the organisation and its environment. Special emphasis is placed on understanding how technology, structure and design are related to the environment and how they influence the effectiveness of organisations.

The three levels of analysis in the study of OB are not contradictory. In fact, they are complementary to one another. Each level of analysis creates a distinct set of knowledge and insight which provides a unique perspective in the study of OB. Combining knowledge from three levels of analysis, OB provides a complete body of knowledge consisting of theories, principles and concepts for understanding the complexities of human behaviour in organisations.

2.6. MODELS OF ORGANISATIONAL BEHAVIOUR

Developing an OB model is not an easy task. It demands the presentation of the whole knowledge of OB in a compact form that is easy to understand and convenient to use. The model itself is an obstruction of reality. In social science, it is done by presenting the concepts in the form of symbols and arranging them in a way that shows how concepts are interrelated in practice (Bobbitt Jr, et al, 1978: 11). Putting the entire knowledge of human behaviour at work into a short symbolic form is certainly a difficult task, if not impossible. Nevertheless, noted authors have tried to develop OB models according to their own perception

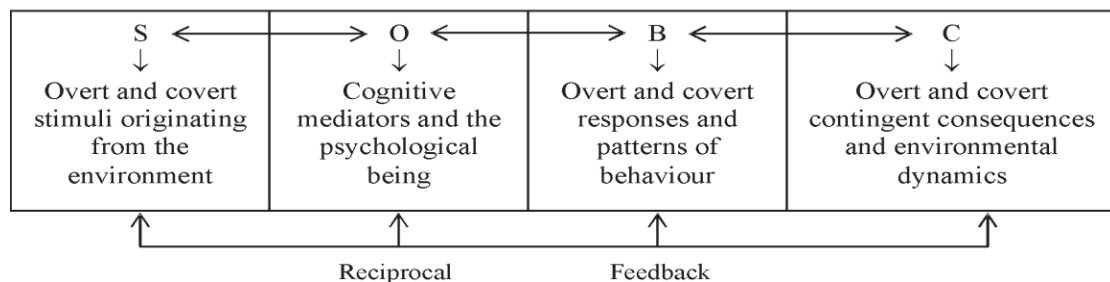
and insight. In this Unit, we shall present two important models for understanding OB. The models are: (i) Luthans' S-O-B-C model; and (ii) Robbins' OB model.

Luthans' S-O-B-C Model

The S-O-B-C model has been developed by Fred Luthans (1989: 14-15) for understanding Organisational Behaviour (OB). The model identifies four important variables of OB and shows how they relate to one another. The four variables are stimulus, organism, behaviour and consequence. The initial letters of these variables are arranged in a sequential order to form the S-O-B-C model.

The Luthans' S-O-B-C model is largely based on the social learning theory developed by Albert Bandura. The four variables of the model are practically derived from the three variables identified in the social learning framework. The three basic variables of social learning theory are environment, organism and behaviour. Let us now see how these three variables have been expanded into four variables to form the S-O-B-C Model.

Figure 2.1 : The S-O-B-C Model



As indicated earlier, S of this model stands for stimulus which originates from the environment; O stands for the organism which represents the cognitive power of an individual being; B stands for behaviour and C stands for consequence of a specific behaviour. The consequences are expected to arise from the environment as a result of specific behaviour. Thus, S and C are both environmental variables. Thus, the single environmental variables of social learning theory have been divided into two variables in the S-O-B-C model in order to accommodate contingent consequences. All the four variables interact with one another to produce organisational behaviour. The model is shown in Figure 2.1.

Source: Luthans, Fred (1989). Organisational Behaviour. New York: McGraw-Hill, p. 15.

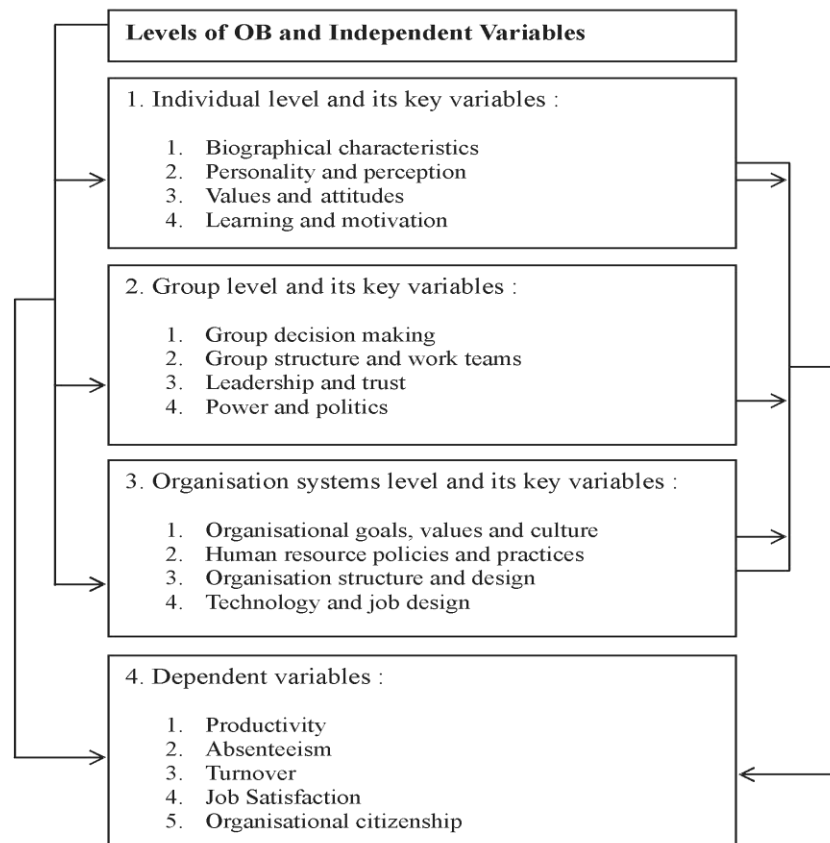
Robbins' OB Model

Robbins has developed a model for understanding organisational behaviour (OB) in terms of dependent and independent variables (2002: 19-23). The model is based on his own definition that OB is a field of study that analyses the impact of individuals, groups and structure on behaviour within an organisation, and then it applies that knowledge to make organizations more effective. Following this definition, the model recognizes the fact that there are three levels of analysis in OB. The levels are described by Robbins as individual level, group level and organisation systems level. Each level of analysis has a set of variables which affect behavior within that level. At the same time, the behaviour of one level affects the

behaviour of another level in a reciprocal way. The variables that exist and operate at the three levels of OB are together called independent variables. They determine the outcomes of organisations in terms of productivity, absenteeism, turnover, job satisfaction and organisational citizenship. These factors are called dependent variables. The basic purpose of studying the independent variables at three levels of OB is to bring about a positive change in dependent variables to improve the efficiency and effectiveness of organisations. The model is presented in Figure 2.2.

The OB model in Figure 2.2 classifies organisational variables into two sets of dependent and independent variables. The five dependent variables are considered as the expected outcomes towards which all organisations work. These are determined by the action of independent variables. As seen here, the number of independent variables is quite high. There are many more in practice.

Figure 2.2 : Robbins' Model of OB



Source : Adapted from Robbins, S.P. (2002). Organisational Behaviour. New Delhi : Prentice-Hall, p. 24.

2.7. LIMITATIONS OF ORGANISATIONAL BEHAVIOUR

Organisational behaviour (OB) is not free from limitations. An understanding of its deficiencies is essential for understanding the nature and functioning of OB. The important limitations are the following:

- i) The knowledge of OB does not automatically guarantee the success of an individual either in organisational life or in family life. Success in life requires many other qualities of head and heart. Obviously, OB is not a panacea for all managerial problems.
- ii) Human beings are complex creatures. Their behaviour can never be completely understood. As a result, there are no simple and universal principles that explain human behaviour in organisations.
- iii) OB theories and concepts have no universal application. They are contingent on situational variables. As a result, OB theories developed in one situation may not be applicable in another situation.

2.8. LET US SUM UP

Organisations occupy a dominant place in our society. They exist around us and exert powerful influence on our lives. The way these organisations are managed has an important influence on the quality of our collective life and level of economic progress. The knowledge of OB can remarkably increase the skill and competence of managers for the most efficient and effective management of organisations. It is now considered an essential skill for all managers.

OB is the gateway to understanding human behaviour in organisations. It is concerned with knowing why people behave the way they do in organisations and how their behaviour affects organisational performance. According to Fred Luthans, OB is the understanding, prediction and management of human behaviour in organisations. Stephen P. Robbins defines OB as a field of study that inquires into the behaviour of individuals, groups and structures within organisations for the purpose of applying such knowledge towards improving an organisation's effectiveness. The study of OB involves three levels of analysis such as individual-level analysis, group-level analysis and organisation-level analysis.

The examination of the definitions of OB brings out certain characteristics which are helpful for understanding its nature. OB is a field of study with a common body of knowledge. It has three levels of analysis. It represents only the behavioural approach to management and is application-oriented.

It is also multi-disciplinary in character. OB as a growing discipline has tremendous potential for increasing the skill and competence of managers for improving the efficiency and effectiveness of organisations. There are three levels of analysis in OB. Each level of analysis contributes a unique perspective and generates its insight into the nature and functioning of organisations. Understanding OB is not an easy task. It requires theoretical orientation and empirical research in full measure.

Some models have been developed to simplify the conceptualization of OB. Of them, Luthans' S-O-B-C model and Robbins' OB model deserve attention. The S-O-B-C model identifies four important variables that determine behaviour in organisations. The variables are (i) stimulus, (ii) organism, (iii) behaviour and (iv) consequence. The model attempts to show how these variables are related to one another. Robbins' OB model seeks to explain OB in terms of dependent and independent variables. The dependent variables are identified in the model as productivity, absenteeism, turnover, job satisfaction and organisational citizenship. The independent variables are all those factors that determine OB at three levels of analysis. These factors can bring about a positive change in dependent variables which are actually the expected outcomes of an organisation.

Finally, OB is not without its share of limitations. It is to be clearly understood at the beginning that OB is not a panacea for all managerial problems. Human beings are complex creatures. Their behaviour can never be fully understood. Moreover, OB theories and concepts have no universal application. They are contingent on situational variables. It is also true that OB is more descriptive than prescriptive. Notwithstanding these limitations, the attraction for studying OB is on the rise. An awareness of its limitations can result in the successful application of behavioural knowledge for increasing the effectiveness of organisations even under different situations.

2.9. EXERCISES

1. Define organisational behaviour
2. Indicate the importance of studying organisational behaviour.
3. What are the three levels of analysis in organisational behaviour?

4. Explain the concept of organisational behaviour and state its characteristics.
5. What do the four letters of S-O-B-C Model stand for? From which theory has this model been derived?
6. Analyse the S-O-B-C Model of Luthans.
7. What are the dependent variables in Robbins' Model? How can these variables be changed in a positive way?
8. How are the independent and dependent variables in Robbins' OB Model related?
9. OB as a discipline is not free from limitations. Explain.

2.10. KEY WORDS

- **Organisational Behaviour** : The study of human behavior in organizations.
- **Psychology** : The science that seeks to measure , explain, and sometimes change the behavior of humans and other animals.
- **Industrial Psychology** : Study of human behavior in the work – related aspects of life and the application of knowledge of human behavior to the minimization of human problems.
- **Model** : An abstraction of the reality , or we can say that it is a simplified representation of some real world phenomenon.

2.11. SUGGESTED READING

1. Luthans, Fred (2002). *Ovganizational Behaviour*. New Delhi: McGraw-Hill.(Also see earlier editions of the book as referred to in the text.)
2. Robbins, Stephen P. (2002). *Ovganizational Behaviour*, New Delhi: Prentice-Hall of India.
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4. Bobbitt Jr., H. Randolph, Breinholt, Robiert H., Doktors, Robert H. and Mecnaul,James P. (1978). *Ovganizational Behaviour: Understanding and Prediction*. Englewood Cliffs (NJ): Prentice-Hall Inc.

UNIT – 3

PERCEPTION

UNIT - 3: PERCEPTION

STRUCTURE

3.0. Objectives

3.1. Introduction

3.2. Concept and Definition of Perception

3.3. Characteristics of Perception

3.4. Importance of Perception

3.5. Process of Perception

Receiving Stimulus from the Environment

Selection of Stimuli

Organisation of Stimuli

Interpretation of Stimuli

Behavioural Response

3.6. Let Us Sum Up

3.7 Self-Assessment Test

3.8 Key Words

3.9 Further Reading

3.0. OBJECTIVES

After mastering the contents of the Unit, you should be able to:

- Define the concepts of perception.
 - Present the characteristics of perception.
 - Explain the roles played by perception in OB.
 - Describe the process of perception.
-

3.1. INTRODUCTION

The concept of perception is essential to the study of Organisational behaviour (OB). More specifically, they pertain to the field of individual behaviour which is an important area of OB. People behave according to their own perception of the environment. The ways in which they perceive the world are modified by learning. Thus, the knowledge of perception significantly contributes to the understanding of individual behaviour in organisations.

Perception is our window to the world. It is the process by which people come to know the objects and events around them. Perception is different for every individual. Even if two persons see the same thing or hear the same sound, they may come out with different descriptions of what they actually saw or heard. The differences in description are due to differences in perception. Perception is, in fact, a person's view of reality which may be quite different from the objective reality. Since people believe in what they perceive, their behaviour is based on the perceived reality, and not on the objective reality. It is, therefore, very important for managers to understand the process of perception and how people perceive events in the organisation. The knowledge will help them explain the causes of human behaviour in organisations.

3.2. CONCEPT AND DEFINITION OF PERCEPTION

Perception is an important cognitive process that deeply affects individual behaviour. Cognition is the act of knowing an item of information and cognitive process refers to the ways in which people analyse that information for obtaining a rational meaning out of it. Perception begins with the sensory impression of a stimulus from the environment. When that sensory impression is filtered, modified and analyzed by the cognitive processes of an individual to obtain an improved meaning of it for decision making, perception is said to be complete. It includes all the processes by which people come to know and understand the world around them. Thus, perception is defined as the complex cognitive process by which individuals select, organise and interpret their sensory impressions in order to give their own meanings to the objects and events in the environment. The perceptual process finally produces a unique picture of the world, a picture that may be different from reality.

3.3. CHARACTERISTICS OF PERCEPTION

The definition of perception points to its characteristics. The important characteristics of perception are presented as under:

- i) Perception is a cognitive process by which individuals select the stimuli from the environment, organize and interpret them to find out their actual meaning. The stimulus is received through one or more of the five senses of vision, hearing, touch, smell or taste.

However, the mere sensory impression of a stimulus is not enough for perception. Our cognitive processes may filter modify or completely change the meaning of raw sensory data for obtaining fresh meaning out of them.

ii) Perception involves the selection of a small number of events from the environment for attention and examination. This is because people are confronted with numerous stimuli which they are unable to take in. As a result, they focus on a small number of items from the environment and pay attention to them to obtain their real meaning.

iii) Perception is the unique interpretation of reality. It yields a unique picture of the world, a picture that may be quite different from reality. Because of differences in learning, experience and intuition, perception can never be the same for all.

iv) Perception is the basis of human behaviour. People tend to believe in what they see and behave based on their perceived reality. Their actions, emotions and thoughts are significantly influenced by the way they perceive the events and objects in the environment. Differences in perception are a common phenomenon everywhere.

3.4. IMPORTANCE OF PERCEPTION

The importance of perception arises from the fact that it is the fundamental basis of human behaviour. A person will behave the way he perceives the reality. The ability to understand the difference between the perceived reality and the objective reality is an important skill for managers. Because the knowledge of this aspect of human behaviour will enable the managers to know why people do not behave the way they should. For example, managers are likely to assume that subordinates always want promotion, when, in fact, some of them may not like it. For those who do not desire it, promotion will cause a reduction in their productivity.

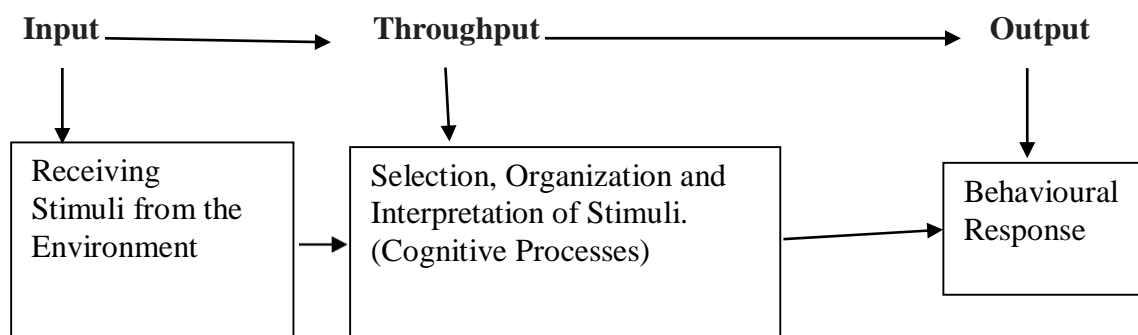
Moreover, in many cases, the conflict between the labour and the management can be traced to the differences in their perception. A clear understanding of the various aspects of the perception process can greatly help managers not only resolve the conflict but also secure greater cooperation from the employees.

3.5. PROCESS OF PERCEPTION

Perception is our window to the world. It is the process by which we come to know the world around us so that we may act upon it. Before we understand an item of information from the

environment, it passes through several stages of our sensory and neural mechanisms. In other words, the process of perception consists of several steps. The steps are sometimes called sub processes. The complete perception process can be understood better with the help of a systems model that can be easily expressed as input, throughput and output models. The systems model emphasizes the fact that perception requires an input which is processed like throughput for getting an output. The various stimuli in the environment such as objects, events or people constitute the basic inputs for perception. The transformation of these inputs through the cognitive processes of selection, organisation and interpretation can be regarded as the throughput part of perception. The resultant opinions, feelings, attitudes, etc., which ultimately find expression in our behaviour, are regarded as the output of perception. The actual process of perception and the resultant behavioural response, involves the following steps as shown in Figure 3.1 below.

Figure 3.1: Process of Perception.



The steps are briefly discussed in the following subsections.

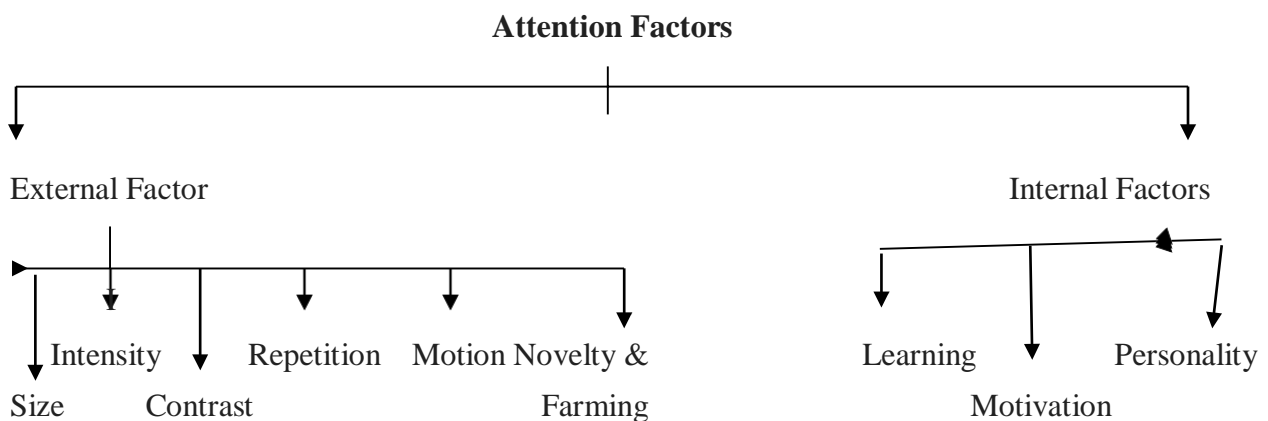
Receiving Stimuli from the Environment

The presence of stimuli in the environment and the fitness of the individual to receive them are the two basic preconditions for perception. The actual process of perception begins when an individual receives a stimulus from the environment. The physical sensation of stimuli provides the basic raw material for the perceptual process. Since there is an infinite number of stimuli coming to us from different directions, it is not possible for anyone to take notice of each and every item of stimuli. Hence, in actual practice, we select a limited number of stimuli for attention.

Selection of Stimuli

As indicated before, people are daily bombarded by numerous stimuli. It is not possible for anyone to take note of each and every stimulus coming from the environment. There are physical limitations on our sense organs to receive and retain information (Northcraft and Neale, 1994:67). Moreover, all stimuli are neither important nor necessary for us. So, in reality, an individual selects only a limited number of stimuli for attention and ignores all others. It is important to know the factors that influence our selection of stimuli. In fact, there are several internal and external attention factors that affect perceptual selectivity (Luthans, 2002:188-91). All these factors tend to capture the attention of people for perception. They are shown in Figure 3.2

Figure 3.2: Factors Affecting Perceptual Selectivity



External Factors

External factors originate from the environment. They try to increase the attractiveness of the stimulus so as to capture the attention of people. These factors are also stated as the principles of perceptual selectivity. They are briefly explained below:

- i) Size: Bigger objects attract more attention than smaller ones. People have a tendency to take notice of the larger objects and ignore those which are relatively smaller in size.
- ii) Intensity: The intensity principle states that the more intense a stimulus is, the greater is the chance that it will be perceived. A loud noise, a strong perfume or a bright light will attract more attention than a soft sound, a mild perfume or a dim light. Advertisers use the principle of intensity to attract the attention of consumers.

- iii) Contrast: According to the contrast principle, the external stimuli which stand out prominently against the background will get more attention.
- iv) Repetition: This principle states that an external stimulus will get more attention if it is repeated again and again. Advertisers often use the technique of repetition to get the attention of consumers.
- v) Motion: The motion principle states that people are likely to give more attention to the moving objects in their field of vision than they do to stationary objects. Advertisers also use this principle to make their ads more captivating.
- vi) Novelty and familiarity: This principle underlines the fact that people give more attention to new objects in a familiar situation or familiar objects in a new place. Following this principle, companies use job rotation to increase the motivation of their employees. New tasks resulting from job rotation are expected to increase their attention and improve their performance.

Internal Factors

Internal factors are sometimes responsible for the selection of a particular stimulus for attention. These factors mainly consist of learning, motivation and personality. They are rooted in the psychology of an individual. People are most likely to select stimuli from the environment that appeal to their learning, motivation and personality. These factors are briefly explained below:

- i) Learning: Learning plays the most important role in developing a perceptual set of minds. A lot of things that we like to see in the world is the result of our past experience and learning. We are likely to see things in a way we have been trained to.
- ii) Motivation: Motivation has also an important influence on perceptual selectivity. People with strong primary needs like hunger, thirst, sleep or sex will select stimuli that can provide satisfaction to such needs. Similarly, people guided by secondary motives like power, affiliation or achievement will look for the stimuli relevant to the fulfilment of those motives.
- iii) Personality: Personality also affects the choice of stimuli. People with a high degree of extraversion will prefer social interactions and involvement. Introverted personalities will just try to avoid such activities. In addition to personality and experience, age also influences perceptual selectivity.

Organisation of Stimuli

Once the selection process is over, the sensory data are organised by the cognitive process of an individual to make sense out of them. The organisation is basically a mental function though it follows certain established principles and rules. The basic purpose of perceptual organisation is to transform the sensory impression into complete meaningful information. The three most important principles in this regard are (1) figure-ground; (ii) grouping; and (iii) constancy.

i) Figure-Ground: Figure-ground is generally considered the most basic form of perceptual organisation. In this organisation, there is a tendency to keep the perceived objects in focus in order to separate them from their background. The objects are called figures and the background is simply known as the ground. More attention is paid to the figures than to the ground at the time of perception. For example, when a teacher writes something on a blackboard in the classroom, the letters and symbols are taken as figures while the blackboard acts as the background. The student easily concentrates on the figures without paying any attention to the ground. Generally, white figures against a black background and vice versa are conducive to better perception.

ii) Grouping: Another important principle of perceptual organisation is the grouping of stimuli. We see things as wholes, instead of bits and pieces, by creating our groupings. The grouping is done by simple rules of proximity, similarity, closure and continuity.

iii) Constancy: Constancy is another important principle of achieving perceptual organisation. It gives an individual a sense of stability in a changing world. The principle of constancy states that a person has a relatively permanent impression of the size, shape, colour and brightness of an object. This impression provides him with cues to recognise the object with greater accuracy. With the help of the constancy principle, for example, a worker can identify the tool of the correct size for his work from a wide variety of tools in his store.

Interpretation of Stimuli

After the organisation of stimuli, the person seeks to interpret them with the help of his cognitive power of thinking, reasoning and problem-solving. The cognitive power lies in our brain and it affects every bit of our perceptual interpretation. The cognitive ability differs from person to person depending on their power of understanding people, things and situations. In our everyday life, we perceive people and things as good, bad, beautiful, ugly, etc. Naturally, these are all subjective judgments which allow scope for different interpretations.

Interpretation is the vital aspect of perception. It depends not only on the analytical power of a person but also on the external properties of stimuli situations under which properties take place and the mental state of the perceiver. Interpretation also calls for the knowledge of social perception. Social perception refers to the ways in which an individual perceives other individuals. The forms of social perception include attribution, stereotyping and halo effect. Thus, interpretation is a complex process which is affected by a lot of factors.

Behavioural Response

The final phase of the perceptual process consists of responding to what has been perceived. The behavioural reaction to the sensory impression is the output of the process of perception. The response may be covert or overt. The covert response may be in the form of change in attitudes, opinions, feelings and values which are rather difficult to observe and measure. The overt action, on the other hand, is visible and measurable. It is reflected in the observable behaviour of an individual.

3.6. LET US SUM UP

Perception is a complex cognitive process by which people come to know the Perception around them. It has a profound influence on our behaviour. In OB perception is defined as the process by which people select, organise and interpret their sensory impressions in order to give realistic meanings to the objects and events in the environment. Since perceptual processes are different for every individual, no two persons will perceive an object or event exactly the same way. Perception is, thus, a person's view of reality which may be different from the objective reality. As people believe in what they perceive, their behaviour is based on the perceived reality, and not on the objective reality. The definition of perception itself is sufficiently indicative of its characteristics.

The process of perception consists of several steps. In the first-place stimuli from the environment are received through five senses vision, hearing, smelling, tasting and touching. Secondly, an individual, confronted as he is with numerous stimuli, selects a small number of objects and events for attention. The selection of stimuli is affected by several external and internal factors that managers should know well. The external factors come from the external environment. They include six factors such as size, intensity, contrast, repetition, motion, novelty and familiarity. Internal factors, on the other hand, are located inside the individual. They include three factors such as learning, motivation and personality. All these factors tend

to capture the attention of the people for perception. In the third step, sensory impressions are organised for perception using the principles of figure-ground, grouping and constancy. In the fourth step, sensory inputs, after organisation, are interpreted with the cognitive power of thinking, reasoning and decision-making. The interpretation process is influenced by attribution, stereotyping and the halo effect. Finally, comes the behavioural reaction which is considered as the output of perception. Thus, much of the explanation of our behaviour can be traced to our perception.

3.7. SELF-ASSESSMENT TEST

1. "Perception is a very complex cognitive process that yields a unique picture of the world, a picture that may be quite different from reality". Explain the statement.
2. Elucidate the characteristics of perception and indicate its importance.
3. Describe the process of perception.
4. What do you mean by cognitive process? Why is perception called a cognitive process?
5. Why do people differ in their perception?

3.8. KEY WORDS

- **Perception** : Perception is defined as the complex cognitive process by which individuals select, organise and interpret their sensory impressions in order to give their own meanings to the objects and events in the environment.
- **Sensation** : Sensation is the process of detecting physical stimuli.
- **Social perception** : Social perception refers to the ways in which an individual perceives other individuals.
- **Attribution** : Attribution is the process of interpreting and inferring the causes of events and behaviours.

3.9. FURTHER READINGS

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(Management Studies)
(Semester – I)

MBA 1405

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22/12/23
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FUNDAMENTALS OF MARKETING MANAGEMENT
(MBA 1405)

BLOCK – 1

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MBA 1405

Fundamentals of Marketing Management (FMM)

Unit-1: Marketing

Understanding Marketing and Marketing Process: Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process.

Unit – 2: Types of Marketing

Organizing and Implementing Marketing in the Organization. Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing.

Unit – 3: Marketing Information Systems

Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour.


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UNIT – 1
MARKETING

UNIT – 1 : MARKETING

STRUCTURE

- 1.0 Objectives
- 1.1 Introduction to Marketing
- 1.2 Nature of marketing
- 1.3 Scope of Marketing
- 1.4 Marketing process
- 1.5 Marketing Mix
- 1.6 Marketing Concepts
- 1.7 Marketing Environment
- 1.8 Let us Sum Up
- 1.9 Exercise with Answers to MCQ s
- 1.10 Key Words
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1.0 : Objectives

- To gather a basic idea about marketing
- To trace out the nature and scope of marketing
- To understand the process of marketing
- To get an insight of the marketing mix
- To understand the essence of marketing environment

1.1 Introduction to Marketing

In simple words, marketing is the process of promoting, selling, advertising the products or services in the marketplace that are manufactured by the companies to create value for the customers & all the parties involved which in turn will lead to greater customer satisfaction. Bringing benefits for the society as large is one of the most important imperative of modern day marketing.

In 2012, Dr Philip Kotler defined marketing as “The science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market

and the profit potential” (Kotler, 2012).

1.2 Nature of Marketing

The nature of marketing is changing with the changing scenarios of the market. Years before, when there were only few products that were offered by the marketers and consumers demands were also negligible, marketers used aggressive selling tactics to churn out more profits. But now times have changed and marketers need to pay attention minutely to the changing needs of the consumers and the market as a whole.

- *Marketing is a Human activity* – It is because it requires people to solve people’s problems. Marketers are always on their toes to satisfy the consumers with better quality products & services.
- *Marketing is consumer oriented* – The prime focus of marketing is to satisfy the needs and wants of the consumers. Consumer is the king of the market and the marketers are having a strong belief on this. Providing better quality goods and services, providing after sales services, resolving the doubts of the consumers, retaining the customers for an indefinite period time are some of the consumer-oriented actions performed by marketers.
- *Art as well as science* – Marketing is an art as well as science because it requires creativity and artistic conscience to satisfy the customers and be in touch with the ever changing trends of the market. It is science because there are many scientific approaches and techniques that are adopted by the marketers. For example: For carrying out marketing research, a market researcher needs to equip himself with various methods, processes & procedures to become successful.
- *Exchange process* – Marketing is also an exchange process where goods or services are exchanged with money. There are transactions between the buyer and the seller. Exchange can be anything: exchange of ideas, exchange of technology, exchange of information etc.
- *Goal oriented* – Marketing is always goal oriented. The prime objective and aim of a marketer is to satisfy human needs and wants by generating profits.
- *Creation of utilities* – Marketing creates utilities. Obviously the products & services that are being offered by the marketers to the customers has addition of value and when the products and services will be used by the customers they can derive utility out of it.

DO YOU KNOW?

The iPhone is the best-selling product ever, in a close second place is the Harry Potter series, followed shocking by the humble rubix cube.

(Source: <https://www.ioerussori.com/30-wtf-facts-business-marketing-random-stuff/>)

1.3. Scope of Marketing

The scope of marketing is vast and forever changing. The scope of marketing are as follows:

- *Products & Services* – Marketing has the scope of manufacturing new products & services that are unique so that it fulfils the needs and wants of the customers. In the present days, there are loads of products that are available in the market that offers value to the customers.
- *Marketing research* – Another scope of marketing is marketing research. Marketing opens up the door for marketing research. Through marketing research, the whole market can be comprehended and thus actions can be taken based on it.
- *Distribution channel* – Distribution channel is another scope of marketing. Middlemen are involved in taking the products from the point of production to the point of consumption. Whether it will be a direct channel or indirect channel, it depends upon the discretion of the manufacturer. Nowadays, because of internet, products are being sold online through many shopping apps such as Flipkart, Amazon and many more.
- *Online presence* – There is scope for marketers to make their presence online and all over the web. In order to face the tenacity and dynamism of the market place, a marketer needs to leave their footprint all over – offline & online both.

MCQ PRACTICE 1:

Which one of the following is one of the characteristics of marketing?

- Marketing is producer oriented
 - Marketing is not an exchange process
 - Marketing is both science as well as art
 - Marketing do not create utilities
-

1.4. Marketing Process

Generally, marketing process consists of five steps:

1. *Understanding the market & customer needs & wants* – The process starts with identifying & understanding about the whole market and what are the desires, preferences, needs & wants of the customers. It is dynamic in nature therefore close monitoring should be done at regular intervals to understand the changing market scenario.
2. *Designing a customer driven marketing strategy* – Customers are the king of the market. Therefore all the marketing strategies & policies should be formulated keeping in mind the needs and wants of the consumers/customers. For example – If in 2022, a company tries to manufacture & sell only keypad mobiles then they will meet with catastrophic failure as times have changed.
3. *Constructing an integrated marketing plan* – An integrated & holistically designed marketing plan should be formulated & designed so that it gives superior value. Integration of promotional activities, integration of distribution channels & integration of all the marketing activities will bring value addition to the company.
4. *Build profitable relationships* – Building profitable relationships with all the clients involved. It should be strengthening and convivial relationship that should be forever going. Retaining the customers, maintaining good profitable relationship with the distributors, disseminating information & maintaining transparency with the activists group & Government.
5. *Capturing value from customers* – Whatever the company is delivering to its customers, there should be value addition. If the customer gets satisfied then we can say that the company's products/services are value induces. In the other way round satisfied customers are adding value to the company and are becoming assets for the company. Therefore, it is always an imperative to capture value from the customers by providing them quality products & services.

DO YOU KNOW?

Bentley, Bugatti, Lamborghini, Audi, Ducati, and Porsche are all owned by The Volkswagen Group. (Source: <https://www.joerussori.com/30-wtf-facts-business-marketing-random-stuff/>)

1.5. Marketing Mix

Marketing mix refers to the sum total of tactics, strategies, processes & procedures that a company adopts in order to promote and sell its products in the marketplace. In simple words, marketing mix can be considered as the 4Ps developed by Jerome McCarthy.

The 4Ps are:

Product – Product is the first of the 4Ps. Products are produced by the companies that are diffused in the market for sale. Sale of these products will generate revenue for the company.

Therefore, proper products must be manufactured in order to ensure customer satisfaction. For example: A smartphone can be a product.

Price – Price is considered to be second P. Price is only P out of the 4Ps which brings revenue for the company. Otherwise, all the other Ps only leads to expenditure. Price is the element for which the customers will be paying for. For example: The price of a smartphone is 20000/-.

Place – Place can be considered as where the products are being sold in the market place. It can be a shop, a mall, a hypermarket or even a supermarket. Nowadays products are being sold over the internet. For example: One Plus 9T is a well-known smartphone which are sold online & physical shops.

Promotion – Promotion is the last of marketing mix. Promotion means promoting the products or services in the marketplace by the help of different means. In order to make the product aware among the people, strong promotion is required. For example: Advertising on newspapers, televisions & online platforms of One Plus 9 smartphones.

MCQ PRACTICE 2:

4Ps of marketing, which is known as “Marketing Mix” has been opined by:

- a. Philip Kotler
- b. Jerome McCarthy
- c. Sigmund Freud
- d. David Aaker

1.6. Marketing Concepts

Marketing is dynamic because the market is also dynamic & forever changing in nature. The market that was evident 50 years back have now completely changed its course. Needs, desires, preferences of the people are also changing day by day and as a result the market is also changing

aligning with the changing preferences of the people. Companies have become more customer-oriented and they are closely paying heed to the changing needs of the market.

- a) *Production concept* – This concept focused upon producing more goods at cheaper price. Economies of scale has a high degree of importance here. Customer's desires and wants are not paid attention here. For example, producing more shirts in order to minimize the cost. But the quality of the shirts may get compromised.
- b) *Product concept* – Product concept focused upon producing better quality products at a cheaper price. Needs and wants of the customers are taken care of and paid attention to but not to a great extent. There was still much to improve. For example –Paying attention to the quality and comfort of the cotton & fabric which is used in order to manufacture the shirts.
- c) *Selling concept* – This concept focused upon promotion & advertisements. People became conscious & they started paying heed to flamboyant advertisements & promotion. Aggressive selling was a part of selling concept. The focus was still on the seller's needs. For example – Heavy advertisements to promote the shirts.
- d) *Marketing concept*–This concept focused upon satisfying the needs and wants of the customers. Products were manufactured according to the preferences of the customers. Quality became a focal point of marketing concept. For example: Manufacturing better quality shirts at cheaper cost.
- e) *Societal Marketing concept* – Societal marketing concept is based on the well-being of the society. Whatever products are being manufactured by the companies, it should bring favorable propositions to the society as a whole. It should not harm the society. For example: Customers have become more intellectual and they won't accept any products or services that cause harm to the society. Packaging the smartphones in such a manner that the packaging materials are not harmful to the environment & society.
- f) *Holistic Marketing concept* – Holistic marketing concept means that there should be a holistic approach. Companies should adopt marketing strategies that brings holistic impact. It should satisfy the customers, it should create convivial relationships with the customers, and it should bring well-being of the society. Everything under one umbrella. Nowadays, companies are focusing on holistic marketing concept to bring out more efficiencies.

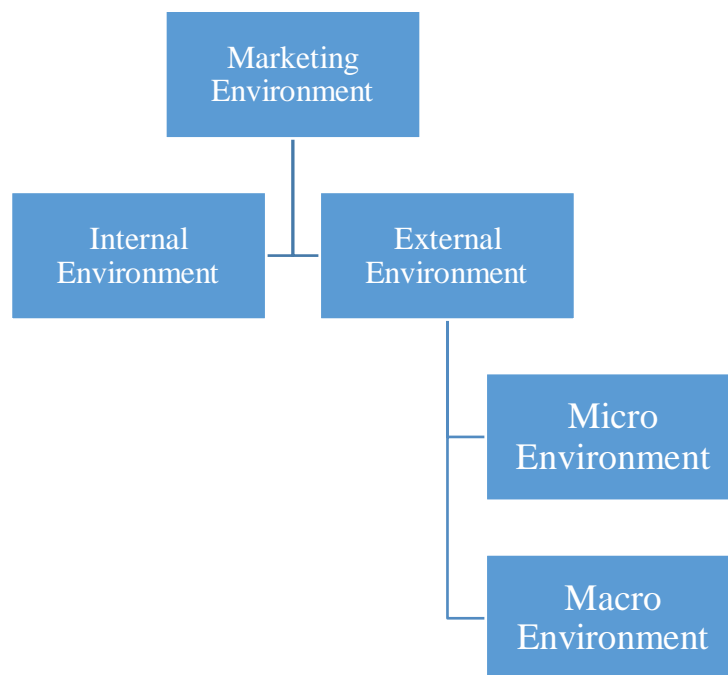
MCQ PRACTICE 3:

This is not a Marketing concept:

- a. Production concept
- b. Selling concept
- c. Supplier concept
- d. Product concept

1.7. Marketing Environment

Marketing environment incorporates all the internal & external factors that affects a business organization and also influences the organization on how it will operate and conduct business in the market. Therefore, a business entity should always have to comprehend and analyze different internal & external factors so that it can operate smoothly in this ever-changing market dynamics. Analyzing the internal & external environment helps a company to be in close touch with the changing market.



Internal Environment

Internal environment comprises of those elements which are intrinsic to the organization. The organization can control them without any hindrances. Such as the employees working in the organization, resources, and many more.

External Environment

External environment comprises of those elements which are extrinsic to the organization. The organization cannot control them and they pose a threat to the organization if not comprehended properly. It is divided into two parts:

Micro Environment

Micro environment consists of those elements which are having direct impact or influence on the organization. It is also known as task environment. It comprises of suppliers, public, market intermediaries, customers etc.

Macro Environment

Macro Environment consists of those elements which are having no direct impact on the organization. It can also be termed as the Broad environment. Some of the Macro Environment elements are:

- a. *Demographic Environment* – Demographic environment comprises of all the people who are the constituents of the market. Therefore analysis of the market according to the income, religion, race, gender & occupation should be done.
- b. *Economic environment* – This environment is very much volatile in nature. Changes are taking place every now and then. Therefore, having a close look at the economic environment is an absolute necessity. GDP, GNP, Inflation, Deflation etc. should be monitored at regular intervals.
- c. *Physical environment* – Physical environment consists of all the physical elements in an environment and at any time, any kind of problematic situation may arise from these physical elements such as natural calamities & disaster, climatic conditions, environmental pollution etc.
- d. *Technological environment* – Technology is getting better and better day by day. Any change in technology should be comprehended by the companies in order to be in the trend. Any companies that fail to equip themselves with the modern technologies will be doomed.
- e. *Political-Legal environment* – New rules and regulations passed by the Government, any new legal laws brought by the legal bodies & Government should be taken into due consideration. There are many activist groups those who are always glaring on the operations of the companies. Therefore, companies must know the limits of their operations.

- f. *Socio-cultural environment* – Socio-cultural environment comprises of lifestyle, values, and beliefs of the people. Different people are having different socio-cultural beliefs, lifestyle patterns.

MCQ PRACTICE 4:

Tobacco advertising is now banned in virtually all marketing communication forms in many countries around the world. This can be explained as an influence of:

- a. Political environment
- b. Legal environment
- c. Technical environment
- d. Socio-cultural environment

1.8 Let us sum up

Exchange and transaction are the two major activities of marketing. Demand and supply are the two economic forces that centre around marketing. Organizations or marketers and customers are major players to involve in it, Marketing aims at creating value and satisfaction of customer. The evolution of marketing has found its origin in the emergence of production era that practised production concept on the eve of industrial revolution. Gradually sales era and later on marketing era evolved. These two eras were the practitioners of selling concept and marketing concept. Selling concept believed in aggressive promotion and persuasion to entice target customers to buy the products. Marketing concept stands on understanding the needs and wants of customers and fulfilling it with the right offer that can satisfy customers.

Marketing as a managerial function has got its relevance with the acceptance of marketing orientation in the business firms. Marketing management follows some basic steps such as analyzing marketing opportunities, researching and selecting target market, designing marketing strategies, planning marketing programs and organizing, implementing and controlling the marketing effort. Marketing mix is a vital force in an organization in contributing to marketing decisions and yielding results.

1.9 Exercises

-
1. Define marketing. Explain the characteristics of marketing.
 2. State the scope of marketing.
 3. Elucidate the process of marketing.
 4. What is marketing mix? Explain 4Ps of marketing mix.
 5. Explain the concepts of marketing with appropriate examples.
 6. Define marketing environment. Elucidate with proper examples the components of marketing environment.

MCQ PRACTICE ANSWERS:

MCQ PRACTICE 1: (c) Marketing is both science as well as art

MCQ PRACTICE 2: (b) Jerome McCarthy

MCQ PRACTICE 3: (c) Supplier concept

MCQ PRACTICE 4: (b) Legal environment

1.10. Key Words

Marketing : Marketing embraces all activities undertaken by business firms to direct and facilitate the flow of goods and services from producers to buyers.

Marketing Management : Marketing management relates to analyzing marketing opportunities, researching and selecting targets markets, designing marketing strategies , planning marketing programs and organizing implementing and controlling the marketing effort.

Marketing Mix : Marketing mix is the set of marketing tools that the firm needs to execute marketing strategies. Marketing mix planning involves taking decisions on product , price or distribution and promotion.

1.11. Suggested Readings

- a) Balchandran's (1999). Customer - Driven Services Management, Response Books, New Delhi.
- b) Banerjee, M (1981). Essential of Marketing Management, Kalyani Publishers, Calcutta.

- c) Kotler, P. (2003). Marketing Management 11th Ed. Pearson Education, Singapore.
- d) Dalrymple, D. J. and J. L. Pearson (1990) Marketing Management: Strategy and Cases, 5th Ed. John Wiley and Sons., New York.
- e) Ramaswany, S. V. and S. Nama Kumari (1990). Marketing Management: Planning, Implementation and Control, MacMillan, Business Book, Delhi.

UNIT – 2

TYPES OF MARKETING

UNIT – 2 : TYPES OF MARKETING

STRUCTURE

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Concept of direct marketing
- 2.3 Types and benefits of direct marketing
- 2.4 Green marketing
- 2.5 Definition and benefits of web marketing
- 2.6 Definition of global marketing
- 2.7 Stages of global marketing
- 2.8 Entry strategies to international markets
- 2.9 Issues in marketing
- 2.10 Let us sum up
- 2.11 Key words
- 2.12 Exercise with Answers to MCQ s
- 2.13 Suggested Readings

2.0. Objectives

The objectives of this unit are to understand the issues and perspectives of the following types of marketing:

- Concept of direct marketing
- Types and benefits of direct marketing
- Concept of green marketing
- Web marketing and its benefits
- Global marketing and its stages
- International market entry strategies
- Issues in marketing

2.1. Introduction

In this unit you are going to learn about the various types of marketing, like direct marketing, green marketing, web marketing and global marketing. In direct marketing, the company directly sells the idea, product and service to the clients. The acceptance of the concept of corporate environmentalism has compelled a number of business firms to practice green marketing programs to carry out their marketing activities. Profit should not be the only business objectives of a business firm. It should be corroborated by well-being of the society as a whole. Again, a business firm can hardly afford to think of its marketing activities in terms of its domestic market. In order to survive and prosper in the face of global competition, business firms should look to the entire world as their market. Thus total global marketing assumes a significant role in the business world.

2.2. Direct Marketing

Direct marketing is a type of marketing where the company directly sells the idea, product and service to the clients/customers/consumers. Direct marketing forms the basis of modern day marketing. Email marketing comes under the ambit of direct marketing. Nowadays, it is quite evident that whenever we are browsing internet or opening our email, we are observing that there are different types of promotions of variety of products & services. It is an example of direct marketing.

2.3. Types and Benefits of Direct Marketing

Types of Direct Marketing:

- a. **Direct Mail** – When any company promotes its products or services by sending mail to individual's email, it is known as direct mail. Flipkart, Amazon, OYO, Redbus etc. are some of the companies that regularly send direct mail to people to make them aware of certain new offerings and disseminating information to them.
- b. **Catalogues** – Catalogues are the set of entire products that are sold by the company. A catalogue can be in a printed form or it can be available in CDs or videos. Nowadays

catalogues are available online also. People those who want to buy or purchase items can go through these catalogues that consists all the details about the product.

- c. **Broadcast Media** – Broadcast media consists of TV & Radio. Advertisements are directly aired on television & radio where people get to know about different product launches & offers. TV & Radio helps to gain viewers’ attention at a very faster rate.
- d. **Print Media** – Print media consists of newspapers & magazines. Individuals go through these printed forms of media and gains knowledge about different information, products, ideas, offers, services etc. Although, print media is considered to be the traditional form of Direct Marketing, it is still an effective medium.
- e. **Electronic selling** – Flipkart, Amazon, Snapdeal, Myntra are some of the online shopping apps through which people can shop and purchase products by sitting at their home and the product will be delivered at their doorsteps. It convenient & highly time consuming as the person not have to move out of his/house and go to the market to purchase the products.
- f. **Direct selling** – Direct selling implies selling the products directly to the customers by reaching them at their homes. There are many companies that are engaged in Multilevel marketing (MLM) such as Amway, Modicare, Oriflame etc. Take the example of Eureka Forbes. They reach the prospective customers at their home and indulges in demonstration and presentation of the products in front of the prospective customers.

Advantages of Direct Marketing:

- It can reach upto a wide number of people.
- It reduces wastage. Hence, there is optimum utilization of resources.
- It builds up customer loyalty.
- It helps to eliminate the middlemen.
- It helps to bolster personal relationship between the buyer and the seller.

MCQ PRACTICE 1:

Which one of the following is not a type of Direct Marketing?

- a. Catalogues
 - b. Direct Mail
 - c. Print Media
 - d. Exchange offers
-

2.4. Green Marketing

Green implies “Nature”. Preserving the nature is our responsibility. Green Marketing means marketing of those products which are environmentally safe, non-hazardous, has a sustainable side to it & bio-degradable in nature. In today’s times people want those products that are environmentally safe. People have become conscious & intellectual. They won’t purchase any products that cause harm to them or to the society as a whole. For example –BS-VI engine used in bikes causes very less pollution than the BS-IV engine bikes & Starbucks uses green packaging, disposable cups and plastic elimination procedures to promote green marketing.

Importance of Green Marketing:

- It causes less pollution.
- It promotes sustainable development.
- Green marketing propels greater customer satisfaction as the products used by the customers are safe and non-hazardous.
- Green marketing also pays attention to the society. For example – Banning the use of plastics in order to make the society a better place to live in.

DO YOU KNOW?

64% of global consumers will choose, switch, avoid, or boycott a brand based on where it stands on the political or social issues they care about.

(Source: <https://www.globalgiving.org/learn/listicle/cause-marketing-facts-that-will-surprise-you/>)

MCQ PRACTICE 2:

Which one of the following can be considered as Green Marketing?

- a. Use of fossil fuels in industries.
- b. Smoke exhibiting cars.
- c. E-bikes that runs on battery.
- d. Use of mercury in thermometers.

2.5. Definition and benefits of web marketing

Marketing on the web signifies selling & buying of products or even promoting them through the

use of internet. Internet marketing, also known as online marketing, digital marketing, or website marketing is a form of marketing that uses the Internet to promote a brand, product, or service via social media, search, email, and other digital channels.

Benefits of Web marketing:

- a) ***Cost effective*** – Web marketing is highly cost effective as one doesn't need to go outside and sell or promote their products. Distribution channel is also negligible.
- b) ***Builds up relationships*** – Web marketing helps us to build relationships in a short span of time. It develops convivial and long term relationships with clients and customers. Retaining the customers for an indefinite period of time is an imperative of web marketing.
- c) ***Easy to adapt*** – Web marketing is easy to adapt & edit as there are provisions for editing. The things which are not possible manually are easier through web & virtually.
- d) ***Measurable*** – Web marketing is measurable. There are several metrics that can determine how the company is operating, whether they are making profits or facing losses. Technology has made the lives of the marketer lot easier.
- e) ***Online branding*** – Marketing on the web helps to create brand image online. There are many companies those who are operating in online mode & are creating hefty brand image for themselves. For example: Flipkart, Amazon, Snapdeal all have created their brand image in the minds of everyone.

DO YOU KNOW?

Studies have shown that at least 73% of consumers ignore pop-up ads. They always find these ads annoying and disruptive as they try to focus on other things. Businesses that have realized this fact are no longer using pop-ups to boost engagement. (*Source - 35 Powerful Digital Marketing Facts in 2020 by Charlie Svensson.*)

2.6. Global Marketing

Global marketing is the process of crossing the national frontiers & taking all the marketing activities & promotion to another nation. The products that are produced in one country is taken to another country by crossing the national frontiers. Setting up manufacturing plants, opening new subsidiaries & franchises are some of the methods of making one's presence felt in another

country. After Globalization, companies are making their presence in numerous countries by venturing into different countries. Starbucks, KFC, McDonalds any many more are some of the renowned companies that are operating in India seamlessly.

2.7. Stages of Global Marketing

Step 1: Companies focuses solely on the domestic markets. All the marketing activities are focused to satisfy the domestic needs. For example: A soft drink manufacturing company based in Orissa will market its products only in Orissa and some parts of West Bengal & Bihar. They face problems in the future because of myopic characteristics.

Step 2: The focus is on the domestic market but they creates an export division. It is Ethnocentric in nature. They have the vision to do something in the near future to make their presence felt in the abroad countries.

Stage 3: The companies realize the need for making them adapted for the overseas marketing conditions. It is Polycentric in nature. Therefore, adaptation plays an integral role in this stage. Global companies must adapt themselves to the changing needs of the market. “GO GLOBAL” is the talk of the town in the year 2022.

Stage 4: These companies fully ventures into global foreign lands and starts operating there. They try to gain economies of scale and they realize that the world itself is a market. They try to make their presence in several countries all over the world.

2.8. Entry Strategies in International markets:

- a) **Exporting** – Exporting is one of the simplest and common forms of international strategies to enter into the foreign markets. Definition of “Export” Under SEZ Act, 2005: “Export” means – taking goods, or providing services, out of India, from a Special Economic Zone, by land, sea or air or by any other mode, whether physical or otherwise.
- b) **Licensing** – Licensing is another entry strategy that could be followed by organizations. Licensing means that the property owner allows the licensee to use the intellectual property rights of the owner and conduct business. For example: A cake manufacturing company, XYZ, allows a licensee to use its intellectual property rights and operate & conduct business in the licensee’s own country.
- c) **Franchising** – Franchising refers to an arrangement between franchisor and franchisee

where the latter will enjoy the right of a business on behalf of the franchiser instead of a fee where the franchisor closely controls the processes. Therefore, it is generally seen that licensing is for products and goods. In contrast, the franchising model is used more in the service-providing industry.

- d) **Piggybacking** – Piggybacking implies a small company who is not having its presence abroad can take the help of a renowned big company to make their presence in some overseas country. The small company rides on the back of the big company and the big company acts as a carrier to take the small company to another country.
- e) **Management contracts** – Under management contract, the operational control and management is transferred from one firm to another. It can be considered as a form of service outsourcing. It has to be kept in mind that management contracts are different from management consultancies.
- f) **Joint ventures** – Joint ventures are another form of entry strategy that can be followed by the companies. Here two companies join hands together & starts a third new company by pooling together resources, technology, finances etc. For example: Maruti & Suzuki both joined hands to start Maruti Suzuki.
- g) **Outsourcing** – Outsourcing means hiring a different company to handle a particular operation. For example: A company XYZ has a particular department which it cannot control properly. Therefore, company XYZ will hire another company to look after the department.
- h) **Greenfield investment** – In this, a company opens a new subsidiary in other countries and starts operating by constructing new facilities. They build up new production plants and starts everything from the scratch to set up a new facility.
- i) **Brownfield investment** – In this, a company purchases another company or leases an existing facility. Therefore, under brownfield investment, a company does not have to build up new facilities from the scratch.

DO YOU KNOW?

Companies with a clearly defined sense of purpose are up to 50% more likely to successfully expand into a new market.

(Source: <https://www.globalgiving.org/learn/listicle/cause-marketing-facts-that-will-surprise-you/>)

MCQ PRACTICE 3:

It is a form of entry strategies, under which a company builds up new production plants and

facilities:

- a. Greenfield investment.
 - b. Brownfield investment
 - c. Joint ventures
 - d. Barter system
-

2.9. Issues in Marketing

- a. ***Unable to find the market segment*** – It is one of the major issues in marketing. Not identifying the market segment is one of the major problem in market that can give rise to improper products, flawed promotional tactics, poor strategies, dissatisfaction of the customers & many more.
- b. ***Unable to make a mark in the minds of the customers*** – A company must be able to strike a chord in the minds of the customers. The company must be able to make their presence in the market. Without proper presence, companies cannot prosper and grow properly in today's times.
- c. ***Having digital presence*** – Several companies are making their presence all over the internet. Still, there are some companies those who have failed to make their mark over the internet. It is an impetus in these modern times to have footprints all over the internet because customers have become more internet-stricken.
- d. ***Unable to use resources properly*** – Several companies have failed to use their resources properly. Although they might be having efficient resources but still they are unable to use the resources in an effective & efficient manner. Sometimes overuse of resources can prove detrimental and sometimes underutilization of resources can prove to be fatal.
- e. ***Retaining & training staffs*** – Staffs are those who can actually provide service to the customers. Therefore retaining & training quality staffs is an important imperative of marketing. Providing the staffs regular training programmes, so that they can be on par with the changing nature of the market place.
- f. ***Increased competition*** – Day be day, competition are also increasing and a company need to pay close attention to the moves of their competitors. Failing to do so, a company can face with tremendous losses in the future. For example: There was a time when there was only two big chains of multiplex theatres INOX & PVR. But now the number of multiplex chains are increasing such as Carnival, Bioscope, Miraj Cinemas, Arti

Cinemas, SVF etc.

2.10. Let Us Sum Up

Today the concept of green marketing has been accepted by the business firms globally as the need of the hour. Protection of environment through the introduction of the concept of green marketing has emerged as one of the essential preconditions for the global environmental sustainability and stability by the business firm. Effective use of the concept of green marketing will enable a firm to implement the modern concept of societal marketing, maintaining both the profit and well-being of the society a reality. Thus study of global market has become an essential component of marketing strategies of major business firms in the wake of liberalization, privatization and globalization era. The conventional 4P's of domestic marketing is applicable to the concept of global marketing. A firm can'take a number of global market entry strategy on the basis of its capacity and resources. In the face of global competition a large number of Indian business houses like the Tata Steel, Tata Motors, Mahindra, Reliance, Aditya Birla Group, The Essar Group of Ruia, The Zindals have gone global to increase their global market share successfully.

Key words

- **Global Marketing** : Global marketing is the process of crossing the national frontiers & taking all the marketing activities & promotion to another nation.
- **Green marketing** : Green marketing is the enforcement of the policy that the protection of greenaries of nature is an essential precondition for both environmental sustainability and stability of the firm.
- **Website marketing** : Website marketing is a form of marketing that uses the Internet to promote a brand, product, or service via social media, search, email, and other digital channels.

2.11. Exercises with Answers to MCQs

1. Define Direct Marketing. Explain the types of Direct Marketing.
2. Define Green Marketing. List out the advantages of Green Marketing.
3. What do you understand by Web Marketing? What are the benefits of Web Marketing?
4. What is Global Marketing? Elucidate with proper examples the entry strategies for companies related to international markets.
5. List out the various issues related to marketing.

MCQ PRACTICE ANSWERS:

MCQ PRACTICE 1: (d) Exchange offers

MCQ PRACTICE 2: (c) E-bikes that runs on battery

MCQ PRACTICE 3: (a) Greenfield investment

2.12. Suggested Readings

1. Kotler, Philip: Marketing Management Analysis, Planning, Implementation and Control: Prentice Hall of India, Sixth Edition, New Delhi.
2. Mallik, Pradip Kumar, A Text Book of Marketing Management; Allied Publishers Pvt. Ltd, New Delhi 2007.
3. Palmer, Adrian, Introduction To Marketing; Theory and Practice; Oxford University Press, New Delhi, 2004.

UNIT – 3

MARKETING INFORMATION SYSTEM

Unit 3 : Marketing Information Systems (MKIS)

STRUCTURE

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Concept of marketing information system
- 3.3 Benefits of marketing information system
- 3.4 Components of marketing information system
- 3.5 Concept and benefits of marketing research
- 3.6 Process of marketing research
- 3.7 Let us sum up
- 3.8 Key words
- 3.9 Exercise with Answers to MCQ s
- 3.10 Suggested Readings

3.0. Objectives

- To gather a basic knowledge about the concept of marketing information system
- To understand the benefits and components of marketing information system
- To get an insight of the concept of marketing research and its benefits
- To trace out the process of marketing research

3.1. Introduction

Marketing Information System address the need for quicker, yet more accurate , decision making by the marketer. These tools put the marketers close to their customers to help them understand who their customers are, what they want , and what competitors are doing. It is important because of the growing complexity of marketing, changing economic parameters, changing competitive conditions and fast growing consumerism etc.

3.2. Concept of Marketing Information System

Marketing Information System can be defined as the set of procedures, frameworks and processes through which a company can gather, collect, analyze and evaluate information that is being collected from the market so that decisions can be taken about future and fine tuning marketing

processes.

3.3. Benefits of Marketing Information Systems

Benefits of marketing information system:

- It provides timely information for better decision making.
 - It helps the marketing managers and other people of the organization for the development of action plans to achieve the set goals.
 - It provides greater level of marketing intelligence to the firm.
 - It provides all the relevant data regarding the customers and market so that quick service can be provided to the customers.
-

3.4. Components of Marketing Information System

There are total four components in Marketing Information System (MKIS) which works in an integrated manner with one component connected with another component. The four components have been mentioned below:

- a. Marketing Research
- b. Internal Records
- c. Marketing Data Support System
- d. Marketing Intelligence

Marketing Research –

Companies carry out marketing research in order to gain an understanding of the current market and the expectations of the consumers. Marketing research is often carried out by third parties who are given contracts by the organizations. Marketing research helps an organization in the following ways:

- i. Helps to know about the needs, desires and expectations of the consumers
- ii. Helps to comprehend the moves of the competitors.
- iii. Helps to launch a new product or tweak an existing product
- iv. Helps to extract feedback of the consumers.

Internal Records

Internal records are the reports prepared by the managers of an organization that will be required by the top management in order to communicate the reports and the information exhibited in the reports with the employees. Internal records can be one or even more than one of the following mentioned below:

- i. *Cash Flows*
- ii. *Data of sales*
- iii. *Costs of products*
- iv. *Expenditures*
- v. *Advertisement costs*
- vi. *Costs of employees etc.*

Marketing Data Support System

Marketing data support system is a software or a combination of softwares that helps an organization to analyze data and take necessary actions thereafter. The software consists of several statistical data analysis tools in order to carry out data analysis. Marketing data support system helps to streamline MKIS.

Marketing Intelligence

Marketing intelligence provides information based on current trends and vogues and also on current market conditions. It includes gathering information from external resources such as consultancies, trade unions and research firms which can be used for the purpose of taking decisions based on the information.

DO YOU KNOW?

33% of consumers are making the choice to buy from brands doing social or environmental good.

(Source: <https://www.globalgiving.org/learn/listicle/cause-marketing-facts-that-will-surprise-you/>)

MCQ PRACTICE 1:

How many components are there in MKIS (Marketing Information System)?

- a. Three
- b. Two
- c. Five
- d. Four

3.5. Concept and Benefits of Marketing Research

Marketing research

Marketing research is the process of analyzing the whole market in order to gather & collect information about the market to know about the trends, patterns & customer demands. Marketing research is carried out in order build up proper strategies. The term 'marketing research' has been defined by many prominent scholars as under: Philip Kotler: “Marketing Research is the systematic problem analysis, model building and fact finding for the purpose of improved decision making and control in the marketing of goods and services.”

Benefits of Marketing Research:

- It helps to understand the patterns of the market & also helps to refine the strategies according to the changing scenarios of the market and customers.
- Marketing research is forward looking in nature. It helps to forecast the future aspects and structure the policies and take steps according to it.
- It helps to minimize the risks of uncertainties.
- It helps to determine and analyze competitor’s moves, policies and strategies of competitors.
- Marketing research helps the decision makers to take decisions based on the information collected from the market.

3.6. Process of marketing research

The marketing research process (Pillai, 2010, p. 128-129):

Marketing research process consists of seven steps, where one step follows the preceding steps. The seven steps have been mentioned below:



- 1) ***Defining the Problem*** – The first step in marketing research is to know about the problem and defining it in a concrete manner. The researcher should know that what is exactly required. He should be able to comprehend the problem correctly and move in the correct direction.
- 2) ***Determining the information required*** – The researcher should be able to determine the information which is to be required. Relevant information must be taken into consideration and irrelevant information must be filtered out. The objectives of the research must be trenchant in the minds of the researcher while determining the information required.
- 3) ***Determining the source of information*** – It is the third step of marketing research process. The researcher must determine the source of information i.e. from where the data is to be collected. It can a primary source or it can be a secondary source. Primary data implies freshly collected data which the researcher collects by toiling hard. Secondary data implies data which has already been collected by someone else. Secondary data cannot be considered as freshly collected data as it is already been collected by someone else.
- 4) ***Deciding Research Methods*** – If secondary data is insufficient then the researcher has to move on with the primary data i.e. the researcher’s data. Experimentation, Observation, Survey are some of the methods.
- 5) ***Tabulation, Analysis & Interpretation of Data*** – The data which is collected and gathered has to be analyzed and interpreted. After that it should be put in a tabulated form for better understanding.

- 6) **Preparation of Report** – A report should consist of the following elements:
- Title of the research.
 - The name of the organization.
 - The objectives of the research.
 - The methodology used.
 - Organization & planning of the report.
 - A table of contents, along with charts and diagrams followed in the report.
 - The main report.
 - Conclusions drawn and recommendations suggested.
 - Appendices.
- 7) **Follow up study** – Follow up will ensure the implementation of recommendations made by the marketing researchers. Otherwise, the report may be left unopened.

DO YOU KNOW?

People are willing to pay 6% more for a product from a socially responsible company.

(Source: <https://www.globalgiving.org/learn/listicle/cause-marketing-facts-that-will-surprise-you/>)

MCQ PRACTICE 2:

Which is the last step in marketing research process?

- a. Defining the problem
- b. Deciding the research methods
- c. Preparation of report
- d. Follow up study

3.7. Let us Sum Up

In this unit you have learned that a marketing information system is a system that collects , analyzes, and distributes marketing data to help businesses make decisions. It helps in understanding customers, developing new products, targeting markets, setting prices and monitoring trends. You have also learnt that market research is used to determine the viability of a new product or service.

3.8. Key Words

Marketing Information System : Marketing Information System can be defined as the set of procedures, frameworks and processes through which a company can gather, collect, analyze and

evaluate information that is being collected from the market so that decisions can be taken about future and fine tuning marketing processes.

Marketing Research : Marketing research is the process of analyzing the whole market in order to gather & collect information about the market to know about the trends, patterns & customer demands. Marketing research is carried out in order build up proper strategies.

Marketing Data Support System : Marketing data support system is a software or a combination of softwares that helps an organization to analyze data and take necessary actions thereafter.

Marketing Intelligence : Marketing intelligence provides information based on current trends and vogues and also on current market conditions.

3.9. Exercises with Answers to MCQs

1. Define Marketing Research. Write three importance of Marketing Research.
2. What do you understand by Marketing Information System (MKIS)? What are the four components of MKIS? What are the advantages of MKIS?
3. Explain in details the process of Marketing Research.

MCQ PRACTICE ANSWERS:

- MCQ PRACTICE 1: (d) **Four**
- MCQ PRACTICE 2 : (d) **Follow up study**

3.10. . Suggested Readings

- a. Banerjee, M (1981). Essential of Marketing Management, Kalyani Publishers, Calcutta.
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MBA

Management Studies

(SEMESTER – I)

MBA 1504

ACCOUNTING FOR MANAGERS

BLOCK - 1



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MBA 1504

Accounting For Managers (AFM)



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The University of Burdwan
Burdwan-713104, West Bengal, India
Revised 2020
Reprint: 2023

□ **Published By:**

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**ACCOUNTING FOR MANAGERS
(AFM)**

BLOCK - 1

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MBA 1504

Accounting for Managers (AFM)

A. Financial Accounting

Unit-1

Financial Accounting

Meaning of Financial Accounting- Functions, Objectives – Book keeping, Accounting and Accountancy, Need for Accounting- Development of Financial Accounting, Branches, Users- Identification of Events & Transactions, Double Entry System- Accounting Cycle- Journal: Meaning, Classification, Format, Debit – Credit Rules, Ledger, Trial Balance

Unit – 2

Conceptual Framework of Accounting

Objectives, Terminologies- Generally accepted Accounting Principles (GAPP)- Accounting Concepts, Conventions and Methods- Concept of Assets, Liabilities and Equity- Concept of Revenues and Cost

Unit – 3

Depreciation, Bad Debts and Inventory

Meaning of Depreciation, Causes and Nature, Concepts of Depreciation and its Methods- Accounting Treatments for Recording Depreciation – Illustrations- Bad Debts & Provision for doubtful debts – Provision for Discounts – Provision – Reserve, Distinction between Provision and Reserve – Methods and Meaning of valuation of inventory

26/12/23

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(SEMESTER – I)

MBA 1606

**FUNDAMENTALS OF HUMAN
RESOURCE MANAGEMENT**

BLOCK - 1



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**MBA
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(Semester – I)**

MBA 1606

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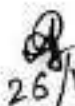

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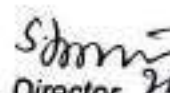
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Revised: 2020
Reprint: 2023

- **Published By:**
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**Fundamentals of Human Resource Management
(FHRM)**

BLOCK - 1

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BLOCK - 1

This block comprises of three units and aims to provide an introduction to the study of Fundamentals of Human Resource Management.

Unit 1:

Introduction to HRM: Concept, Importance, History of HRM—Trends Shaping HRM, Important Trends in HRM— Theories of HRM – Models of HRM – Hard and Soft HRM—Functions of HRM.

Unit 2:

Procurement: Human Resource Planning Objectives, Process, Job Analysis— Methods.

Unit 3:

Functions of Management; Kinds of Managers – Basic Managerial Skills and Roles, Changing Nature of Managerial Work.

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MBA

Management Studies

(SEMESTER – I)

MBA 1707

**FUNDAMENTALS OF PRODUCTION
&
OPERATIONS MANAGEMENT**

BLOCK - 1



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MBA
(Management Studies)
(Semester – I)

MBA 1707

Fundamentals of Production & Operation Management
(FPOM)



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Revised: 2020
Reprint: 2023

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**FUNDAMENTALS OF PRODUCTION AND
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(FPOM)**

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MBA - 1707

Fundamentals of Production and Operations Management (FPOM)

Unit-1:


Introduction, Nature and Scope of Production and Operations Management;
Types of Manufacturing systems; Operation Decisions.

Unit - 2:

Mass Production, Batch / Job Order Manufacturing. Facility Location problem.
Layout Planning Analysis

Unit - 3:

Capacity Planning, Models; Process Planning

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MBA

Management Studies

(SEMESTER – I)

MBA 1101

**MANAGEMENT PROCESS AND
ORGANISATION THEORY**

BLOCK - 1



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MBA
(Management Studies)
(Semester – I)

MBA 1101

Management Process and Organisation Theory
(MPOT)



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Revised: 2020
Reprint: 2023

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**MANAGEMENT PROCESS
&
ORGANISATIONAL BEHAVIOUR
(MPOT)**

BLOCK - 1

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MBA - 1101

BLOCK - 1

This block comprises of three units and aims to provide an introduction to the study of Management Process and Organization Theory

Unit 1:

Introduction and Overview of Management

Understanding an Organization – Organizational Adaptation, Survival, and Growth – Nature, Purpose, and Importance of Management in Organizations – The Management Process – Management: Science or Art – Management as a Profession

Unit 2:

Evolution of Management Thought

Classical Management Approaches - Behavioural Management Approaches - Quantitative Management Approaches – Modern Management Approaches – Contemporary Management Issues and Challenges – Global Dimensions of Management.

Unit 3:

Functions of Management

Kinds of Managers – Basic Managerial Skills and Roles, Changing Nature of Managerial Work

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UNIT – 1

INTRODUCTION AND OVERVIEW

OF MANAGEMENT

UNIT 1: INTRODUCTION & OVERVIEW OF MANAGEMENT

STRUCTURE:

- 1.0 Objectives
- 1.1. Introduction
- 1.2. Definitions of management
- 1.3. Features of management
- 1.4 Importance of management
- 1.5 Distinction between Management and Administration
- 1.6 Management: Art or Science or Both?
- 1.7. Management as a Profession
- 1.8 Summary
- 1.9 Exercise
- 1.10. Further readings.

1.0 OBJECTIVES:

The objectives of this unit are to:

- introduce the concept of management;
- describe the important features of management;
- explain the difference between management and administration;
- examine whether management is an art or science or both; and
- examine whether management is a profession or not

1.1 INTRODUCTION

Management is one of the important activities that mankind has-ever developed through long experience of the realities of life. It has become the central activity of our age and a powerful force for better utilization of our productive resources and an effective tool for raising the standard of living of masses. Peter F. Drucker has rightly stated that the emergence of management as an essential, a distinct and leading social institution, is a pivotal event in social history. Hardly any new basic institution has emerged as fast as has management since 1960. Drucker further observes, "Rarely in human history has a new institution proven indispensable so quickly, and even less often has a new institution arrived with so little opposition, so little disturbance, so little controversy." Management will remain as an indispensable and dominant institution perhaps as long as human civilization survives.

Men have to perform different activities in order to satisfy their needs. But they find it much more difficult to perform individually all types of necessary activities. They gradually realized that their goals could be achieved in a better way through group efforts and they, accordingly, started forming groups. In the case of groups, management is essential to ensure that there is proper coordination of the individual efforts towards the goal accomplishment. In fact, management helps in the accomplishment of both individual and group goals. It is concerned with getting things done, making things happen, and achieving results. At present management is applied in almost every sphere of our lives.

Organisations serve as the context for management. In other words, management hardly exists without organisations. An organisation is a collection of people working together in a structured and coordinated manner to achieve a goal or set of goals. Properly managed organisations have occupied the central position of modern society, economy, and community. It is the management that helps the organisations to produce results.

"Management, which is the organ of society specifically, charged with making resources productive that is with the responsibility for organized economic advance, therefore reflects the basic spirit of the modern age. It is in fact indispensable- and this explains why, once begotten, it grew so fast and with so little opposition." (Drucker, 1986). At present, we have been able to formulate a body of knowledge consisting of different concepts, approaches, and techniques of management. In this unit, we intend to talk about the management of organisations and the concepts and issues relevant to it.

1.1. DEFINITIONS

It is really very difficult to have a satisfactory definition of management encompassing all its characteristics. Moreover, the term is used for different meanings. This has made the task more difficult. The word management is generally used to mean all people who are entrusted with the management of organisations. It is also used to mean the process of management. The term management is often referred to as a body of knowledge. It is also used to mean the top management. Thus, the connotation of the term is very wide. In fact, management is too complex a concept to be captured by a simple definition. Nevertheless, attempts have consistently been going on for several decades to develop a generally accepted definition. At present, we have numerous definitions of management.

Management, in terms of its purpose and objectives, has been defined as the task of efficient and effective use of resources to achieve predetermined goals. However, since the late nineteenth century, it has been the usual practice to define management in terms of its basic functions. Accordingly, management is defined as the process of planning, organizing, leading, and controlling the efforts of the members of organisations to achieve the stated organisational goals. In fact, this definition focuses only on the functions of management ignoring all other aspects. However, there are many other definitions formulated by eminent management scholars and thinkers considering different aspects of management. Some of the important definitions are cited below:

- One of the oldest and widely accepted definitions of management is the "art of getting things done through others." (Mary Parker Follett)
- Management is the art of getting things done through and with people in formally organized groups. (Harold Koontz)
- Management is the art and science of decision-making and leadership. (DJ Clough)
- Management is a social process entailing responsibility for the effective or efficient planning and regulation of the operations of an enterprise (EFL Brech)
- Management is the specific tool, the specific function, the specific instrument to make institutions capable of producing results. Management is an economic organ of an industrial society that manages a business, manages managers and manages worker and work (Peter F Drucker).
- Management is the process of optimizing human, material, and financial contributions for the achievement of organisational goals. (Pearce & Robinson Jr.)
- Management is the creation and maintenance of an internal environment in an enterprise where individuals, working in groups, can perform efficiently and effectively toward the attainment of group goals (Koontz & O'Donnell).
- Management is the process of coordinating work activities so that they are completed efficiently and effectively with and through people. (Robbins & Coulter)
- Management can be defined as a set of activities (including planning and decision making, organising, leading, and controlling) directed at an organisation's resources (human, financial, physical, and information), with the aim of achieving organisational goals in an efficient and effective manner. (Griffin)

- Management is the process of assembling and using sets of resources in a goal-directed manner to accomplish tasks in an organisational setting. (Hitt, Black & Porter)
- Management is a philosophy, a set of attitudes and beliefs about people, work, action, and organisation. (Pierce, Gardner, & Dunham)
- Management is the process of planning, organising, leading, and controlling the use of resources to accomplish performance goals. (Schermerhorn)

While many definitions exist, there seem to be two major approaches to the definitions of management sociological and process approaches. The sociological approach defines management according to the "social position that one holds within the organisation", and the process approach focuses on "activities performed within organisations".

The sociologists deal with groups of people. The organisational sociologists view two kinds of organisational members - managers and non-managers. Thus, management is defined from the sociological perspective as "that group of organisational members who occupy the social positions responsible for making sure that the organisation achieves its mission." According to the process perspective, management is considered as a process. Those adopting the process approach explore the roles, activities, and processes that organisational members engage in as they plan, organize, direct, and control their organisations. The process of management is treated as a major organisational force that shapes the attitudes, motivation, and behaviour of its organisational members (Pierce, Gardner & Dunham, 2002, pp-11-12). Management is also a social process that allocates, utilizes, and coordinates human and other resources that are procured from the environment.

Management is an activating force for getting things done through its people by providing dynamic leadership is by and large common to all definitions. It is also noted in some definitions, that management examines and evaluates the efficiency and effectiveness of goals accomplishment and methods and techniques applied for achieving the tasks which are compatible with the demands of the society within which it operates. It can be mentioned here that at present there is no universally accepted definition of management. In this context. Brech made an important observation. According to Brech, what the term management means, is not clear and not always agreed. However, the American Management Association has formulated a definition with the expectation that it would be universally accepted.

Management, according to that definition, guides human and physical resources into dynamic organisation units which attain their objectives to the satisfaction of those served and with a high degree of morale and sense of attainment on the part of those rendering services."

1.2. FEATURES OF MANAGEMENT

An analysis of different definitions of management proposed by eminent thinkers provides us a valuable insight into the important characteristics of management. Important features emerge from the examination of the definitions discussed earlier. are summarized below:

- Management involves activities that are carried out in an organisation by people with different functions internally structured and coordinated to achieve common purposes.
- Management is basically a group process. Accordingly, coordination is regarded as an essence of management. Coordination assumes a unique status under the system approach to management.
- Management is a process. A process is something that a person does. It also indicates ongoing and unceasing cyclical operations. Management is a continuous process and the process moves in a cyclical pattern. Management process elicits the dynamic nature of management. It consists of interrelated activities of planning, organising, leading, and controlling.
 - ❖ Planning is the process of setting an organisation's goals and deciding how to achieve them.
 - ❖ Organising involves determining how activities and resources are to be grouped.
 - ❖ Leading is a function that includes motivating employees, directing others, selecting the most effective communication channels, and resolving conflicts.
 - ❖ Controlling involves monitoring organisational progress toward goal attainment.
- Management is a goal-oriented concept. The activities of management are aimed toward the effective and efficient achievement of the organisational goals.
- Management involves the optimum utilization of various resources, financial, material, and information.
- Management is the task of achieving results with and through people. This implies that the main focus should be on people who in turn would use other resources to get results. Management is primarily concerned with man management.

- Management, according to Fred Luthans, has three major dimensions - technical, conceptual, and human. The technical dimension is related to the manager's functional expertise in engineering, marketing or accounting, and information technology.
- Management is universal since it is applicable across organisations of different sizes and types and across organisational levels.
- Management is an art as well as a science. It contains a systematic body of theoretical knowledge and refers to the practical application of such knowledge as well.
- Management is situational since there is no one best way of doing things.
- Management is multidisciplinary in nature as it derives its knowledge from several disciplines like psychology, sociology, socio-psychology, and anthropology. political science, economics, mathematics, etc.

1.3. IMPORTANCE OF MANAGEMENT

At present management covers a very wide and important area of human activity. It is indispensable for any group activity. The separation of ownership from management in large corporations and growing administrative complexities have enhanced the importance of management in recent times. The quality and performance of the managers determine the success of business enterprises, or we can say that they largely determine its survival. Organisations have been defined as social organs that have been created to achieve an objective or a set of objectives. Every organisation has a set of technical tasks that must be performed to convert its mission into reality. It is through management that specific goals are set, plans of action are formulated, the necessary work systems to carry out plans are organized, people are encouraged and behaviour is regulated (Pierce, Gardner, & Dunham, 2002, pp-17).

"Management is decision-making." Decision-making is important in all functional areas of management. In fact, all managerial functions are discharged through decision-making. Managers by profession are decision-makers. The success of an organisation is largely depending on prompt and correct decision-making. Management is viewed as a multi-purpose organ of an organisation that manages the work and the people. It is a creative and innovative force that thrives to secure maximum results using the available resources. Management provides new ideas and visions to the work groups and integrates them in such a way that maximum results are achieved. Management creates a vital life-giving force in organisations. It directs and

controls organisations just as the mind directs and controls our body.

According to Peter F. Drucker, the task of management is to "make people capable of joint performance by giving them common goals and values, the right environment within which to operate, and the ongoing training so that they can perform and respond to change. It is the managers who achieve this very important work by attending to the needs of social systems the need for plans, organisation, direction, and control." In fact, management is that vitalizing factor that energises, directs, and controls the activities of an organisation.

Management is an economic resource by itself. Good management is the only economic resource that decides the utilization of all other resources. Management skills can rationally utilize capital and economize the use of raw materials, money, and machines. Thus, it stimulates economic activities and accelerates economic growth. In the absence of management, the resources remain resources and never become production. Management directly helps enterprises to perform effectively. It has contributed to the growth of trade and commerce. In fact, management has facilitated the formation of the global economy.

Management enables a country to reach a substantial level of economic development by helping better utilization of available resources. A country with enough resources can still be poor if it does not have competent managers to make effective use of its resources. Poor economic growth of many Asian and American countries is related to the shortage of efficient managers. "Management", according to Drucker, "is the crucial factor in economic and social development." He has further observed that management produces economic and social development with its savings and capital investment. Drucker, therefore has rightly stated, that the developing countries are not underdeveloped but are under-managed. Management, at present, is regarded as an indispensable resource for economic development and social change of a country. Moreover, management affects and is affected by macro and micro elements of the environment. Therefore, management techniques and practices have to be adopted to match the organisational environment to attain maximum efficiency.

Management is the most effective change agent and prime mover for bringing about social justice. Its role is very important in underdeveloped and developing countries where resources are limited but wants are ever-growing. Management skills can help a country to make better use of its resources for enhancing economic growth and better distribution of wealth for alleviating

poverty and injustice, thus usher harmony and provide maximum benefits to society. Management is the greatest boon to mankind.

Management techniques help to improve individual performance. Management is indispensable for all types of group activities. It is essential for any formal and organisational activity. Management can offer an enriched life to employees, consumers, and other members of a community. It can deliver rising standards of living and provide a standard of life to society. It is a powerful innovating force. It ensures the smooth running of enterprises. As such it is the principal determinant of our economic progress. Management is not only a distinct dynamic force but also a life-giving element to any organisation. Thus management, its functions, its competence, its integrity, and its efficiency would be decisive to any organization for its successful running in the years to come.

1.4. ADMINISTRATION vs MANAGEMENT

Management and administration are two popular terms generally used in common parlance to mean one and the same and very often used interchangeably. However, there has long been a controversy among management experts and professionals on the meaning and use of these two terms. At present, there are three clearly different views on the subject of the distinction between management and administration. Now we shall discuss these three views

According to a particular school of thought, administration is a top-level function while management is a lower-level function. The administration is considered by the exponents of this view, as a "thinking function" whereas management, according to them, is the "doing function". Administration is, more specifically, taken as the legislative determinative or planning functions as such it is primarily concerned with overall policy framing and decision-making authority. It is also entrusted with coordination and supervision of the entire business. Management, on the other hand, is concerned with the execution of plans and policies laid down by the administration. Oliver Sheldon, in his book, "Philosophy of Management" first expressed this viewpoint. According to Sheldon, "Administration is the function in the industry concerned with the determination of corporate policy, the coordination of finance, production, and distribution, the settlement of the compass (structure of the organisation), ultimate control of the executive.

Management, on the other hand, is the function in the industry concerned with the execution of policy within the limits set up by administration, and the employment of the organisation for the particular objectives set before it.... Administration defines the goal, management strives toward it." Florence, Haimann, McFarland, Spiegel, Tead, Schulze and many other American experts also hold this view. According to them, administration is concerned with policy formation whereas management is basically related to the execution of the policies and supervision of day-to-day operations. Thus, according to this view point administration is superior to management.

The European school of thought holds that management is a comprehensive term and administration is part of it. According to E. F. L. Brech, "Management is the generic term for the total process of executive control involving responsibility for effective planning and guidance of the operations of an enterprise. The administration is that part of management which is concerned with the installation and carrying out of the procedures by which the programme is laid down and communicated and the progress of activities is regulated and checked against plans." There are many other experts like Richman, Kimble and Kimble and Copen who subscribe to this view. Management, according to this group, involves both policy-making and execution. But the administration, they perceive, is concerned with that part of management which involves doing routine activities in a known setting. Thus, this view is quite opposite to the earlier viewpoint.

Henri Fayol, Chester Barnard, George Terry, Harold Koontz, and many other management authors espouse the view that there is no cogent distinction between management and administration. Accordingly, this school supports the use of the term interchangeably. In fact, Henry Fayol introduced the term administration in his book, "Industrial and General Administration", but he did not make any distinction between these two terms. Newman Williams also did not make any distinction between these two terms. Fayol has used the term administration to mean management. Moreover, it is very difficult to clearly and specifically demarcate administration from management functions. As it is not possible in real life to separate doing functions from planning functions. Furthermore, we do not engage two different sets of people to perform administrative and management functions separately. Rather each and every manager performs these functions simultaneously. Therefore, we subscribe to the view that there is no difference between these two terms. In fact, this view is, at present getting more and more popularity.

Peter Drucker makes the distinction between these two terms from an entirely different perspective. He has described management as a specific organ of business. He, therefore, argues that management must be pertinent to those institutions that supply economic goods and services irrespective of whether they are in the public or private sector. The term administration, according to Drucker, should be used in relation to those organisations which do not supply economic goods e.g. Government departments, Charitable Hospitals, Religious Trusts etc. Accordingly, the governance of the non-business institutions may be called administration while the governance of business is to be termed management. In practice, it may be noted that the term administration is used in public sector undertakings or non-profit making organisations and the term management is used generally in case of the private enterprises or profit-making organisations. The distinction between these two terms, in any case, is not qualitative. Thus, the difference between these two terms lies in their application in different fields.

In order to resolve the terminological conflict, it is often suggested that management may be classified into; i) Administrative management and ii) Functional or operational management. Administrative management relates to the determination of overall corporate objectives, policies, and master strategies. It is in charge of thinking functions e.g., determination of corporate objectives, formation of plans and policies, coordination of all functional areas of business, and overall control and supervision of the entire business. It represents the higher level or top management. Functional management, on the other hand, is primarily concerned with the execution of plans, policies, and programmes. determined by the top management. It assumes responsibility for the conduct of the business and the achievement of the stated objectives and goals. It is concerned primarily with doing functions. It represents the middle and lower management. Whatever the justification might have been in the past for making a distinction between these two terms, at present there is hardly any logical ground for it. Since the 1950s, management experts have been increasingly using the term management to mean both policy-making and policy-implementation functions.

1.5. MANAGEMENT: ART or SCIENCE or BOTH?

There is, at present, a controversy whether management is an art, or a science, or both. In order to solve this, let us first consider whether management is an art or not. With this end in view, we now examine the main elements of art. Art refers to an inborn skill and practical way of doing

specific things; examples are music, painting etc. The main elements of an art, therefore, are-- personal skills, practical know-how, result-orientation, creativity, and constant practice aimed at perfection. If we analyse management with respect to the elements of an art, we will find that like other practices whether medicine, law, accountancy, music or sports, managing is also an art. As an art management calls for a corpus of abilities, intuition and judgment. The managers often make decisions and solve problems on the basis of intuition, experience, instinct, and personal insights. A proper blend of intuition and personal insight with facts and figures is required for effective management. There is hardly any manager who does not think that his job demands some of the basic qualities of arts viz the application of knowledge, skill and ingenuity for achieving desired results. The ability to manage enhances with constant practice. That is why the experience of the managers is valued. The art of management helps to better implement the principles of management. Empiricists and early practitioners believe that management is the art and practice of getting things done through men and limited resources, for achieving goals in a dynamic situation. We consider management as an art for the following reasons:

- (i) The process of management demands proper application of management concepts, principles, and skills and techniques.
- (ii) Management is directed towards the accomplishment of predetermined results.
- (iii) Management like any other art is creative in the sense, it innovates new ideas and thoughts to meet the new situation.
- (iv) Management is personalized as every person in the profession applies his individual technique and approach in solving problems. Moreover, the success of a manager depends on his personality, knowledge and experience.

Thus, we can conclude that management is surely an art.

Now we shall consider whether management is a science or not. Before answering this question, we first know what makes a discipline a science. We can call a discipline a science if its method of inquiry is systematic and empirical, the information collected can be ordered and analysed and the results so reached are cumulative and communicable. Thus, the essential elements of science are- a systematized body of knowledge that contains a set of principles and theories; the principles are developed after careful observations, accurate measurement, experimentation, and inferences, have universal applicability; and can be taught and learned.

"Science", according to Chester L. Bernard, "explains the phenomenon, the events, the past situations and that their aim is not to produce specific events, effects or situations but explanations that we can acknowledge.

The various concepts and principles of science are developed on the basis of observations and experiments." In management, at present there is a systematized body of knowledge which consists of concepts, principles and theories developed on the basis of personal experiences and, theoretical and empirical researches. For example, in case of designing an organisation structure, there are certain principles that should be followed. The principles like, unity of command and unity of direction are important principles which help to delegate authority. There are several management techniques which help to plan, execute and control the activities of an organisation. The management theories and principles can be taught in classrooms and in industry. Today, management has emerged as an academic discipline, and its popularity is evident from the mushrooming growth of management institutes. Since World War II physicists, mathematicians, economists, engineers, statisticians, accountants etc have been studying the problems of industry and providing quantitative bases for correct managerial decisions. Accordingly, a status of science has been claimed for management.

Nevertheless, management is not accepted as a science like Physics or chemistry. As its principles have universal application with some flexibility; they are not like the principles of physical sciences. It is further argued that its laws and principles cannot be stated in precise quantitative terms; at best these are only statements of tendencies. Management cannot predict with certainty the future behaviour of the employees with the help of present management knowledge. Moreover, the management principles cannot be demonstrated with the help of experiments.

Management, therefore, is not so exactly a science like Physics, Chemistry, etc. These limitations of management are essentially due to the fact that management like all other social sciences, deals with living, complex human beings in an ever-changing environment. Management, therefore, cannot claim to have the status of Natural Sciences. Since management is a social process, it is related to social sciences. More specifically, it is a behavioural science. Theories and principles of management are situation-bound, as such they do not necessarily have the same results every time. That is why Ernest Dale has described management as a "soft science".

Thus, managing as a practice is an 'art'; the organized knowledge underlying the practice may be referred to as a 'science'. In this context science and art are not mutually exclusive, rather they are complementary. An effective manager has to learn the theories and principles of management and hone his managerial skills through constant practice. The "theory of management" is the "science" and the "practice of management" is an 'art', and both of them go side by side for the effective and efficient functioning of any organisation. To conclude, we can say that management is an art as well as a science.

1.6. MANAGEMENT AS A PROFESSION

In order to understand whether the field of management can be considered a full-fledged profession, we should first know what a profession is. Cogan has defined a profession as "a vocation whose practice is founded upon an understanding of a theoretical structure of some department of learning of science". The profession can be described as an occupation or a vocation for which specific knowledge and specialized skills are required, the object of which is not to achieve only personal satisfaction but to serve the larger interest of society. The success of such skills is not measured in terms of money alone. McFarland has pointed out five essential characteristics of a profession. These according to McFarland, are

- i) the existence of a body of knowledge or techniques,
- ii) formalized methods of acquiring knowledge and experience,
- iii) the establishment of a representative organisation with professionalism as its goal,
- iv) the formation of ethical codes for the guidance of conduct and
- v) the charging of fees based on services, but with due regard for the priority of service over the desire for monetary reward.

Researcher Edgar H. Schein argues that management is a profession as it exhibits three essential qualities of a profession. The first one of the criteria, Schein applies is, the existence of a set of general principles to guide decision-making. The second criterion of a profession, Schein contends, is the status that is achieved through accomplishment, not through favouritism or political advantage. Finally, professionals in this field, according to Schein, are guided by a stated code of ethics.

In light of the above-mentioned attributes of a profession, we may point out that a profession has the following essential characteristics:

- i) the existence of a systematic and well-organized body of knowledge, formal method of learning and experience,
- ii) entry restricted by qualifications,
- iii) governed by a recognized parent body,
- iv) adherence to ethical code of conduct, and
- v) dominance of service motive.

With respect to these criteria, let us examine how far management can be considered as a profession.

There is, at present, a systematic and organized body of knowledge in management. It contains various theories, principles, and techniques. The principles explain the cause-and-effect relationships among various variables and they are capable of universal application. The theory of management has been developed through scientific research, observations, and personal experiences. However, we have already mentioned that the body of knowledge in management is still in the evolving stage. So, we can say that management by and large satisfies this criterion of - having a systematic and organized body of knowledge.

Today management has emerged as a distinct academic discipline, and it is gaining its popularity day by day. The popularity of the subject is evident from the mushroom growth of the management institutes all over the world. Any individual can learn the theory of management and enhance his expertise through constant practice. Formal education and training in management are becoming increasingly popular. Along with the formal education in management from universities or institutes; various management development programmes (MDPs) are conducted, in order to hone the managerial skills of the employees. The practicing managers can learn a lot from these MDPs, since these programmes are specially designed according to the needs and current trends in the theory and practice of management. So, we can say that management can be learned and expertise in this field can be achieved through experience. In various organisations we can find that the managerial positions are occupied by personnel who do not have formal education in management. In the case of other professions like law or medicine, entry is strictly restricted by the specified qualifications. The entry to managerial positions is not restricted by any such prescribed qualification. But it needs to be mentioned here that this scenario is changing very fast.

However, Peter Ducker did not accept the view that managers should possess any such prescribed qualification. Rather Drucker observes that no greater damage could be done to our society than to attempt to professionalize management by licensing the managers or by limiting access to management to the people with special academic degrees.

In India, the All India Management Association (AIMA) has already been recognized as a representative body of professional managers. It has local chapters in almost all cities in India. However, membership in this body is not mandatory for the managers. In the case of other practices like medicine, law, or accounting, membership in professional bodies is mandatory. The medical practitioners have to become members of the Indian Medical Council and the accountants have to get registered with the Institute of Chartered Accountants of India. From this point of view, management cannot be considered a profession in its true sense.

For every profession there are some ethical standards and every individual in the profession is expected to adhere to the laid down standards. Non-compliance with the ethical code of conduct may lead to cancellation of membership. In management, there is lack of universally accepted ethical codes for managers throughout the world. In most of the countries the managers are expected to be socially responsible and protect the interests of all the stakeholders. In India, the All India Management Association has formulated a code of conduct but most of the managers don't adhere to it and many are not even aware of it. The code of professional ethics is not legally binding on managers. For management professionals, the dominance of service motive is getting very relevant these days. The contribution of management to the society is very important. In the context of the above discussion, we can say that "management is not a full-fledged profession but it is emerging as a profession."

1.7. SUMMARY

In conclusion, we can say that management is the process of planning, organising, leading and controlling with a view to developing and maintaining a congenial environment necessary for the optimum utilization of the organisational resources (human, financial, physical, and information), so that the organisational goals are effectively and efficiently achieved and the interest of both internal and external stakeholders are protected. The view that management is both an art and a science has been expounded. The distinction between management and administration has also been presented with a concluding observation that management consists of both administrative and operative functions.

1.8. EXERCISES

1. What is an organization?
2. Define management in your own words
3. “Management is an art as well as science”. Elucidate this statement
4. Explain the importance of management in modern business organizations.
5. Distinguish between administration and management.

1.9. FURTHER READINGS

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UNIT – 2

EVOLUTION OF MANAGEMENT THOUGHT

UNIT – 2: EVOLUTION OF MANAGEMENT THOUGHT

Structure

- 2.0: Objectives
- 2.1 Introduction
- 2.2 Early Management Concepts and Influences
- 2.3 Classification of the different Management Schools of Thought
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 - 2.10.a The Systems Approach
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2.1. INTRODUCTION

It is important that all managers should focus on today's competitive environment and get equipped for tomorrow. But it is also important that they should know the past and use it as a context. Man has learned many lessons from history. Managers also can learn a lot from the activities that were undertaken by the managers in the past. For achieving success in the future, the lessons of the past are considered an important ingredient. Some of the management authors believe that understanding the history of management provides a "sense of heritage and can help managers avoid the mistakes of others."

2.2. EARLY MANAGEMENT CONCEPTS AND INFLUENCES

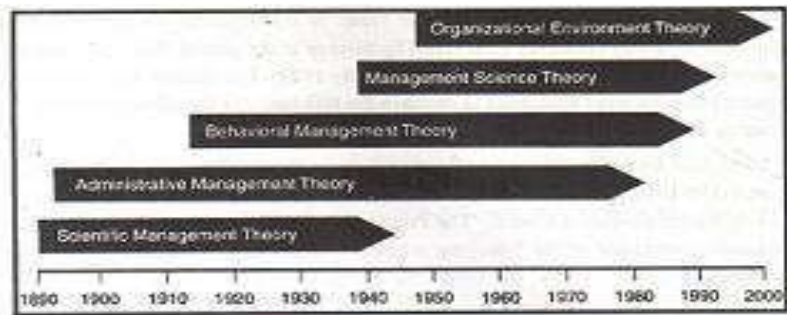
The evolution of management can be traced back thousands of years. The Sumerians used written records to assist in governmental and commercial activities. During the construction of Pyramids, the Egyptians used managerial functions like- planning and controlling. The ancient Babylonians used management in governing their empire, and the Romans used management to facilitate communication and control throughout their territories. The origin of scientific management was first noted in the Greek Civilization Plato, the famous philosopher was first to propound the theory of specialization. Moreover, it was Socrates who established management by his famous method of dialogue, as a separate and distinct art. It is generally acknowledged that the Chinese were the first to recognize the importance of proper selection of employees. The Civil Service System was also first introduced in China. The ancient records of Mencius and Chou (1100 B.C. to about 500 B.C.) indicate that the Chinese were quite aware of the principles of planning, organizing, directing and control.

In India, the Arthashastra of Kautilya about (321B.C.) critically discussed the political, social and economic management of the state. The innovations, such as the spread of Arabic numerals during the period 5th to 15th centuries, and the codification of double-entry book-keeping during the end of 15th century provided tools for management assessment, planning and control. In spite of this long history of management practice, serious attention was not given to management for many centuries. Indeed, the study of management did not begin until the nineteenth century. During the 19th century, it was observed that minor improvements in management tactics could produce impressive increases in production quantity and quality. The concept of economies of scale was realized during this period. The process of industrial development was accelerated by the concept of "job specialization" and "division of labour", which was proposed by Adam Smith. The concepts of job specialization and division of labour lead to an efficient production system. The Industrial Revolution created opportunities for mass production, and this gave rise to a strong and systematic thought about management problems and issues. "Although history provides some insight into managerial practice, it was the organisational complexities brought on by the industrial revolution that stimulated sustained and systematic efforts to understand organisations and their management."(Pierce, Gardner, and Dunham, 2002, pp.39)

2.3. CLASSIFICATION OF THE DIFFERENT MANAGEMENT SCHOOLS OF THOUGHT

It has been discussed in the preceding chapters that management science has been studied from different perspectives. Different approaches to management were developed at different times and in different situations. Classification of management thought into different schools serves several purposes. It helps to analyse management from different viewpoints and makes it easier to understand management. Different approaches to the study of management are generally classified into three groups, e.g. classical, neoclassical and modern. However, such a classification may not be universal. Moreover, it may not be useful for all the time to come. The classical approach was developed through three main streams--Scientific management, Administrative theory and Bureaucracy. The classical school paid attention only to the technical aspect of efficiency both from the job and administrative points of view. The approach neglects the economic dimension of work satisfaction. Thus, it offers a mechanistic frame-work that undermines the role of human factor. But the neoclassical school encompassed in the human relations approach and the behavioural approach, paid serious attention to the feelings and attitudes of workers. The behavioural approach focuses on the individuals performing jobs. Accordingly, this approach directed our attention towards the human aspect of management. Prof Elton Mayo is considered to be the founder of the behavioural school of thought. He conducted the famous Hawthorne Experiments. The findings of the experiments have made a significant impact on management thought. Consequently, a new movement known as the human relations movement emerged. However, the human relations approach neglected the behavioural pattern of groups. This led to the development of organisational behaviour. Modern school is concerned with the system and contingency approaches.

The classification of the management theory as proposed by Jones and George, is also shown in Fig 2.1. they have discussed the evolution of management theory under the following heads: scientific management theory, management science theory, and organizational environment theory.



Source: *Essentials of Contemporary Management*, George R. Jones & Jennifer M. George, 2003

Source: *Essentials of Contemporary Management*, George R. Jones & Jennifer M. George, 2003

For the purpose of our study, we have classified the management approaches as follows:

- Scientific School of Management
- Administrative School of Management
- Bureaucratic Management
- Human Relations School of Management
- Behavioural School of Management
- Quantitative Approach
- Other Modern Management Approaches-
 - ❖ Systems Approach
 - ❖ Contingency Approach
 - ❖ The Managerial Roles Approach
 - ❖ The Total Quality Management Approach
 - ❖ McKinsey's 7S Approach
 - ❖ Excellent Criteria Approach
 - ❖ Theory Z

2.4. SCIENTIFIC SCHOOL OF MANAGEMENT

Scientific management refers to that "kind of management which conducts a business or affairs by standards established by facts or truths gained through systematic observation, experiment or reasoning." (Babcock, 1927) The promoters of the scientific management movement attempted to increase the efficiency of the labour primarily by managing the work of the employees on the shop floor.

✓ The best-known of the scientific management theorists was Fredrick Winslow Taylor, (1856-1915) who is frequently referred to as the "father of scientific management." In 1911, Taylor published a book, *The Principles of Management*. Taylor's scientific management consisted of the following prescriptions: (Pierce, Gardner and Dunham, 2002, pp-13)

1. Develop the science of work by using time, motion and fatigue studies to identify the "one best way" to perform a job and the level at which it can be performed. The science of work is to be developed to replace the old rule of thumb.
2. Emphasize absolute adherence to work standards and do not allow the daily production rate that was scientifically identified to be changed by anyone's arbitrary whim.
3. Scientifically select, place, and train workers and assign them to the most interesting and profitable tasks for which they are suited.
4. Apply a financial incentive system that encourages workers to perform efficiently and effectively by tying pay to output: Low production leads to low pay, high production to high pay.
5. Adhere to a more equitable division of responsibility between management and workers. Planning should be separated from doing, the former being the responsibility of management and the latter of the workers.
6. Utilize specialized functional supervision so that, instead of one general manager, a number of expert managers would supervise a department's employees on the different aspects of their work. Taylor referred to this as "functional foremanship".
7. Develop and maintain friendly labour-management relations, because a cooperative alliance between employees and employers helps ensure the willing application of the scientific principles of work.

The steps in scientific management may be stated as follows: (Griffin, 2006, pp-44)

Step 1: Develop a science for each element of the job to replace the old rule-of-thumb methods.

Step II: Scientifically select employees and then train them to do the job as described in Step I

Step III: Supervise employees to make sure that they follow the prescribed methods for performing their jobs.

Step IV: Continue to plan the work, but use workers to get the work done.

We can sum up Taylor's philosophy in the following lines;

- ✓ Science not the rules of thumb.
- ✓ Harmony, not discord.
- ✓ Maximum output, in place of restricted output.
- ✓ Develop each and every man to his greatest efficiency.

The prominent followers of Taylor were **Frank Gilbreth, Lillian Gilbreth and Henry Gantt**. Frank and Lillian Gilbreth pioneered **motion studies** as a management tool. Their works established the foundation for later advances in the areas of job simplification, work standards and incentive wage plans. All these techniques are still used in the modern workplace. Henry Gantt added two techniques to scientific management-the **Gantt chart** and a **minimum-wage-based incentive system**. The Gantt chart is used by managers to summarize the different work activities and identify those that should be performed simultaneously or sequentially. Gantt promoted the idea that employees should receive a minimum daily wage whether or not they achieved their specified daily work objectives.

2.5. ADMINISTRATIVE SCHOOL of MANAGEMENT

Scientific management focuses on the technical core of the organisation, whereas administrative management concentrates on the management of the whole organisation. The proponents of scientific management viewed the organisation from the shop floor level whereas the administrative management theorists viewed the organisation from the top level.

Henri Fayol was a major contributor to administrative management. His contributions can be studied as Fayol's five, Fayol's six and Fayol's fourteen.

According to Fayol, the different activities of an organisation can be divided into six activities-technical, commercial, financial, security, accounting and managerial activities. These six activities are termed Fayol's six.

1. **Technical** activities refer to the activities relating to the manufacturing or production of goods and/or services.
2. **Commercial** activities refer to the buying, selling, and exchange of goods and services.

3. **Financial** activities refer to the activities relating to the search for and optimal use of capital.
4. **Security** activities refer to the protection of the employees and property.
5. **Accounting** activities are related to the maintenance of books of accounts, compilation of statistics etc
6. **Managerial** activities include planning, organising, commanding, coordinating, and controlling.

According to Fayol, "To manage is to forecast and plan, to organize, to command, to coordinate, and to control." Fayol's five refers to these five managerial functions.

- **Planning** is to foresee and provide means for the future.
- **Organising** is to provide a business everything useful to its functioning materials, tools, capital and personnel.
- **Commanding** is to maintain activity among personnel.
- **Coordinating** refers to the unification and harmonization of all activities and efforts.
- **Controlling** is to see that everything occurs in conformity with established rules and expressed command.

Henri Fayol proposed fourteen principles of management. He believed that these fourteen principles should guide the management of organisations. These fourteen principles have been described as Fayol's fourteen. Fayol's principles are stated below:

1. **Division of Labour:** Fayol noted that division of labour improves the level of efficiency through specialization, and specialization of work increases output.
2. **Authority and Responsibility:** Fayol included both formal and informal authority resulting from special expertise. The parity between authority and responsibility should be maintained
3. **Discipline:** It relies on respect for the rules, policies, and agreements that govern an organisation. Obedient and respectful employees are necessary for the organisation to function.
4. **Unity of Command:** Employees should have only one boss. Each employee should receive orders and be accountable to only one superior.
5. **Unity of Direction:** There should be one manager for each organisational plan and a single plan of action within the organisation that deals with the same objective.

6. **Subordination of Individual Interest to the Common Interest:** The interest of the organisation takes precedence over that of the individual employee.
7. **Remuneration of Personnel:** An equitable uniform payment system that motivates the employees and contributes to organisational success.
8. **Centralization:** The degree to which authority rests at the top of the organisation. It should be determined on the basis of individual circumstances in each case.
9. **Scalar chain:** This refers to the chain of command from top to bottom of the organisation. It defines the communication path in an organisation.
10. **Order:** There should be material and social order in the organisation. Material order indicates that there should be a place for everything, and everything should be in its place. Social order implies that there should be a place for everyone, and everyone should be in his place.
11. **Equity:** The provision of justice and the fair and impartial treatment of all employees.
12. **Stability of Tenure of Personnel:** Long-term employment is important for the development of skills that improve the organisation's performance. The employees should be provided job security.
13. **Initiative:** The employees should be encouraged to conceive and carry out their own ideas.
14. **Esprit de corps:** Comradeship, teamwork, a sense of unity and togetherness, should be fostered and maintained.

2.6. BUREAUCRATIC MANAGEMENT

Max Weber (1864-1920), a German sociologist, developed the concept of bureaucracy as a "formal system of organisation and administration designed to ensure efficiency and effectiveness." According to Weber, "bureaucracy is an ideal, intentionally rational, and very efficient form of organisation founded on the principles of logic, order, and legitimate authority." The defining characteristics of Weber's bureaucratic organisation are as follows: (Schermerhorn, 2005, pp-38)

- **Clear division of labour:** Jobs are well defined, and workers become highly skilled at performing them.
- **Clear specified hierarchy of authority:** Authority and responsibility are well defined for each position, and each position reports to a higher-level one.

- **Formal rules and procedures:** The rules and regulations of the organisation are well-defined and clearly specify how employees should behave. The written guidelines direct decisions in jobs. Written files are kept for historical records.
- **Impersonality:** Managers make rational decisions and judgements based on facts. Rules and procedures are impartially and uniformly applied with no one receiving preferential treatment.
- **Careers based on merit:** Workers are selected and promoted on ability and performance. Positions in the organisations are held on the basis of performance and not social contacts.

Weber believed that organisations would perform well under bureaucracy. In the words of Weber, "the purely bureaucratic type of administrative organisation...is, from a purely technical point of view, capable of attaining the highest degree of efficiency...It is superior to any other form in precision, stability, stringency of its discipline, and reliability. It thus makes possible a particularly high degree of calculability of results for the heads of the organisation and for those acting in relation to it. It is finally superior both in intensive efficiency and in the scope of its operations and is formally capable of application to all kinds of administrative tasks."

The possible disadvantages of bureaucracy include excessive paperwork or red tape, slowness in handling problems, rigidity in the face of shifting customer or client needs, resistance to change, and employee apathy. These disadvantages are most likely to cause problems for the organisations that must be flexible and quick in adapting to the changing circumstances (Schermerhorn, 2006, pp-39).

These three approaches- scientific management, administrative management and bureaucratic management, together constitute the classical school of thought.

2.7. HUMAN RELATIONS SCHOOL OF MANAGEMENT

Elton Mayo, who is considered as the "father of the human relations approach", carried out a set of experiments at the Hawthorne Plant of Western Electric Company at Chicago along with other researchers like F. J. Roethlisberger, T. N. Whitehead, and William Dickson. This study was carried out in four phases-Illumination Experiments, Relay Assembly Test Room Experiments, Mass Interview Phase and Bank Wiring Observation Room Experiment, during the period 1924 to 1932.

The findings of the Hawthorne studies diverted the attention of management practitioners and researchers away from the technical and structural aspects of the organisation toward the social and human aspects. The social and human issues started to be considered as the major issues influencing the productivity of an organisation. It was observed that the feelings of the people, attitude and relationships among the co-workers affected their performance. The importance of group influences on individuals was also recognized. The researchers of the Hawthorne experiments also identified the Hawthorne effect, i.e. "the tendency of people who are singled out for special attention to perform as anticipated because of expectations created by the situation." (Schermerhorn, 2005, pp.41)

The Hawthorne studies contributed to the emergence of the human relations movement, which influenced management thinking during the 1950s and 1960s. This movement was largely based on the viewpoint that "managers who used good human relations in the workplace would achieve productivity." The human relations movement coupled with related developments in the social sciences was responsible for the evolution of a new discipline called organisational behaviour. "The human relations model views the employee as socially motivated and operates from the assumption that a satisfied worker is a productive worker."

2.8 BEHAVIOURAL SCHOOL OF MANAGEMENT

The focus of the human relations movement was on the relationship among the employees, whereas the behavioural movement puts emphasis on the individual and group behavioural processes in the workplace. With the contributions of various behavioural scientists, it was realized that for the effective and efficient functioning of any organisation it is imperative to understand the behaviour of the people in the organisation.

The behavioural movement was stimulated by the contributions of some eminent writers and theoretical movements. "Those contributing to the behavioural science movement stressed the need to conduct systematic and controlled field and laboratory studies of workers and their motivation, attitudes, and behaviour. These ideas contributed significantly to the rise of organisational behaviour as a discipline.

Behavioural scientists consider both the rational-economic model and the social model of the employee to be incomplete representations of the individual as an organisational member. They present a model, which suggests that employees have a strong need to explore, know, understand

grow, develop, feel competent and efficacious relative to their environment, and to maintain a high level of self-regard. Among the major contributors to behavioural management philosophy or practice are Abraham Maslow, Douglas McGregor, Chris Argyris, Rensis Likert, and Raymond Miles" (Pierce, Gardner & Dunham, 2002, pp.54).

Undoubtedly, the human relations movement ignited the behavioural approach to management. The contribution of Hugo Munsterberg (1863-1916), a renowned German psychologist, concentrated on applying psychological concepts to industrial settings. He suggested that psychologists could make valuable contributions to managers in the areas of employee selection and motivation. Munsterberg is considered as the "father of industrial psychology." Another early advocate of the behavioural approach to management was Mary Parker Follett. The works of Follett clearly anticipated the behavioural management perspective, and she appreciated the need to understand the role of behaviour in an organisation. Oliver Sheldon (1894-1951) stressed the social obligation of business to treat its workers fairly. Chester I. Barnard (1886-1961) argued that the needs and goals of a business organisation must be balanced with the needs and goals of its individual members.

In 1943, Abraham Maslow proposed a theory on human motivation that has had an incredible impact on the current views of the organisation, the practice of management, and the relationship between the organisation and its employees. Maslow suggested that there are five types of human needs-physiological, safety, social, esteem and self-actualization, and they are arranged in hierarchical order based on their motivational importance to the individual.

Another contributor to the behavioural approach to management, Douglas McGregor presented Theory X and Theory Y which reflect two extreme sets of assumptions that different managers hold regarding their employees. Theory X is a set of negative assumptions about workers and is consistent with the views of scientific management. Theory Y is a set of positive assumptions about the workers.

The works of Chris Argyris concentrated on how organisational and management systems affect employees' attitudes and behaviours. In the 1960s, Rensis Likert developed four systems of management which described the relationship, involvement, and roles between management and subordinates in industrial settings. Professor Raymond Miles proposed the human resource model which is based on the belief that "through employee involvement in organisational decision-making, performance would be enhanced, leading to employee satisfaction, motivation,

and commitment for further involvement." (Pierce, Gardner & Dunham, 2002, pp.58). Dale Breckenridge Carnegie (1888-1955) was an early proponent of what is now called responsibility assumption, although this appears minutely in his written work. Responsibility assumption is a doctrine in the personal growth field holding that each individual has substantial or total responsibility for the events and circumstances that take place in their life. Carnegie preaches that it is possible to change other people's behaviour by changing one's reaction to them.

Since the behavioural scientists focused on the importance of personal and social considerations, the managers were literally forced to rethink the employees and to design organisations which are open and flexible. The behavioural school of management brings to us a different approach to organisational management than that presented by the classical school of management thought. The hierarchy of authority is less rigid and more flexible. There are fewer rules and standard operating procedures. The employees are more empowered, and their ideas and opinions are solicited as a part of the problem-solving process. (Pierce, Gardner & Dunham, 2002, pp.60)

2.9. QUANTITATIVE APPROACH

During World War II, various quantitative techniques were applied to solve military and logistic problems. Soon it was realized that these techniques may be used to solve different managerial problems. During this period, much of the research was done by interdisciplinary teams of experts from various fields like statistics, engineering, economics, mathematics, and political science.

The quantitative approach to management involves the scientific applications of quantitative techniques to solve managerial problems. The modus operandi, for the application of quantitative techniques to managerial problems, which may be followed, is-

- First a problem is encountered;
- then it is systematically analysed,
- appropriate mathematical models and computations are applied, and
- lastly, an optimum solution is identified.

The quantitative management approach focuses on decision-making, economic effectiveness, mathematical models, and the use of computers. There are two branches of the quantitative approach-management science and operations management.

Management Science: Management science deals "specifically with the development of mathematical models to aid decision-making and problem-solving. A mathematical model is a simplified representation of a system, process, or relationship. Management science focuses on models, equations, and similar representations of reality." (Griffin, 2006, pp.53)

Operations Management: Operations management is "somewhat less mathematical and statistically sophisticated than management science and can be applied more directly to managerial situations." It can be considered as a form of applied management science. (Griffin, 2006, pp.53)

The operations management techniques are generally concerned with helping the organisation produce, its products or services more efficiently. These techniques can be applied to a wide range of problems. The operations management techniques include inventory modelling, linear programming, queuing theory, break-even analysis, network models, and simulation.

- **Inventory Modelling** is a mathematical model that helps to control inventories by mathematically establishing how much to order and when.
- **Linear Programming** is used to calculate how best to allocate scarce resources among competing uses.
- **Queuing Theory** helps to allocate service personnel or workstations to minimize customer waiting time and service cost.
- **Break-even analysis** is a technique for identifying the point at which total revenue is just sufficient to cover total costs.
- **Network models** break large tasks into smaller components to allow for better analysis, planning, and control of complex projects.
- **Simulations** create models of problems so that different solutions under various assumptions can be tested. All of these techniques and procedures apply directly to operations, and they are also applied in other areas like finance, marketing, and human resource management.

The quantitative school of management has developed several sophisticated quantitative techniques to assist in decision-making. The application of the models has increased our awareness and understanding of complex organisational processes and situations. It has been very useful in planning and controlling processes. The quantitative approach has been criticized on the following grounds-mathematical models cannot fully account for individual behaviour

and attitudes; the difficulty in developing competence in quantitative techniques, and the mathematical models are often based on assumptions that are not realistic. (Griffin, 2006, pp.54)

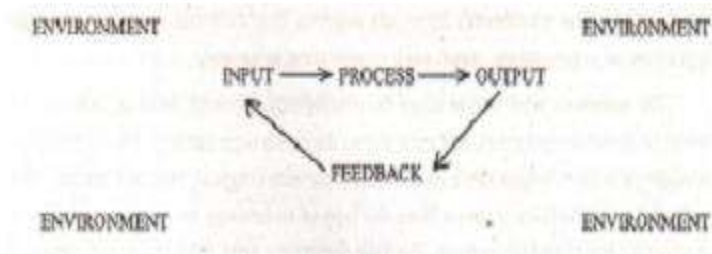
2.10. OTHER MODERN MANAGEMENT APPROACHES AND PERSPECTIVES

Until the early 1950s, there is very little contribution to the study of management from the academicians and theorists. The past four to five decades have seen a genuine inflow of writings from the academic halls. The multiplicity of approaches to management analysis, the amount of research, and the number of contradictory views has resulted in much confusion as to what management is, what management theory and science mean, and how managerial events should be analyzed. As a matter of fact, Koontz some years ago called this situation "the management theory jungle." Since that time, the vegetation in this management jungle has changed somewhat and new approaches have been developed, and the older approaches have taken on some new meanings with some new words attached. But the developments of management science and theory still have the characteristics of a jungle (Wehrich and Koontz, 1994, pp-44). Some of the contemporary approaches to management to be discussed in this unit are the systems approach, the contingency approach, the managerial roles approach, the total quantity management approach, the McKinsey 7-S approach, the excellent criteria approach, and Theory Z.

2.10. a. SYSTEMS APPROACH

The first great contributor to the systems approach was Chester I Barnard (1886- 1961). According to the systems approach, "an organisation is a system composed of a number of interrelated and interdependent elements, each functioning to contribute to the purpose of the whole." An organisation as a system consists of four basic elements- inputs, transformation process, outputs, and feedback Katz and Khan have described an organization as an input-output system that interacts with the environment the inputs are the people, money, materials, technology, and information which are derived from the environment. The transformation process is carried out in the organisation. It converts the inputs into outputs through technological and managerial processes. The outputs are the finished products, services, or both, which are exported to the external environment. The environment consumes these outputs and provides feedback to the system.

So, we can say that the organization is an input-throughput-output system. This is shown in



The organisation is an open system. **Open systems** are systems that interact with their environment, whereas **closed systems** do not interact with their environment. The organisation is a part of and dependent on a larger system, i.e. the external environment from which it imports the inputs and to which it exports a valued product or service.

In order to understand an organisation, we need to know "its context, its subsystems, and the way these subsystems are interconnected with one another." The different functional areas of an organisation may be considered as its subsystems. A change in one subsystem may call for change in other subsystems. The interdependence of the subsystems creates synergy. **Synergy** is the "creation of a whole that is greater than the sum of its individual parts." **Entropy** is a "normal process that leads to system decline when it is left unattended." When an organisation does not monitor feedback from its environment and make appropriate adjustments, it may fail. "A primary objective of management, from a systems approach, is to continually re-energize the organisation to avoid entropy." (Griffin, 2006, pp-55)

2.10.b. CONTINGENCY APPROACH

"Modern management is situational in orientation; that is, it attempts to identify practices that are the best fit with the unique demands of a situation." It utilizes the contingency approach to management. The contingency approach "tries to match managerial responses with the problems and opportunities specific to different settings, particularly those posed by the individual and environmental differences. In other words, this approach "tries to help the managers to understand the situational differences and respond to them in ways appropriate to their unique characteristics" (Schermerhorn, 2005, pp-46). The classical, behavioural, and quantitative approaches are considered universal perspectives because they tried to identify the "one best way" to manage organisations. The contingency approach suggests that universal theories cannot be applied to all organisations, since each organisation is unique.

The managers, who plan to adopt the contingency approach, must be aware of the limits, or constraining factors, that exist within their own organisations. The contingency perspective acknowledges three basic constraints, task and human. The technological constraints crop up from the type of technology an organisation uses to produce its goods and/or services. The task constraints arise from the actual nature of the jobs performed by the employees. Human constraints reflect the levels of competence of the people employed by an organisation (Pierce & Robinson, 1989, pp-48).

The contingency approach is criticized on the ground that it has little theoretical foundation, which means that it has no base of knowledge, lacks predictive ability, and is essentially intuitive.

2.10.c THE MANAGERIAL ROLES APPROACH

One of the contemporary approaches to management theory is the managerial roles approach which has been popularized by Professor Henry Mintzberg. He observed that there are ten managerial roles, and these roles are grouped under three heads- interpersonal roles, informational roles, and decisional roles.

The interpersonal roles are the roles that involve interactions with people inside and outside the work unit, and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include the roles a manager plays as a figurehead, leader, and liaison. The informational roles relate to giving, receiving, and analysing information. The three informational roles are played as a monitor, disseminator, and spokesperson. The decisional roles involve using information to make decisions to solve problems or capitalize on opportunities. This role is also known as the 'strategy-making' role. Mintzberg identified four decisional roles-entrepreneur, disturbance handler, resource allocator, and negotiator.

Mintzberg's approach has been criticized on the grounds that a very small sample of five executives has been used for the study. Furthermore, it has not been analyzed whether the executives considered for the study were effective managers or not. Many of the activities pointed out by Mintzberg are in fact "evidences of planning, organising, leading and controlling." These criticisms definitely raise some genuine questions regarding the validity of the managerial roles approach. In spite of these criticisms, it must be admitted that this is a simple approach through which we can learn about the different roles a manager needs to perform.

2.10. d. THE TOTAL QUALITY MANAGEMENT APPROACH

Under the influence of W. Edwards Deming, the Japanese enterprises started a quality revolution. The focus of the leading management paradigm shifted from quantity to quality. The quality perspective has as its goal the "achievement of customer satisfaction by providing high-quality goods and services." This movement towards quality has resulted in the emergence of total quality management, commonly referred to as TQM. "TQM is a philosophy and way of managing with the goal of getting everyone committed to quality, continuous improvement, and the attainment of customer satisfaction." The pioneers of TQM- W. Edwards Deming, Joseph Juran, and Karoru Ishikawa, envisioned that the organisation's primary purpose was to stay in the business. The preservation of the health of the organisation is important so that the organisation can promote the stability of the community in which it lives, provide products and services that are useful to its customers, and provide a setting for the satisfaction and growth of its members." (Pierce, Gardner& Dunham, 2002, pp-62)

Organisations that have a quality focus woven into the fabric of their management practices are driven by many principles initially laid by Deming. The principles proposed by Deming have implications for a number of different management activities; among them, his quality management addresses: goal setting, training, work incentives, the use of quality control departments and quality inspection, the locus of authority and responsibility for quality, employee involvement, performance appraisals, employee communications, intra-organisational competition, and teams (Deming, 1986).

2.10.e McKINSEY's 7S APPROACH

The McKinsey 7-S is another contemporary approach to management, and this approach is grounded in systems theory. This theory was developed by Tom Peters, Robert Waterman, Richard Pascale, and Anthony Athos; while they were employed by McKinsey & Company, a large management consulting organisation. This approach has gained its popularity, partly because it became the basis for the research behind two best-selling books, "The Art of Japanese Management" and " In Search of Excellence". The research was carried out on America's effective organisations, and it was revealed that seven interdependent factors in organisations must be managed harmoniously.

The seven S-factors in the McKinsey 7-S Framework are as follows:

1. **Strategy:** It refers to the plans or courses of action that allocate an organisation's scarce resources and commit it to a specific action over time to reach identified goals.
2. **Structure:** It talks about the organisation's design and the authority/responsibility relationships.
3. **Systems:** It refers to procedures and processes such as information systems, manufacturing processes, budgeting, and control processes.
4. **Style:** It refers to the way key managers behave and collectively spend their time to achieve organisational goals.
5. **Staff:** It refers to the people in the organisation and their socialization into the organisation culture.
6. **Shared values** (Superordinate goals): It refers to the values shared by the members of the organisation.
7. **Skills:** It refers to the distinctive capabilities of an organisation's key personnel. This framework identifies the key aspects of the management system and shows the interrelatedness of the variables. The McKinsey 7-S framework is a very simple model, and is of great use for practitioners and academicians. This framework is definitely a positive contribution to management theory.

2.10.f. EXCELLENT CRITERIA APPROACH

Thomas Peters and Robert Waterman, in their book, 'In Search of Excellence', identified 43 companies that they regarded as excellent. In choosing some of the firms, they considered factors such as growth of assets and equity, average return on total capital, and similar measures. They have also enquired about other factors like the innovativeness of the companies. The authors, accordingly, identified eight characteristics of excellent companies. Peters and Waterman believe that these eight characteristics were the key reasons for firms' success in remaining both increasingly productive and internationally competitive. These characteristics are as follows:

1. A bias for action, for getting on with it. Even though excellent companies may be analytical in their approach to decision making they are not paralyzed by that fact as many other companies seem to be. In many of these companies, the standard operating procedure is "Do it, fix it, try it."

2. Close to the customers. Excellent companies learn from the people they serve. They provide unparalleled quality, service, and reliability-things that work and last. Many of the innovative companies got their best product ideas from their customers.

3. Autonomy and entrepreneurship. The innovative companies foster many leaders and many innovators throughout the organisation. They are a hive of what we have come to call champions. These companies promoted managerial autonomy and entrepreneurship.

4. Productivity through people. Excellent companies treat the workers as their root source of quality and productivity gain. They achieved productivity by paying more attention to the needs of their people. They do not promote we/they labour attitudes or regard capital investment as a fundamental source of efficiency improvement.

5. Hands-on, value-driven. These excellent companies were driven by a company philosophy often based on the values of their leaders.

6. Stick to the knitting. Excellent companies believe that they should focus on the business they know and never acquire a business that they don't know how to run. Excellent performance seems strong to favour those companies that stay reasonably close to businesses they know.

7. Simple form and lean staff. The underlying structural forms and systems in excellent companies are elegantly simple. Top-level staff are lean; it is not uncommon to find a corporate staff of fewer than 100 people running multi-billion-dollar enterprises.

8. Simultaneous loose-tight properties. The excellent companies are both centralized and decentralized. For the most part, they have pushed autonomy down to the shop-floor level.

A careful look at these attributes of excellent companies makes it clear that the pursuit of excellence begins as a management task. All of the attributes mentioned by Peters and Waterman are characteristics of management activities, skills, and functions. In fact, Peters and Waterman have been criticized for their failure to consider other contributors to corporate excellence, including technological advances, national policies, and cultural norms. Certainly, they identified some philosophical orientations that are especially helpful in managing a company in today's competitive environment, but their most significant contribution was to reinforce the vital importance of mastering the four basic management functions and acquiring fundamental management skills. (Pearce & Robinson, 1989, pp.21-24)

2.10g THEORY Z

During the 1970s and 1980s, many US companies were seriously affected by the Japanese competitors. Moreover, the productivity problems of the American companies during that period became very acute. The Japanese played a very crucial role in changing the business paradigm from quantity to quality. This paradigm shift enabled them to make serious inroads to many markets in the world including the American market.

In 1981, Professor William Ouchi proposed Theory Z to integrate the merits of the Japanese (Theory J) and American (Theory A) management styles. Theory Z is not a basic theory of management, rather it proposes the consistent application of certain principles and practices, and adherence to specific management styles. It, in fact, presents a set of organisational and management style characteristics. Theory Z emphasizes long-term employment; collective decision-making; individual responsibility; slow evaluation and promotion; implicit and informal control with explicit formal measures; moderately specialized career paths; and holistic concern for employees.

Professor Ouchi suggested that this style of management is universally better than the traditional American approach and argues that Theory Z is quite appropriate in any management situation. Nevertheless, Theory Z cannot be regarded as a contingency theory of management. In fact, in many ways, Theory Z reflects a return to the outdated "one best way" thinking of behavioural management. Theory Z identifies employees as a key component of organisational productivity and effectiveness. It prescribes how employees "should be" managed so that the organisational efficiency and effectiveness can be improved. Theory Z is criticized on the ground that it is not a complete theory, it is only a set of management practices expected to create an effective organisation. (Pierce, Gardner & Dunham, 2002, pp.66-67)

2.11. SUMMARY

In this unit, we have discussed the contributions of the early management thinkers who have laid the foundation of modern management. Many of the modern management theories are mere extensions of the theories proposed by the early proponents in the field of management. Some of the concepts proposed by the early management contributors are still in vogue.

2.12. EXERCISES

1. What is scientific management? State the principles of scientific management.
2. Briefly describe the fourteen principles of management as proposed by Henri Fayol.
3. What are the major principles of Bureaucratic management?
4. Identify the possible disadvantages of bureaucracy.
5. What are the major lessons, we have received from the Hawthorne studies?
6. Compare and contrast the scientific and behavioural school of thought.
7. What is management science?
8. Mention some of the operations management techniques that are applied to managerial situations.
9. Describe the 7-S factors mentioned in the McKinsey 7-S framework.
10. State the management practices that are proposed in Theory Z.
11. Write short notes on:
 - a. Systems theory
 - b. Contingency theory
 - c. The Managerial Role approach
 - d. The Excellent criteria approach
 - e. The TQM approach

2.13. FURTHER READINGS

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UNIT – 3

FUNCTIONS OF MANAGEMENT

UNIT – 3

FUNCTIONS OF MANAGEMENT

Objectives:

The objectives of this unit are to:

- ◆ discuss the different levels of management;
- ◆ describe the functions of management;
- ◆ specify the managerial skills; and
- ◆ explain the different types of managerial roles.

Structure :

- 3.1 Introduction
- 3.2 Levels of Management
- 3.3 Functions of Management
- 3.4 Levels & Functions of Management
- 3.5 Management Skills
- 3.6 Management Skills & Management Levels
- 3.7 Managerial Roles
- 3.8 Summary
- 3.9 Self-Assessment Questions
- 3.10 Glossary
- 3.11 Further Readings

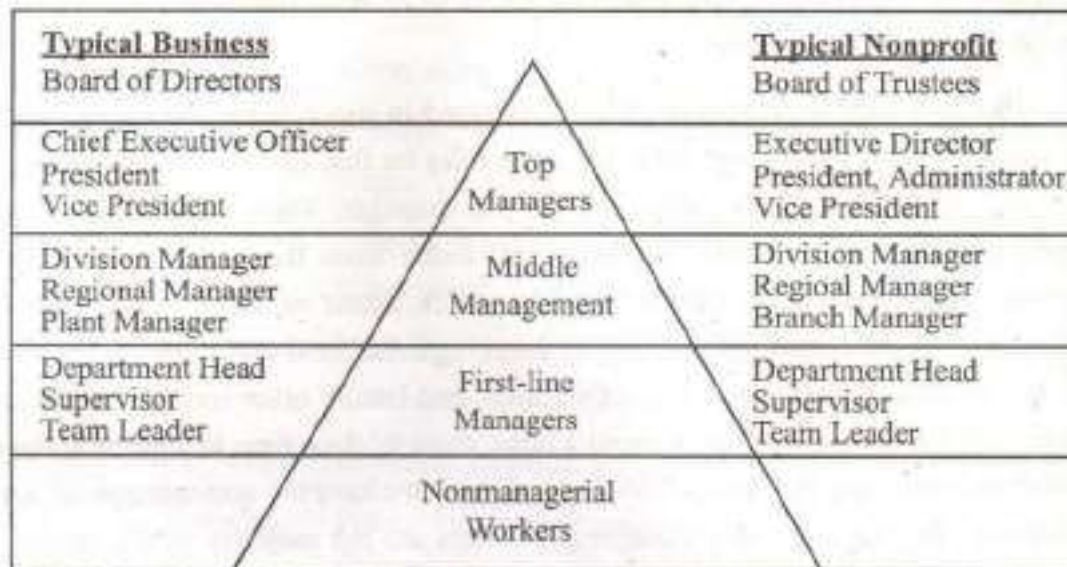
3.1 Introduction

Management is the process of planning, organising, leading and controlling for the optimum utilization of the organisational resources, so that the organisational goals are effectively and efficiently achieved. In the light of this definition, we shall explain in this unit, the functions of management. The levels of management, different managerial skills and roles and their relations with the managerial levels have also been discussed in this unit.

3.2 Levels of Management

Management involves in different types of activities. These are carried out at different levels of organisational structure. The stage or level in the organisation where a particular type of managerial function starts is called a level of management. In every organisation, there is a managerial hierarchy or chain of command consisting of several levels of authority. The level of management, therefore, refers to a line of demarcation between different management positions in an organisation. However, the number of managerial levels differs from organisation to organisation. The number of levels of management increases when the size of the business and workforce increases. Because, there is a limit to the number of subordinate a person can supervise. Generally we can find three levels of management in business organisations, and they are the top-level management, middle-level management, and first-level management. However in case of a very big organisation, the middle management level may be subdivided into upper middle management and lower middle management. The managers are categorized on the basis of their level in the organisation. As per the organisational hierarchy, we have top managers, middle managers, and first-line managers. The hierarchical relationship of managerial and non-managerial employees in an organisation is best depicted by a figure similar to a pyramid as shown below in Figure 3.1. We have shown the management levels of a typical business enterprise and a non-profit organisation in the below figure.

Fig. 3.1: MANAGEMENT LEVELS IN TYPICAL BUSINESS & NON-PROFIT ORGANISATIONS



Source: Source: *Management, 10/e, John R. Schermerhorn, Jr., John Wiley & Sons, Inc.*

The organisational hierarchy is usually pyramidal in shape because we have less number of people at the top and the number increases as we move down the hierarchy. At the apex of the pyramid we have the **top managers**; the titles they may have are the chairman of the board, board of directors, president, chief executive officer, and group vice-president. There are few top managers in an organisation. The top managers craft the organisation's goals, overall strategy and operating policies. They are responsible for the overall coordination and performance of a firm or for one of its larger parts. They scan the external environment, identify the opportunities and threats, and develop appropriate ways to exploit the opportunities and combat the threats. The best top managers are "future oriented strategic thinkers" who make many decisions under highly competitive and uncertain conditions. The jobs of the top managers are complex and varied.

The **middle-level managers** are in charge of departments or divisions consisting of several smaller work units. This level includes titles like divisional manager, plant manager, vice presidents of functional areas, sales manager, and unit manager. These managers are typically defined in terms of their reporting relationships in the organisations. The middle managers are responsible for implementing the plans and policies formulated by the top managers and for supervising and coordinating the

activities of the first-level managers. They are considered as the "principal internal managers" of the company since they spend most of their time managing the day-to-day operations of the business.

The **first-line managers** are mainly engaged in supervising and coordinating the activities of the operating employees. Common titles for first-line managers are supervisor, foreman, coordinator, team leader, and project manager. These positions are held by employees who are entering the managerial cadre from the ranks of the operating personnel. Such managers ensure that their work teams or units meet performance objectives that are consistent with higher level organisational goals. They supervise the day-to-day operations of their respective units, and handle other routine administrative duties. The first-line supervisors spend a large share of their time to supervise the work of their subordinates. Below the first-line managers we have the non-managerial workers of the organisation. The non-managerial workers are the majority in the organisation and they are basically engaged in the "doing" function of the organisation.

3.3 Functions of Management

All managers irrespective of their nature and status have to perform certain functions in their organisations in order to get things moving. But there is no unanimity among the experts regarding the functions which are to be included in the management process. Moreover, the functions of management have been classified by the management writers in different ways. For example, **Henri Fayol** has specified planning, organizing, commanding, coordinating and controlling as the functions of management. According to **Gulick**, planning, organising, staffing, directing, coordinating, reporting and budgeting are the functions of management. **Haynes and Massie** classified the management functions as decision-making, organising, staffing, planning, controlling communication and directing. **Ernest Dale** opines planning, organising, staffing, directing, innovation and representation are the functions of management. **Koontz and O'Donnell** believe planning, organising, staffing, directing and controlling are the functions of management. We have classified the management functions in this unit as - planning, organising, leading, and controlling on the basis of the views expressed by the experts in the contemporary literature.

FUNCTIONS OF MANAGEMENT

- ◆ Henri Fayol : Planning, Organising, Commanding, Coordinating and Controlling
- ◆ Gulick : Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting [POSDCORB]
- ◆ Haynes and Massie : Decision-making, Organising, Staffing, Planning, Controlling, Communication and Directing
- ◆ Ernest Dale : Planning, Organising, Staffing, Directing & Controlling, Innovation and Representation
- ◆ Koontz and O'Donnell: Planning, Organising, Staffing, Directing and Controlling
- ◆ Biddle and Evenden: Policy making, Planning, Organizing, coordinating and Controlling.

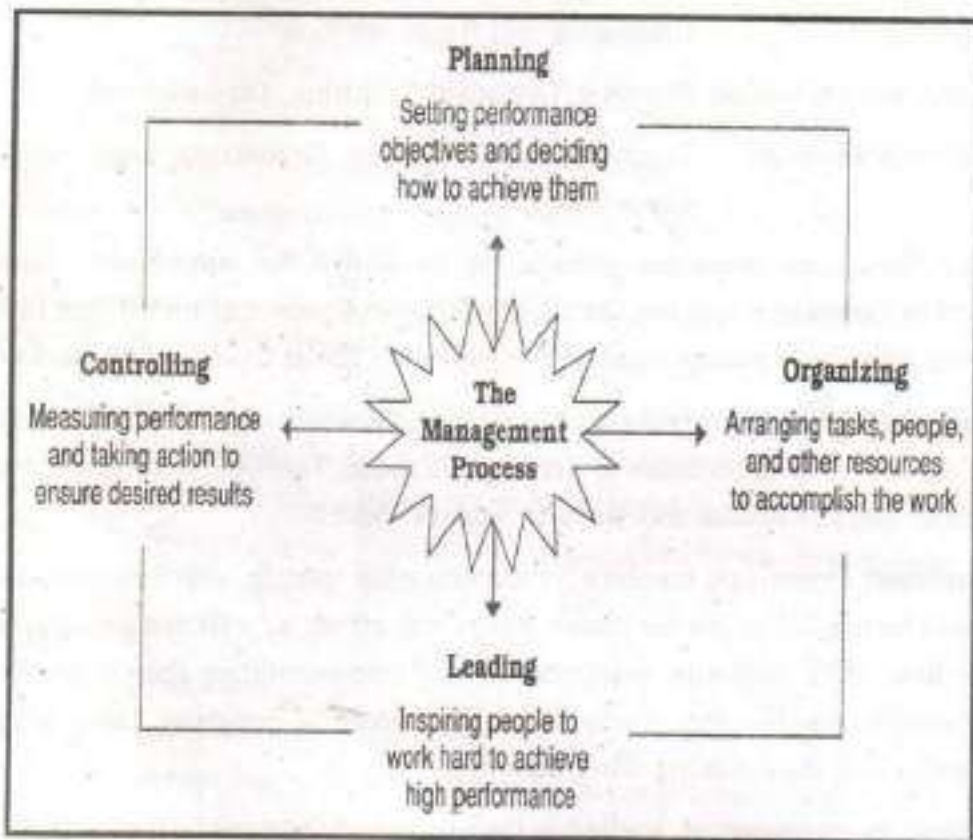
There have been numerous attempts to categorize the management functions. More recently, however, there has been a growing consensus that four major functions appropriately represent management responsibilities. These functions are as follows:

1. **Planning:** Planning is the process of "setting performance objectives and determining what actions should be taken to accomplish them. Through planning, a manager identifies desired results and ways to achieve them."
2. **Organising:** Organising involves "determining the specific activities and resources that will be needed to put the business plan into effect, as well as making decisions about how work authority, assignments, and responsibilities should be allocated and coordinated. In other words, it is the process of assigning tasks, allocating resources, and coordinating work activities."
3. **Leading:** In management, leading is the process of "arousing people's enthusiasm to work hard and inspiring their efforts to fulfill plans and accomplish objectives. Through leading, managers build commitments to a common vision, encourage activities that support goals, and influence others to do their best work in the organisation's behalf."
4. **Controlling:** The management function of controlling is the process of "measuring work performance, comparing results to objectives, and taking corrective action as needed. Through controlling, managers maintain active contact with people in the

course of their work, gather and interpret reports on performance, and use this information to plan constructive action and change." In today's dynamic environment, such control and adjustment are indispensable. Generally what we find is that the things don't move as they are anticipated, so there is a need for the modification and refinement of the plans accordingly for future success.

These four functions and their interrelationships are shown in the Figure 3.2

Figure 3.2: FOUR FUNCTIONS OF MANAGEMENT



Source: Management, 10/e, John R. Schermerhorn, Jr., John Wiley & Sons, Inc., pp-19

3.4 Levels and Functions of Management

In this section, we intend to discuss the relative importance of all the four management functions severally for each of the three broad levels of management.

The **top managers** spend the most of their time, and exert the greatest influence, in the planning function. "Their unique perspective on the organisation overall, coupled with their working knowledge of the firm's external environment, makes top managers the ideal candidates to spearhead the planning efforts of the company."

Middle-level managers are involved to a moderate extent in most of the management functions. But they are responsible for the control activities at their level to a great extent. The middle-level managers need not shoulder the major responsibility for any of the managerial functions at the organisational level, but they are expected to exhibit some competence in all managerial tasks. This expectation places difficult demands on middle-level managers. They must be at least moderately talented in every major managerial function so that they are successful in their jobs.

The **First-line managers** get their main responsibilities in the leadership function since they have to deal with relatively a large number of employees. The responsibilities of the first-line managers with respect to the organising and controlling functions are moderate in importance, and their involvement in the organisation's 'strategic planning' function is low. But the influence of lower-level managers in short-term planning is considerable.

(Pierce & Robinson, 1989, pp.13)

In Figure 3.3 we have shown the relative importance of the management functions with respect to the levels of management.

Figure: 3.3 RELATIVE IMPORTANCE OF THE MANAGEMENT FUNCTIONS

Management Level	Typical Titles	Management Functions			
		Planning	Organising	Leading	Controlling
TOP	President, Chief Executive Officer, Chairman of the Board, Vice President, Group Vice President	HIGH	MEDIUM	LOW	MEDIUM
MIDDLE	Comptroller, Departmental Head, Sales Manager, Unit Manager	MEDIUM	MEDIUM	MEDIUM	MEDIUM
FIRST-LINE	Supervisor, Foreman, Project Manager, Coordinator	LOW	MEDIUM	HIGH	MEDIUM

3.5 Management Skills

With the development of time and the changes in organisations, the nature of managerial work has evolved. The set of skills required on the part of the managers is also changing. A manager's success at any of the three levels of management depends in part on the managerial skills that they possess.

A **skill** is the "ability to translate knowledge into action that results in desired performance". **Robert L. Katz** has classified the essential skills of managers into three categories: **technical, human and conceptual**.

Technical skills include knowledge of and proficiency in a certain specialized field such as accounting, engineering, systems analysts etc. These skills are initially acquired through formal education and are further developed by training and job experience.

Human skill is the "ability to work well in cooperation with other people both individually and in a group. As the managers deal directly with the people, this skill is crucial. It emerges in the workplace as a spirit of trust, enthusiasm, and real involvement in interpersonal relationships. A manager with good human skills will have a high degree of self-awareness and a capacity to understand or empathize with the feelings of others."

Conceptual skills are the skills that help "the managers to think analytically and solve complex problems. With these skills, the managers are able to see the organisation as a whole, understand the relationships among various subunits, and foresee how the organisation fits into its broader environment."

According to Pearce and Robinson, the skills required by the managers can be grouped under seven different categories.

1. **Conceptual skills** involve a manager's ability to adopt the perspective of the organisation as a whole-to see the so-called big picture.
2. **Decision making skills** involve a manager's ability to choose an appropriate course of action from two or more alternatives.
3. **Analytical skills** involve the ability to properly use scientific and quantitative approaches, techniques and tools to solve management problems.
4. **Administrative skills** involve the ability of managers to execute organisational rules, regulations, policies, and procedures; to operate effectively within budgetary

constraints; and to coordinate the flows of information and paperwork within their group and among it and other groups.

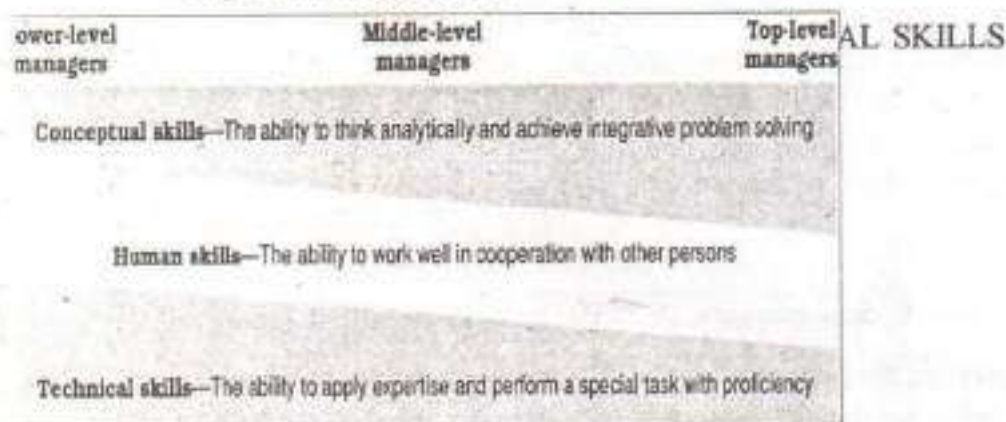
5. **Communication skills** involve the ability managers to transmit their ideas and preferences to others in both oral and written forms.
6. **Human relations skills** involve the ability of the managers to deal effectively with others both inside and outside the organisation who affect the success of the business.
7. **Technical skills** involve the specific competence to perform a task.

(The above discussion is based on the composite list of managerial skills developed by Pearce & Robinson from the work of R. Katz and L. Megginson.)

Political skills have recently been included in the list of necessary skills for the success of managers by several authors. Political skills can be stated as the ability to get the manager's own way without seeming to be selfish or self oriented. It is the ability to get his share of power and authority and use it without the fear of losing it.

3.6 Management Skills and Management Levels

The relationship between the managerial skills and the levels of management is depicted in Figure 3.4.



Source: Management, 10/e, John R. Schermerhorn, Jr., John Wiley & Sons, Inc., pp-24

According to Katz, all managers must have all of these three skills-technical, human and conceptual to be effective in their respective roles. He also pointed out that the skill levels required for successful managerial performance vary from level to level and from organisation to organisation.

The **technical skills** are more important at lower levels of management since these managers are dealing directly with the employees engaged in performing the organisation's task. These skills have a strong relationship with managerial success among first-level managers, and the relative importance of these skills decreases as one rises to upper-level management. **Human skills** are equally important at all levels of management. All the managers have to deal with people, though the number and nature of people dealt with at various levels of management vary. The **conceptual skills** are more important at the top management levels.

3.7 Managerial Roles

A **role** is the "part people play in fulfilling their responsibilities."

Mintzberg in his classic book, *The Nature of Managerial Work*, pointed out the ten managerial roles which are depicted in Figure 3.5.

Figure 3.5 MINTZBERG'S 10 MANAGERIAL ROLES

Informational roles

Source: Management, 10/e, John R. Schermerhorn, Jr., John Wiley & Sons, Inc., pp-21

The **interpersonal roles** are the roles that involve "interactions with people inside and outside the work unit, and other duties that are ceremonial and symbolic in nature." The three interpersonal roles include being a figurehead, leader and liaison.

The **informational roles** involve "the giving, receiving, and analyzing of information." The three informational roles include a monitor, disseminator, and spokesperson.

The **decisional roles** involve "using information to make decisions to solve problems or capitalize opportunities." This role is also known as the 'strategy-making' role.

Mintzberg identified four decisional roles-entrepreneur, disturbance handler, resource allocator, and negotiator. In Figure 3.6 we have mentioned these 10 managerial roles with their description.

Figure 3.6 MINTZBERG'S MANAGERIAL ROLES

Interpersonal	
Figurehead	Symbolic head; required to perform a number of routine duties of a legal or social nature
Leader	Responsible for the motivation and direction of employees
Liaison	Maintains a network of outside contacts who provide favors and information

Informational	
Monitor	Receives wide variety of information; serves as nerve center of internal and external information of the organization
Disseminator	Transmits information received from outsiders or from other employees to members of the organization
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

Decisional	
Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations

Source: H. Mintzberg. *The Nature of Managerial Work*, Harper & Row, 1973, pp 93-94

According to Mintzberg, these three managerial roles are interrelated. "As managers carry out their interpersonal roles, they come into contact with others. Through these interactions, they gain access to information that will be important to the organisation's future functioning. Possession of important information, when coupled with the manager's position of power and responsibility, makes the manager a central figure in organisational decision making. Thus, the interpersonal role leads to their informational role, which, in turn, when coupled with the power and responsibility of their organisational position, gives rise to their key decisional role."

3.8 Summary

In this chapter, we have understood that planning, organising, leading and controlling are the four major functions of management. These functions form the basis for the managerial process. Then we have discussed the different levels of management and its relationship with the functions of management. The set of managerial skills proposed by Katz has been elaborated. We have shown how the relative importance of the managerial skills varies with the change of the levels of management. The ten managerial roles mentioned by Mintzberg have been discussed.

3.9 Self-Assessment Questions

1. Describe the different levels of management.
2. Mention and define the four major functions of management, and explain how they are interrelated.
3. Discuss the various types of skills needed by effective managers.
4. "The managerial skill levels required for successful managerial performance vary from level to level and from organisation to organisation." Elucidate this statement.
5. Explain the managerial roles identified by Mintzberg.
6. Elucidate how the interpersonal, informational and decisional roles are interrelated.

3.10. FURTHER READINGS

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MBA

Management Studies

(SEMESTER – I)

MBAE 1311

CORPORATE GOVERNANCE

BLOCK - 1



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**MBA
(Management Studies)**

(Semester – I)

MBA 1311

CORPORATE GOVERNANCE (CG)

BLOCK - 1



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The University of Burdwan
Burdwan-713104 West Bengal, India
Revised: 2020
Reprint: 2023

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CORPORATE GOVERNANCE (CG)

BLOCK -I

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MBA - 1311

Block - I

This block comprises of three units and aims to provide an introduction to the study of Corporate Governance

Unit 1:

Conceptual Foundation

Understanding a Corporation and its facets- Corporation as a Complex Adaptive System- Governance types- Governance and Management.

Unit 2:


Governance Theories

Governance theories-Separation of Ownership and Control-Instances of good and bad governance practices.

Unit 3:

Role of Directors

Directors vis-à-vis monitoring a corporation- Directors in historical perspective- Types of Directors.


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UNIT- 1
CONCEPTUAL FOUNDATION

UNIT- 1: CONCEPTUAL FOUNDATION

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Concept and definition of corporate governance
- 1.3. Characteristics of corporate governance
- 1.4. Importance of corporate governance
- 1.5. Difference between company and corporation
- 1.6. Origin and development of corporate governance
- 1.7. Let us sum up
- 1.8. Exercises
- 1.9. Suggested Readings

1.0 OBJECTIVES

After reading this Unit, you should be able to:

- Explain the concept and nature of corporate governance.
- State the objectives of corporate governance.
- Elucidate the importance of corporate governance
- Provide an overview of the origin and development of corporate governance.

1.1. INTRODUCTION

Corporate governance is an emerging topic of great significance. It has attracted the attention of people in the wake of repeated corporate frauds and failures across the financial capitals of the world making investors nervous everywhere. The fall of giant companies like Maxwell, Exco, and Enron destroyed the confidence of investors to such an extent that it led to a recession in many countries, including the USA and Japan. The need for an effective instrument of control and governance was felt acutely in the business world.

In response to this need, corporate governance was developed in the early nineties as a new device to protect investor funds and prevent corporate failures. Armed with a set of laws, codes, and guidelines, it acts as a powerful vehicle for sustainable corporate growth and business success.

There is a growing realization that corporate governance is as important to a country as to the world. As a result, international organizations like the World Bank, IMF, OECD, and EU have come forward to provide resources and support for developing and implementing strong corporate governance systems on a global basis.

Keeping this perspective in mind, this opening Unit has been prepared to focus on the introductory issues of corporate governance.

1.2 CONCEPT AND DEFINITION OF CORPORATE GOVERNANCE

The present concept of “corporate governance” (CG) is of recent origin. It has emerged as a major issue in the wake of massive corporate frauds and failures in the developed countries in the recent past. A look into the origin of the term will be helpful in understanding its correct meaning. The word “governance” has come from the Latin word “gubernare”, which means to steer a ship or a state. Similarly, the word “corporate” is derived from the Latin word “corporare”, which means to form a body of many individuals. Today, corporate, as an adjective, means anything relating to a company or corporation. It also means as a noun a company or corporation, depending on the law of incorporation. Thus, the original meaning of corporate governance is to steer, that is, to direct and control a company for the achievement of its objectives. It will soon be clear to us the present meaning of the term is not much different from its original meaning.

Currently, many definitions of corporate governance are coming from different directions. But, the most comprehensive definition has been given by the Organization for Economic Cooperation and Development (OECD). According to the OECD:

Corporate governance is a system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of rights and responsibilities among different participants in the corporation such as the board, managers, shareholders, and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, and the means of attaining those objectives and monitoring performance.

The definition makes it clear that corporate governance is mainly concerned with the distribution of rights and responsibilities among different participants of a company in such a way as to ensure greater accountability, transparency, and fairness to the shareholders and other stakeholders. The development of an efficient CG system requires the efforts of many internal and external parties.

1.3 CHARACTERISTICS OF CORPORATE GOVERNANCE

The analysis of the broad definition of corporate governance given by the OECD brings out its basic characteristics. The characteristics are as follows:

1. Corporate governance (CG) is a system of directing and controlling joint-stock companies. The system is designed to ensure greater accountability, transparency and fairness not only to the shareholders but also to all other stakeholders such as customers, employees, investors, the government, and the society as whole. Modern concept of CG is based mainly on the stakeholder theory.
2. The system of CG in a country is developed, implemented and monitored by a host of internal and external parties. The internal parties include board of directors, subcommittees of the board (such as audit committee and remuneration committee), executive committees, senior managers, shareholders and heads of internal control systems. The external parties to CG are accounting and regulatory authorities, government agencies, international bodies, industry associations, expert committees, legislators, external auditors and voluntary associations. All the internal and external parties have a role to play in the formulation and operation of an efficient CG system in the country.
3. CG is basically concerned with the distribution of rights and responsibilities among the different participants of a company. The main participants are the board of directors, managers, shareholders, employees, and other stakeholders. This can be done by developing at the top an appropriate structure of authority for direction and control with adequate provision for checks and balances to ensure transparency and fairness.
4. CG system of a company is not simply a bundle of rules, regulations, laws and procedures. It is not the same as corporate management. It is a philosophy and a strategy to look into the broader social and economic context of the corporate organization so to protect the interests of all parties. Every company has the right to develop its own CG system in keeping with the national laws and codes. The system may be better than the national standard. Obviously, the system of CG differs from company to company.
5. The code of CG cannot be the same in all countries. It is influenced by political, legal, economic, and social conditions in each country. Clearly, every country has a unique CG code which is responsive to the changes in the external environment and internal conditions.

1.4 IMPORTANCE OF CORPORATE GOVERNANCE

The importance of good corporate governance (CG) cannot be overstated. There is a consensus that a good CG is essential for the betterment of companies, countries and the world. In the present economic scenario, joint-stock companies act as the prime vehicle for investment, employment, trade and development in all countries. They are as much important to a country as to the world. If the companies, especially the multinational companies, are not by a strong corporate governance system, global and national economies are bound to suffer a serious setback with adverse impact on their economic growth. In view of their importance to the global development agenda, CG issues are getting high profile support from such international bodies as the World Bank and OECD¹. Despite two decades of globalization and rapid growth in some countries, it has been estimated that there are still 1 billion people living on less than US \$1/a day and twice that number without access to electricity and clean water. The problem cannot be solved without the cooperation of responsible companies with a track record of good CG. In the words of former World Bank President, James Wolfensohn,² “the governance of the corporation is now as important to the world economy as to the government of countries”.

Companies, especially the large MNCs, have an enormous impact on citizens of several countries across the globe. Their failures can affect the interests of many people in many countries, although the impact will not be the same for all. It is, therefore, important to strengthen their administrative and financial systems using the best CG practices.

Good CG is necessary to ensure a high degree of transparency, disclosure, and fairness in managerial decision-making and financial reporting. It includes a combination of laws, rules, regulations procedures, and voluntary practices to enable companies to maximize long-term value for shareholders and other stakeholders. From a broader perspective, CG is expected to contribute to the success, growth, and development of a company in the interest of all stakeholders, including society. Good CG has a special role to play in developing countries like India in attracting foreign investments, both direct and portfolio. The countries that have strong CG systems generally attract more foreign investments than those with poor CG systems. To attract more foreign investments, Indian companies must adopt internationally accepted standards of CG practices.

The importance of CG also arises from the fact that it can reduce corruption by encouraging companies to practice values and ethical codes of conduct. A reduction in corruption significantly enhances the prospect of higher profitability and growth.

1.5. DIFFERENCE BETWEEN COMPANY AND CORPORATION

The terms “Company” and “Corporation” appear frequently in the literature on corporate governance and related subjects. This creates a confusion in the minds of the readers as to whether they are the same or different. The confusion needs to be removed at the earliest opportunity the convenience of learners.

Basically, there is no difference between a company and corporation from organizational point of view. Both are joint-stock companies with identical features. Both of them are incorporated associations with perpetual succession, common seal and artificial legal existence. They have other common features like limited liability, wide membership, and separation of ownership from management and transferability of shares. The two names exist because the laws of incorporation under which they are set up are different. Companies are formed and registered under the Companies Act, which applies to countries like the UK, India, France, Spain, Japan and New Zealand. Corporations, on the other hand, are formed and registered under the Corporations Act which exists in countries like the USA and Australia.

In the USA, corporation law is a state subject. Every state is empowered to enact its own Corporations Act. Thus, 50 states of the USA may have 50 Corporations Acts. Since the USA is the largest economy in the world with the highest number of listed corporations, many of which are multinationals, the term “Corporation” is widely used throughout the world. But it is the same as the company. Therefore, the two names are interchangeable. Since there are varieties of corporations in different parts of the world, those formed under the Corporations Act are known as business corporations.

It may be noted in this connection that in India we have some specific corporations like public corporations and municipal corporations. While public corporations are state-owned organizations, municipal corporations are a part of the local government that administers cities and towns. Public corporations are set up in India under a special law of the parliament. They may or may not be business entities.

1.6. ORIGIN AND DEVELOPMENT OF CORPORATE GOVERNANCE

The concept of “corporate governance”(CG) as a comprehensive system of direction and control is of recent origin. It was developed in the early 1990s by the government; industry and professional bodies as an answer to widespread corporate malpractices, frauds and failures in the USA and the UK.

The impact of corporate failures on the economies of developed countries was so great that it led to global financial crisis. The Asian countries, especially those of south-east Asia were the worst sufferers and Japan an economically powerful nation, fell into recession. This is quite natural because in a globalised world dominated by multinational companies, the collapse of a company in any country will affect economies of many countries, particularly those where its subsidiaries or branches are located.

Although CG took shape only recently as a new system of direction and control, superimposed on traditional management structure, its genesis can be traced to the basic weakness of the corporate form arising from the separation of ownership and control. The equity shareholders who provide risk capital to the company do not take part in the management for many reasons. In such a situation, there is always a possibility that the promoters, directors and top managers will one day fall prey to their greed and cheat the investors of their hard-earned money. Adam Smith, the guru of capitalism knew this. In his influential book, 'The Wealth of Nations' he said that company directors were not likely to be as careful with other people's money as with their own. The truth of this statement is evident from the instances of repeated corporate scandals across the globe.

For years, people relied on corporate laws and regulatory mechanisms to protect their investment in companies. But the laws and regulations failed to stop corporate corruption and failures. To stem the rot, professional bodies and industry associations with the help of government have introduced sophisticated accounting standards and financial reporting standards to companies in many countries, including India. The objective of these standards is to protect the interest of the investors by promoting the concept and practice of more disclosure, transparency, accountability, and fairness in every possible way. But nothing did work and vulnerable companies continued to fall like a house of cards despite all safeguards. In this backdrop, the corporate governance system has been developed to increase investor confidence in the safety of their funds by strengthening the financial and administrative systems of companies. The process of developing the system is going on at many levels all over the world.

Historically speaking, the origin of modern CG can be traced to the Watergate scandal in the USA during Nixon's Presidency (Fernando, 2006:20). The investigation into the scandal revealed that big corporations made illegal contributions to political parties and bribed government officials for private gain. This led to the passing of the Prevention of Corrupt Practices Act in 1977. The Act provides for the review and strengthening of internal control systems of companies.

In spite of this Act, a series of high-profile business failures took place in the USA in 1985. Based on the recommendations of the investigating committees that looked into the causes of those failures, the US Government introduced a series of control measures through the Securities and Exchange Commission for the orderly functioning of business corporations in the country. These initiatives are considered to be the pioneer or corporate governance framework that emerged after a few years.

The corporate failures in the USA badly affected economies of many countries, including the UK. The UK government was then trying to tide over the crisis by tightening the corporate laws and forming new regulatory bodies. But before it could put its house in order, the country was shocked by large-scale corporate frauds that exposed serious weakness in the corporate management and control systems. The collapse of big companies like Polly Peck International, Maxwell, BCCI, Exco and Coloroll in late 1980s and early 1990s raised big questions in public minds about the authenticity of corporate reports and the accountability of boards. The investors turned their back on the companies. Stock indices fell sharply creating panic in the capital market. As a result, the British economy came under severe pressure causing political and social unrest in the country. Faced with such an alarming situation, the UK Government set up in 1991 a powerful committee under the chairmanship of Sir Adrian Cadbury, then chairman of the Bank of England. The Committee Published its report in December 1992, recommending the “Code of Best Practice” for corporate governance of listed companies. The Cadbury Code is the first model of corporate governance in the world. It is a milestone in the history of CG for two reasons. First, it provided an ideal basis for developing standard CG practices. Second, it gave birth to a movement for better CG throughout the world. However, it should be noted that the Cadbury Code was optional, and not mandatory, for companies.

Corporate failures seem to spread like an epidemic. Closely on the heels of corporate frauds in the UK, the USA came under another spell of scandals between 2000 and 2002. This time the scandals were of greater magnitude involving large firms such as Enron, WorldCom, Arthur Anderson, Quest, and Global Crossing. The fall of Enron, the world’s largest energy trading company in 2002, brought down the house of the famous audit firm, Arthur Anderson, the same year. The meltdown of WorldCom started in 2001 and it was in ruins by June 2002. Faced with such a grim situation, the US Congress passed the Sarbanes Oxley Act (briefly known as the SOX Act) in 2002. The Act represents the CG code of America with two important differences.

First, unlike the Cadbury Code, provisions of the SOX Act are mandatory for the companies listed with the US stock exchanges. Second, the requirements of CG under the Act are far more stringent than those of any other Act or Code in the world. Unfortunately, even the SOX Act failed to stop the rot and companies continued to down their shutters leading to economic recession in the USA and a wider financial crisis in Europe. This proves that the problem of corporate mismanagement and fraud is deeper than meets the eye. Therefore, it was felt that the collective efforts of professional bodies, governments, and international agencies were necessary to develop one effective system of CG.

After the publication of the Cadbury Report in 1992, the member countries of the OECD and EU showed keen interest in developing their own standards of CG. Realizing the importance of CG to regional and global economic development, a number of prominent international agencies have come forward to support and promote the issue. For example, the OECD developed and published the principles of CG in 1999 to enhance the standards of governance in various countries. The principles were reviewed and revised in 2004. Although OECD principles are non-binding, they have found acceptance even to countries outside the group. The World Bank has also initiated efforts to promote international standards of corporate governance based on OECD principles. In addition, the IMF has started producing reports showing the extent to which various countries observe internationally recognized standards and codes.

Recently, the OECD and the World Bank have jointly set up the Global Corporate Governance Forum (GCGF) for a wider role. The objective of the forum is to bring together the leading groups in governance issues such as banks, companies, governments, and professional standard-setting bodies. It also plans to provide assistance to the developing countries on CG.

Another international initiative is the establishment of the International Corporate Governance Network (ICGN). Its objective is to facilitate international dialogue on CG issues. It works in close collaboration with the OECD and the World Bank. The EU is not lagging behind in the field of CG. It has formulated an action plan for modernizing company law and enhancing corporate governance in member countries. Another important development is the publication of Basle Committee Guidelines (1999) on CG for the banking sector. The guidelines are intended to develop standard CG practices in banks across the world.

Thus, it is clear that CG has been developing rapidly all over the world. India has also taken some remarkable steps in developing CG practices in line with international standards. If the world has to be saved from the frequent shocks and tremors of corporate failures, CG has to be strengthened through regional and global cooperation.

1.7. LET US SUM UP

The present concept of corporate governance (CG) is of recent origin. It has emerged during the last 15 years as a major instrument to improve corporate performance and protect investor funds. The best definition of CG has of course come from the OECD. The OECD defines it as a system by which business corporations are directed and controlled. The system of CG consists of a corporate control structure with a body of laws, rules regulations and procedures. The structure spells out the distribution of rights and responsibilities among the participants in the corporation. The main participants are the board of directors, managers and shareholders CG practices today are designed to take care of the interests of all stakeholders.

There are distinct characteristics of CG. It is a broad system of direction and control for increasing the long-term shareholder value and protecting the interests of all other stakeholders. It is applicable to all organizations. The CG system is developed and implemented by a host of internal and external parties. Obviously, it is not the same for all companies. It also differs among the countries as the political, social, legal, and economic systems of a country have a significant influence on its formulation and implementation.

In the literature on corporate governance, the two names “company” and “corporation”, are used in the same sense. There is no basic difference between them except the law of incorporation. Companies are formed under the Companies Act which is common to countries like the UK and India. Corporations are formed under the Corporations Act which prevails in countries like the USA and Australia.

CG is conducted with some specific objectives that serve to focus on its importance in today's competitive environment. It plays a vital role in the betterment of companies, countries and the world as a whole. It is now linked with the global development agenda. For this reason, the World Bank and OECD are providing high-profile support to the CG issues. Good corporate governance offers many benefits which are of special importance to the developing countries like India.

1.8. EXERCISES

1. Define corporate governance (CG) and explain its nature and importance.
2. ‘The governance of the corporation is now as important to the world economy as to the government of countries.’ Elucidate the statement.
3. What are the common objectives of good corporate governance?
4. Do you perceive any difference between a company and a corporation? If so, what is that?

1.9. SUGGESTED READINGS

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UNIT- 2
GOVERNANCE THEORIES

UNIT- 2: GOVERNANCE THEORIES

2.0 Objectives

2.1 Introduction

2.2 Basic Problem of Corporate Management: Separation of Ownership and Control

2.3. Theories of corporate governance

2.3.1. The Agency Theory

2.3.2. The Stewardship Theory

2.3.3. Stakeholder theory

2.4. Convergence of Corporate Governance Practices

2.5. Let us sum up

2.6. Exercises

2.7. Suggested Readings

2.0 OBJECTIVES

After reading this Unit, you should be able to:

- Gain an insight into the problem arising from the separation of ownership from control in companies.
- Discuss the theories of corporate governance.
- Identify the obstacles to the global convergence of corporate governance practices.

2.1. INTRODUCTION

The governance problem of companies is as old as the corporate business itself. Administrators, economists, sociologists, psychologists, and others have been working for a long to find a satisfactory answer to the basic problem that arises from the separation of ownership from management in joint-stock companies. As a result, several theories of corporate management have been developed over the years. The theories are now being used in different countries as the basis for building suitable models of modern corporate governance. The theories are all known as the theories of corporate governance.

2.2. SEPARATION OF OWNERSHIP FROM CONTROL IN CORPORATE ORGANIZATIONS

Joint-stock companies are characterized by separation of ownership from control. Shareholders, more specifically the equity shareholders, are the collective owners of a company. They provide risk capital to the company for which they enjoy some rights and privileges. They are also the ultimate source of authority and power in the company they own. But they do not have any role in its management and direction. There are many reasons for which shareholders cannot take part in the management of their company. First, shareholders are large in number. Secondly, they do not know one another. Thirdly, they are spread over a vast geographical area. Fourthly, they have no specialized knowledge of management. Finally, they are only interested in investment, dividend and other gains.

The task of managing a company is delegated to directors and managers who control and manage the enterprise on behalf of the shareholders. Thus, directors and managers act as the agents of shareholders. Naturally, the cost of managing a company is known as agency costs from the point of view of shareholders. The agency costs mainly include the salaries and fringe benefits paid to directors and senior managers.

As agents of the shareholders, the top management should pursue the objective of maximizing the long-term shareholder value. But this does not happen in practice. In most cases, the objectives of directors and executives are different from those of shareholders. The divergence of objectives creates a lot of suspicion in the minds of shareholders about the safety of their funds. Adam Smith, the guru of capitalism, has observed in his influential book "The Wealth of Nations" (1776) that company directors are not likely to be as careful with other peoples' money as with their own.¹ In reality, we find that directors and senior managers often fix their own remuneration at a very high level. This goes directly against the interests of shareholders. The matter is so serious that an expert committee known as the Greenbury Committee was appointed in the UK in 1995 to examine the issue of directors' remuneration. Diversion of funds and wrong use of resources to meet the greed of directors sometimes cause enormous financial loss to the shareholders bringing down the company. This has been illustrated by the fall of Satyam Computer Services where the MD and CEO, B.R. Raju, committed the biggest corporate fraud in India in 2008 amounting to Rs 10,000 crore by fudging bank balances and diverting funds to other concerns.

Thus, it is evident that the separation of ownership from control lies at the root of many corporate malpractices. An effective corporate governance system can go a long way in assuring the shareholders that directors and managers will make the best use of their funds for generating long-term wealth for them.

2.3. THEORIES OF CORPORATE GOVERNANCE

In this unit, three popular theories are presented in order to help you understand the basic reason for developing a broader view of the modern corporate governance system. The theories are: i.) The Agency theory, ii) The Stewardship Theory, and iii) The Stakeholder Theory.

2.3.1. The Agency Theory

The development of agency theory can be traced back to Adam Smith (1776), who in his classical book, "The Wealth of Nations", referred to managerial negligence as the most important problem of joint-stock companies. According to this theory, shareholders as owners are the principals of a company. By virtue of their ownership, the principals define the objectives of a company. The management, selected by shareholders to pursue such objectives, are the agents. While the principals generally assume that the agents would invariably carry out objectives set by them, it is often not so.² In many instances, the objectives of managers are different from those of the shareholders. For instance, a chief executive may want to increase his managerial empire and personal stature by using the company's funds to finance an unrelated diversification, which could reduce long-term shareholder value. The shareholders and other stakeholders of the company may not be able to prevent this because of inadequate disclosure about such a decision. Also, they may be too scattered to effectively stop such a move. Such mismatch of objectives is called the agency problem and the cost inflicted by such deviation is called the agency cost. The purpose of corporate governance is to design and put in place a system of disclosure, transparency and accountability in such way that the objectives of the two sets of players can be aligned as closely as possible to minimize agency cost and increase shareholder value.

There are two board mechanisms that help reduce agency costs and, hence, improve corporate performance through better governance. These are:

1. Fair and accurate financial disclosures: Financial and non-financial disclosure of information in accounts and statements certified by the independent, statutory auditors appointed by shareholders are supposed to present a "true and fair" view of the financial health of the corporation. Indeed, the quality and independence of statutory auditors are fundamental to ensure the authenticity and adequacy of disclosures.

A company that discloses nothing is a threat to the investors. Improving the quality of financial and non-financial disclosures not only ensures corporate transparency among a wide group of informed investors and analysts, but also persuades companies to minimize value-destroying behaviour. This is precisely the reason why law insists that companies prepare their audited annual accounts for distribution to all shareholders and submission to the Register of companies. This is also why a good deal of effort in global corporate governance reform has been directed to improving the quality and frequency of disclosures.

2. Efficient and independent board of directors: A joint-stock company is owned by the shareholders, who appoint directors to supervise management. The directors must direct and control the management to ensure long-term shareholder value. Directors are trustees of the shareholders, not of the management. They are appointed by the shareholders. They are accountable only to the shareholders. The independence of the board has presently become the key issue in determining the standard of corporate governance of a company.

2.3.2 Stewardship Theory

The stewardship theory has its roots in psychology and sociology. It was designed to examine situations in which executives as stewards are motivated to act in the best interest of their principals, that is, the shareholders. It is an extension of the agency theory. It is important to note here that both the agency and the stewardship theory are known as the shareholder theory as they seek to enhance mainly the shareholder value. The stewardship theory assumes that managers are basically trustworthy and attach much importance to their own personal reputations. The market for managers with strong personal reputations serves as the primary mechanism to control behaviour, with more reputable managers being offered higher compensation packages. Financial reporting, disclosure, and auditing are important mechanisms, but there is a fundamental presumption that these mechanisms are needed to confirm managers' inherent trustworthiness.

Stewardship theory has three basic conditions:

- ✚ The theory defines situations in which managers are not motivated by individual goals, but rather they are stewarding whose motives are aligned with the objectives of their principles.
- ✚ Given a choice between self-serving behaviour and pro-organizational behaviour, a steward's behaviour will not depart from the interests of his/her organization.
- ✚ Control can be potentially counterproductive, because it undermines the pro-organizational behaviour of the steward by lowering his/her motivation.

The greatest barrier, however, to the adoption of stewardship theory of governance lies in the risk propensity of principals. Risk-taking owners will assume that executives are pro-organization. They naturally favour stewardship governance mechanisms. While the risk-averse owners do not favour the extension of the power of the board. However, these concepts of stewardship and trusteeship are not new. The sacred scriptures, both in India and Christendom, emphasize the almost filial relationships between the rulers and the ruled. Gandhiji too elaborated the concept of trusteeship to make Indian industrialists better understand and appreciate their roles and responsibilities towards their employees. Though the agency theory and stewardship theory have many things in common, there are certain differences between them. The Table 2.1 shows the differences between the two theories.

Table 2.1 Differences between agency theory and stewardship theory

Agency Theory	Stewardship Theory
Managers act as agents.	Managers act as stewards.
Governance approach is materialistic	Governance approach is sociological and psychological.
Behaviour patterns is : <ul style="list-style-type: none"> • Individualistic • Opportunistic • Self - serving 	Behaviour pattern is: <ul style="list-style-type: none"> • Collective • Pro – organisations • Trustworthy.
Managers are motivated by their own objectives	Managers are motivated by the principal's objectives.
Interests of the managers and principals differ.	Interests of the managers and principals converge.
The role of the management is to monitor and control.	The role of the management is to facilitate and empower.
Owners' attitudes is to avoid risk.	Owners' attitudes are to take risks.
Principal – Manager relationship is based on control.	Principal – Manager relationship is based on trusts.

2.3.3. The stakeholder Theory

To understand the theory, it is first necessary to understand the stakeholder concept. According to the Stanford Research Group, stakeholders are those groups without whose support the organization would cease to exist. After considering different perceptions, Max Clarkson has offered the following definition of stakeholder theory:

The firm is a system of stakeholders operating within the larger system of the host society that provides the necessary legal and market infrastructure for the firm's activities. The purpose of the firm is to create wealth or value for its stakeholders by converting their stakes into goods and services.

In stakeholder theory, organizations are seen as multilateral agreements between the enterprise and its stakeholders. The relationship between the company and its internal stakeholders (employees, managers, owners) is defined by formal and informal rules developed through the history of the relationship. This institutional setting and resources create strategic possibilities for the company. While management may receive finance from shareholders, they depend on employees to fulfil strategic intentions. External stakeholders are equally important but relationships with customers, suppliers, competitors, and special interest groups are also constrained by formal and informal rules. Finally, governments and local communities set the legal and formal rules within which businesses must operate.

The stakeholder theory argues that corporations should not be regarded as bundles of assets that belong to shareholders. Rather they should be treated as institutional arrangements for governing the relationships between all of the parties that contribute firm-specific assets. This includes not only shareholders, but also long-term employees who provide specialized skills of value to the corporation, and suppliers, customers, and others who participate in the value creation for the corporation. If job of corporate management is to maximize the total wealth created by the enterprise rather than just the value of the shareholders' investment, then management must take into account the effect of corporate decisions on all stakeholders in the firm.

In practice, executives of leading companies have always utilised elements of the stakeholder approach. As firm-specific skills become an increasingly important part of the firm's valuable assets, and as corporate constituencies become increasingly alert and demanding, likely, corporate managers will likely increasingly adopt a stakeholder perspective. This will happen despite pressure to increase shareholder value.

The growing emphasis on customer relations, employee relations, supplier relations, and investor relations is an indication that managers have to grapple with the imperatives to satisfy the interests of more complex constituencies than shareholder theory would suggest. The conception of the company as a set of relationships rather than a series of transactions, in which managers adopt an inclusive concern for all stakeholders, is much closer to European and Asian business values. It represents an important step towards a sense of corporate citizenship - an organization with a mature appreciation of its responsibilities to society.

2.4. CONVERGENCE of CORPORATE GOVERNANCE PRACTISES

At present, there is a diversity in corporate Governance (CG) practices of different countries. The diversity arises mainly from differences in political, economic, legal and social systems of countries. But global convergence or uniformity of CG practices is an important agenda of this country. It has become all the more important in the context of the globalization of economies and harmonization of international accounting and financial reporting standards. The convergence will require blending of different CG practices into an internationally acceptable code of CG practices. Experts are working for this at different levels. If it becomes a reality, every country will have to follow the international CG standards like international financial reporting standards (IFRS).

But careful analysis suggests that convergence of CG practices will not be an easy thing to do. There are several problems or obstacles to the process of convergence. Firstly, there are sharp differences in the social, economic, political and legal systems of countries. Secondly, the developmental perspectives, organizational structures and market conditions vary widely among the countries. Thirdly, and perhaps most importantly, organizational matters like business strategies and leadership styles are highly enterprise specific. They can never be the same for all companies. The case is the same for CG practices which are highly influenced by corporate values, objectives and strategies. Finally, it is argued that even it is possible to develop an international CG system, it will be difficult to implement it. Because implementation will require changes in domestic laws, judicial systems business practice and social norms. These changes are extremely difficult to make, if not impossible. Therefore, the process of convergence CG practices is likely to be slow and complicated.

2.5. LET US SUM UP

The main problem of governing companies arises from the separation of ownership from management. The shareholders are the owners of a company. But for many reasons, they do not take part in the management of the company they own. As a result, the objectives of owners differ from those of management. The CG system tries to bridge the gap between the objectives of owners and managers.

CG practices are based on three theoretical platforms. The agency theory argues that shareholders as owners are the principals of the company and the management is their agent. As an agent, management must act in the best interest of the shareholders. The stewardship theory assumes that managers are basically trustworthy and attach much importance to their personal reputation. They are expected to align their objectives with those of their principals. The stakeholder theory states that a firm is a system of contractual relationships among various stakeholders. The purpose of the firm is to create wealth or value for its stakeholders by converting their stakes into goods and services. The principles of modern CG are expected to give more importance to the stakeholder theory.

With the development of global accounting and financial reporting standards, there is a demand for global convergence of CG practices. Although convergence is desirable, there are some practical difficulties in the formulation and implementation of International Corporate Governance Standards (ICGS). In all probability, the proposed convergence will take more time to become a reality.

2.6. EXERCISES

1. Why is the separation of ownership from control called the most serious weakness of corporate organizations? Explain your answer.
2. Elucidate the agency theory and the stewardship theory of corporate governance. What differences do exist between the two theories?
3. Discuss the stakeholder theory and explain why it is gaining popularity in the corporate world.
4. State the obstacles to the global convergence of corporate governance practises. How far, in your view, is the prospect of convergence realistic?

2.7. SUGGESTED READINGS

1. Fernando, A.C. (2006). *Corporate Governance: Principles, Policies and Practices*. New Delhi: Pearson Education.
2. Rani, D. Geeta and Mishra, R.K. (2008). *Corporate Governance: Theory and Practice*. New Delhi: Excell Books.
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UNIT - 3
ROLE OF DIRECTORS

UNIT 3: ROLE OF DIRECTORS

Structure

- 3.0. Objectives
- 3.1. Introduction
- 3.2. Concept of Director
- 3.3. Legal Position of Directors
- 3.4. Number of Directors and Directorship
- 3.5. Qualifications and Disqualifications of Directors
- 3.6. Duties of Directors
- 3.7. Types of Directors
- 3.8. Let Us Sum UP
- 3.9. Exercises
- 3.10. Suggested Readings

After reading this Unit, you should be able to:

- Understand the concept of director.
- Examine the legal position of directors.
- State the qualifications and disqualification of directors.
- Describe the different types of directors.

3.1 INTRODUCTION

Directors govern the company on behalf of the shareholders who are its owners. They are not employees, managers, or servants of the company. They are the elected representatives of shareholders. To understand this point, it is necessary to know the status of a company. A company is an artificial person. It has neither a body nor a soul. Obviously, it cannot act itself. It can act only through the agency of some human being. And these human beings are known as directors. Shareholders elect them as their representatives to protect their interests. Legally, directors are the agents and trustees of the company. They are also the brains of the company. Therefore, directors must act in the best interest of the company and show total loyalty to it. Directors have been given extensive powers under the law. They can do what the company can do. Their powers are co-extensive with the powers of the company. But, it is not possible for them to exercise all the powers themselves. They delegate some of their powers to the managing director who is a full-time director and the CEO of the company.

The CEO is responsible for the day-to-day management of the company. He shares his powers and authority with other executives and managers. The board on its part can form a number of committees with specialized functions to oversee the management and exercise control.

In this Unit, you will learn about the legal position, powers, role, and types of directors in relation to the requirements of corporate governance practices in India and elsewhere.

3.2. CONCEPT OF DIRECTOR

A Company (or a corporation) is an artificial person in the eyes of the law. It has neither a body nor soul of its own. As such it cannot act itself. It can act only through some human agency, called directors¹. Thus, directors are the agents of shareholders. They direct and control the affairs of a company on behalf of the shareholders. They are also the brain of a company. Companies Act, 1956 [Sec. 2(13)] defines a director as a person who occupies the position of a director. It does not matter whether he is called a director or not. The legal opinion is that if he occupies the position of a director and performs the duties and functions of a director, he would be called a director. However, from a broader point of view, a director can be defined as a person having control over the direction, conduct, management or superintendence of the affairs of a company. Simply put, a director is a person in accordance with whose direction the company is managed and controlled.

It may be noted in this connection that only an individual can be appointed as the director of a company. However, he does not enjoy any power in an individual capacity. Directors must act collectively as members of the board to exercise all powers vested in them. For this reason, the board of directors is known as the "plural executive".

3.3. LEGAL POSITION OF DIRECTORS

It is very difficult to pinpoint the exact legal position of the directors of a company. They are called by various names such as agents, trustees, or stewards. But, none of these expressions are indicative of their extensive powers and responsibilities. The names simply indicate some useful points of view, which are relevant to a particular purpose or situation. We may now examine the legal position of directors from different points of view as under:

1. Directors as agents

A company is an artificial person. It has neither a soul nor a body of its own. It cannot act itself. It can act only through directors who are agents of the company. Therefore, the general principles of the law of principal and agent regulate in most cases the relationship between the company and its directors.

2. Directors as employees

Since directors act as agents of the company; they cannot be treated as its employees. This is based on the assumption that, as elected representatives of shareholders, directors cannot hold office of profit in the company. The office of profit means a position carrying monthly remuneration and other benefits normally given to employees under a contract of service. However, the full-time directors appointed under the service contract can be treated as both directors and employees of the company. For certain matters, they can also be treated as officers of the company [sec. 2(30)].

3. Directors as trustees

Directors are treated as trustees of the company in respect of the following:

- i. Company's money and property,
- ii. Powers entrusted to them.

In the first place, directors are regarded as trustees of the company's money and property in the sense that they must account for all the company's money and property over which they exercise control. They have also to refund to the company any of its money or property, which they have improperly paid away or transferred.

In the second place, directors are seen as trustees of the powers entrusted to them in the sense that they must exercise all the powers honestly and in the best interest of the company. It has been decided in a landmark judgment that directors stand in a fiduciary relationship towards the company with respect to the powers and capital under their control. Therefore, they must act in the best interest of the company.

Thus, we can say that the directors are both agents and trustees of the company. This conclusion has been confirmed by various court decisions in the UK, USA, and India. Therefore, the directors must be loyal to the company and hold its interests above their personal interests.

3.4. NUMBER OF DIRECTORS AND DIRECTORSHIP

According to the Companies Act, the minimum number of directors is 3 for a public limited company and 2 for a private limited company. There is no maximum limit. Subject to the statutory minimum, the Articles of a company can fix the maximum and minimum number of directors for the board. The size of the board may be increased or decreased within the limits set by the Articles by an ordinary resolution in general meeting. But, any increase in the total number of directors beyond 12 will require the approval of the Central Government.

There is no ideal size of the board of directors in India. The Naresh Chandra Committee Report on corporate governance has suggested that the minimum board size of all listed and unlisted public limited companies with paid up capital and free reserves of Rs. 10 crore or turnover of Rs 50 crore should be 7, of which at least 4 should be independent directors. However, the Revised SEBI Rules for corporate governance are silent on the issue. This means that the company or its articles will decide the size of the board as per its requirements.

Regarding the number of directorships to be held by an individual, the law states that a person shall not hold the office of director at the same times in more than 15 companies. This is considered too much for a director. The reason is that, no person on the earth can have the expert knowledge of so many companies, especially when they are in different lines of business². Considering this limitation, the revised SEBI rules for corporate governance state that a director shall not be a member in more than 10 committees or act as chairman of more than 5 committees across all companies in which he is a director. This is based on the recommendation of expert committees in India. The CII Code of Desirable Corporate Governance (1998) and the RBI Advisory Group Report (2001) clearly stated that no person should hold directorship in more than 10 companies. But, it was not accepted by the SEBI. The Companies Bill 2009 may take care of this issue.

3.5 QUALIFICATIONS AND DISQUALIFICATIONS OF DIRECTORS

A. Qualifications of Directors

According to the Companies Act, a director must -

- a. be an individual
- b. be competent to contract, and
- c. holds a share qualification, if required by the Articles.

It is important to note in this connection that the law does not require a director to hold any professional or academic degree as a qualification. This is the biggest hurdle to the professionalization of management in India and other countries. The challenge is global rather than local.

The only qualification for a director is the holding of shares, which may be as small as just one share. The object of share qualification is to create the personal interest of the directors in the affairs of the company. But, the minimum limit of share qualification is so low that it makes little difference in the feeling or action of a director. It is important to note that there is no age limit for the retirement of a director in India or abroad. The Narayana Murthy Committee Report on Corporate Governance (2003) suggested that the retirement age of a director should be fixed at 65 or 70 years. However, the J.J. Irani Committee Report on Company Law (2005) does not support any retirement age for directors. SEBI rules are obviously silent on the issue.

B. Disqualification of Directors

The following persons are disqualified for appointment as directors of a company:

- a. A person of unsound mind
- b. An undischarged insolvent
- c. A person who has applied to be adjudicated as insolvent and his application is pending
- d. A person who has been convicted by a Court of any offense involving moral turpitude.
- e. A person whose calls in respect of shares of the company held for more than 6 months have been in arrears.
- f. A person who is disqualified for appointment as director by an order of the Court on the grounds of fraud or misfeasance in relation to the company.
- g. A person is already a director of a public company which -
 - i) has not filed the annual accounts and annual returns for any continuous three financial years; or
 - ii) has failed to repay its deposit or interest thereon on the due date or redeem its debentures on the due date or pay dividend and such failure continues for one year or more.

When the disqualification of a director is detected during the tenure of service, he will cease to be a director. It is important to note that directors can be removed from office by:

- i. The shareholders
- ii. Central Government, and
- iii. Company Law Board

Moreover, a director who has been removed from office by the Central Government shall not be a director of any company for a period of 5 years from the date of removal.

3.6. DUTIES OF DIRECTORS

Directors have certain duties to perform under the law. These duties are defined by the Companies Act and the Code of Corporate Governance. The duties are as follows:

1. Fiduciary duties;
2. Duties of care, skill, and diligence;
3. Duties to attend board meetings,
4. Duties not to delegate functions except to the extent authorized by the company Act Articles or Memorandum;
5. Duties to disclose personal interests of directors; and
6. Duties to uphold key values of corporate governance.

Now, let us explain these duties in detail for a clear understanding.

1. Fiduciary Duties

These duties imply that the directors must show full loyalty to the company and exercise their powers honestly. They must always act in the best interest of the company. They should not place themselves in a position in which there is a conflict between their duties to the company and their personal interest. This type of conflict arises when a director is personally interested in a contract entered into with the company. As a matter of duty, he should not take part in the discussion at the board on the contract or arrangement in which he is personally interested. However, he may take part in the discussion, if authorized by the board or the Articles. Also, a director as a trustee must not make any secret profit or gain out of his position in the company.

2. Duties of care, skill, and diligence

Directors have a duty to the company to perform their functions and responsibilities with due care, skill, and diligence. The due care skill and diligence of directors are explained as those which can be reasonably expected of persons of their knowledge and status. A director is not bound to bring any special qualifications to his office. But, if he fails to show due care and skill in the exercise of his duties, he will be guilty of negligence. However, the standard of care, skill, and diligence depends upon the nature of the company's business and the circumstances of the case.

3. Duties to attend board meetings

It is the duty of every director to attend all the meetings of the board. The directors collectively exercise their powers at the board meetings. If some of the directors do not attend the meetings, effective policy decisions for the efficient management of the company cannot be taken. As a result, the board will not be able to perform its responsibilities and duties to the shareholders and other stakeholders. The hallmark of a good director is that they actively participate in all board meetings.

According to the Revised SEBI Rules for the listed companies, the board shall meet at least 4 times a year and the maximum gap between the two meetings shall not exceed 3 months. The Companies Act says that if a director remains absent from 3 consecutive meetings without taking a leave of absence, he will cease to be a director.

4. Duties not to delegate functions except to the extent authorized by the Companies Act, the Articles, and the Memorandum of Associations.

The board of directors is the apex administrative body of the company. All powers reside in the board of directors who are the elected representatives of the shareholders. The board delegates authority to the management to implement the company's missions and strategies. But the directors as a matter of duty cannot delegate functions except to the extent authorized by the Companies Act, and the documents of incorporation (such as the Articles and Memorandum of Associations).

5. Duties to disclose a personal interest in a contract:

A director stands in a fiduciary position towards the company. Therefore, if he has any personal interest in a contract entered into with the company, he is duty-bound to disclose it to the board. The disclosure should be made before or at the meeting of the board at which the said contract is taken up for discussion.

6. Duty to uphold three key values of good corporate governance

This is practically an extension of the fiduciary duties of directions. Corporate governance standards in India and elsewhere demand that directors uphold three key values of transparency, honesty, and accountability in the management of companies. Transparency implies that the decision-making processes of the board are clear to all parties. It requires adequate disclosure of information and a strong audit control system. Honesty as a value serves as a test of the competence of the board and a safeguard against corrupt practices.

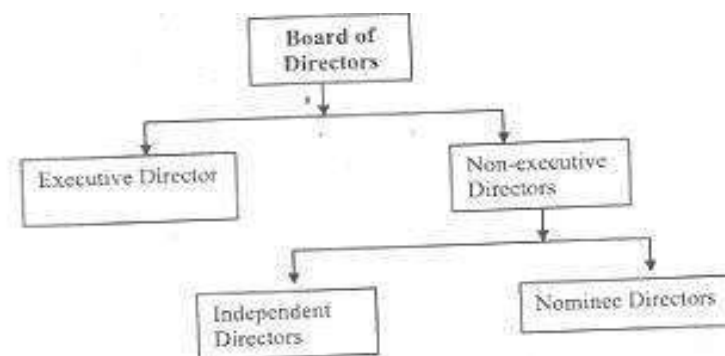
Accountability means that the directors as agents of the shareholders are accountable to them for their actions. All three values are extremely important to good corporate governance and management. It is the duty of the board to ensure that all these values are preserved and practiced at all levels of the organization.

The duties of directors have far-reaching significance for the company and its stakeholders. The directors must perform their duties with due care and diligence. They may face suspension from the board and suffer penalties if they fail to discharge their duties properly.

3.7. TYPES OF DIRECTORS

The board of directors of a company consists of different types of directors. Basically, there are two types of directors. They are known as executive directors and non-executive directors. The non-executive directors can again be divided into two types: i) independent directors, and ii) nominee directors. The classification of directors is shown in Figure 3.1. This classification has important implications for corporate governance and management.

Figure 3.1 Types of Directors



Executive Directors

Executive directors are the full-time (or whole-time) directors of the company. They are also known as internal directors. They are selected from the serving executives of the company. This is the reason why these directors are called executive directors. Executive directors look after the day-to-day administrative affairs of the company. At the same time, they also act as members of the board. For example, when the marketing executive of the company is appointed as a director, he is known as the executive director. The executive director as per law can hold office of profit drawing salary and other benefits admissible under the contract of service.

The managing director (MD) or the president, who is in overall charge of the company, is also an executive director. He generally acts as the chief executive officer (CEO) as well as the chairman of the board. In that case, he will be known as the chairman-cum MD, or Chairman-cum-CEO or simply as the executive chairman of the board. These terms have been used in corporate management for years. But now, the corporate governance codes all over the world direct that the CEO and the chairman of the board shall be two different persons.

Since the executive directors are in charge of managing the day-to-day affairs, they are collectively known as "the management" of the company. However, in the ordinary sense, the term "management" includes all managers of the company regardless of their status and seniority.

Non-executive Directors

Non-executive directors are part-time directors taken from outside the company. They are also known as outside directors or external directors. They come from different professions, attend the board meetings, and make decisions. They also attend the meetings of various board committees of which they are members. These directors cannot hold any office of profit under the law. But they are entitled to fees and other benefits as may be fixed by the board. These directors have nothing to do with the day-to-day management of the company. Besides their directorship, they have no relationships with the company or its management which may influence their independent judgment. Non-executive directors may be of two types

i.) Independent directors, and ii.) Nominee directors.

Independent Directors

Independent directors are those non-executive directors who have no linkage with the company except their directorship. They play the most important role in the independent judgment of the board. There is no universal definition of independent directors. The task of providing a satisfactory definition was assigned to the Committees on corporate governance in India. The Naresh Chandra Committee Report, 2002 came out with the most comprehensive definition of an independent director for the first time. The definition was adopted with a minor change in the Narayana Murthy Committee Report (2003). Based on these two Reports, SEBI has provided the following definition of an independent director in its latest guidelines on corporate governance for listed companies under Clause 49.

An independent director is defined as a non-executive director of the company, who satisfies the following conditions:

- a). Apart from receiving the director's remuneration, he does not have any material pecuniary relationships or transactions with the company or its promoters, directors, and senior management, which may affect his independence as a director of the company. He also does not have any such relationships with any of the subsidiaries and associates of the company, including its holding company.
- b) He is not related to promoters or persons occupying management positions at the board level or one level below the board.
- c) He has not been an executive of the company in the last 3 financial years.
- d) He is not a partner or an executive or was not a partner or an executive during the last 3 years, of any of the following:
1. the statutory audit firm or the internal audit firm that is associated with the company, and
 2. the legal firms or consulting firms that have a material association with the company.
- e) He is not a material supplier, service provider customer, or a lesser or lessee of the company, which may affect his independence as a director.
- f) He is not a substantial shareholder of the Company. This means that he does not own 2% or more of the block of voting shares of the company.

According to the SEBI guidelines, nominee directors appointed by financial institutions shall be deemed independent directors of the company. The independent directors are independent in thinking and judgment. They do not depend on the promotion or the management of the company for their professional excellence or career growth. Obviously, they are in a better position to protect the interests of the shareholders and other stakeholders. At present, the universal opinion is in favour of the greater number of independent directors on the board as a test of good corporate governance. Recently, SEBI has made it mandatory for the listed companies with executive chairpersons to have at least 50% of the board members as independent directors. If the board is headed by a non-executive chairperson, at least 1/3rd of the directors should be independent.

Nominee Directors

Nominee directors are also non-executive directors. They come from outside. They are appointed by the financing institution as a part of their lending agreements. This is done to ensure that the activities of the company are conducted properly and the loans given to it are safe.

Financial institutions generally enjoy statutory powers to appoint nominee directors. For example, section 27 of the State Financial Corporations Act empowers the SFC to appoint nominee directors on the boards of assisted companies. Such directors are generally exempted from liabilities that arise due to the company's default or violation of the law. The terms of appointment of the nominee directors as well as the conditions for their removal or replacement are decided by the financial institution concerned.

As stated earlier, the nominee directors will be treated as independent directors as per the latest guidelines of the SEBI on corporate governance. This goes against the earlier recommendations of expert committees on nominee directors.

3.8. LET US SUM UP

Directors occupy the top position in a company. They are the elected representatives and agents of the shareholders. They direct and control the affairs of the company on behalf of the shareholders for long-term value creation. For this, they enjoy extensive powers. But, all the powers of a company vest in the board of directors. An individual director cannot exercise any power unless authorized by the board. From the legal point of view, directors are treated as agents and trustees of the company. Therefore, they must act in the best interest of the company and its owners, that is, shareholders. The directors have certain statutory powers to exercise. The powers of the directors are:

- 1) General powers of the board;
 - i) Power to be exercised at board meetings;
 - 1) Other powers; and
 - in) Powers to be exercised with the consent of the company in the general meeting.

The directors have also certain duties to perform under the law. The duties are:

- a. Fiduciary duties;
- b. Duties of care, skill, and diligence,
- c. Duties to attend board meetings;
- d. Duties not to delegate functions except to the extent authorized by the Companies Act, Articles, or Memorandum;

- e. Duty to disclose personal interests of directors; and
- f. Duty to uphold key values of corporate governance.

It is important for the directors to exercise their powers and perform their duties prudently in keeping with the statutory and regulatory requirements. If they fail to do so, they, may face suspension from the board and even suffer penalties which may prove too costly for them.

The directors also perform certain functions which are often described as their roles. The functions are:

1. Promoting strategic thinking and providing strategic direction;
2. Developing plans, policies, and programmes;
3. monitoring and evaluating executive functioning and
4. building a socially responsible company.

The functions should be performed with reasonable care and skill in the interest of shareholders and society.

Basically, directors are classified into two groups such as executive directors, and Non-executive directors. Executive directors are selected from the existing whole-time executives of the company and non-executive directors are hired from outside for part-time services. The latter can be of two types (i) Independent Directors and (ii) Nominee Directors. Independent directors are in a position to take an impartial and objective stand on the future direction of the company and evaluation of executive performance. Nominee directors, appointed by the lending financial institutions, are now treated as independent directors in India.

3.9. EXERCISES

1.
 - a. Show the main constituents of the corporate management structure at the top.
 - b. Elucidate the legal position of the directors of a company.
 - c. State the statutory qualifications of a company director.
2.
 - a. "The powers of directors are co-extensive with the powers of the company". Explain
 - b. Describe the duties the directors should perform as representatives and agents of the shareholders.
 - c. State the statutory qualifications of a company director.
3.
 - a. Discuss the functions of directors.
 - b. Explain the different types of directors.
 - c. Why have independent directors become so important to the corporate governance of companies?

3.10. SUGGESTED READING

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2. Fernando, A.C. (2006): Corporate Governance Principles, Policies and Practices. New Delhi Person Education (Chap. 7, pp. 187-211.).
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MBA

Management Studies

(SEMESTER – II)

MBA 2101

RESEARCH METHODOLOGY

BLOCK - 1



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(RM)



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The University of Burdwan
Burdwan-713104
West Bengal, India
Revised: 2020
Reprint: 2023

Published By:

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26/12/23

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RESEARCH METHODOLOGY (RM)

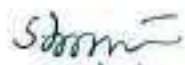
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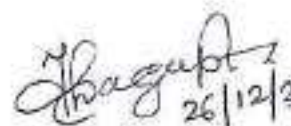
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MBA - 2101

BLOCK - 1

This block comprises of three units and aims to provide an introduction to the study of Research Methodology

Unit-1:

Introduction to Qualitative Research

Introduction to Organizational Research Methods, Concepts and Characteristics of Qualitative Research Differences between qualitative and quantitative Research Methods, Advantages and limitations of Research Methods

Unit - 2:


Qualitative Research Approaches – I

Case Study

Unit-3:

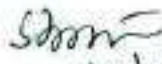
Qualitative Research Approaches –II

Ethnography.

 26/12/23

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UNIT – 1

INTRODUCTION TO

QUALITATIVE RESEARCH

UNIT : I - INTRODUCTION TO QUALITATIVE RESEARCH

Objectives

- To know about the importance of research in the study of managerial problems.
- To understand the definition, nature and concepts of qualitative research.
- To understand the characteristics of qualitative research.
- To know about the differences between qualitative and quantitative research.
- To understand the advantages and limitations of qualitative research.

Structure

- 1.1 Introduction
- 1.2.1 Definition
- 1.2.2 Nature and concepts of qualitative research method.
- 1.2.3 Characteristics of qualitative research method.
- 1.3 Difference between qualitative and quantitative research methods.
- 1.4 Advantages of qualitative research method.
- 1.5 Limitations of qualitative research method.
- 1.6 Lets sum up.
- 1.7 Key Words.
- 1.8 Self Assessment questions.
- 1.9 Suggested readings.

1.1 Introduction to Organizational Research Methods

Research for management of a firm or its various disciplines like marketing, finance, human resources and production etc. requires procedures for solving managerial problems. Research in an organization also needs measures and steps to solve critical business issues. In short, it can be stated that research in an organization helps to solve various managerial problems alongwith advancement of knowledge to achieve organizational goal most effectively and efficiently. Thus, organizational research has to be useful and practical.

In fact, in an organization research work may involve the understanding and explanation of certain issues of functioning of a firm; or explanation of certain phenomena of the issues involved in the research work. Many research works may also involve the ways in which different organizations and managers do things. All these research activities have widened the scope of research in the management of an organization.

Research in an organization can be done with the help of quantitative or qualitative methods. Differences between these two approaches should be taken into account by a researcher, while carrying out the research study. In a simple manner words are considered as the unit of analysis in qualitative methods of research study whereas, quantitative methods tend to be linked with numbers. A researcher may select both or any of the two methods while carrying out organizational research works. In fact both qualitative and quantitative research methods are attached to two worldviews or paradigms. Qualitative research is guided by concepts from interpretive paradigm; whereas quantitative research is guided by concepts from positivist approach.

1.2 Concepts and characteristics of qualitative research

Qualitative research covers a broad range of techniques and philosophies. In qualitative research a researcher uses a set of research methods that includes in-depth interviews, focus group discussions, observations, life-histories, case studies, ethnography etc. Qualitative research methods also enable a researcher to understand the meanings and interpretations the research participants give to certain behaviour, objects and events. Researcher success depends on how he / she interprets the happenings. Here, the researcher also takes into account how the participants' experiences and behaviour are shaped by the context of their lives in relation to social, economic, cultural and physical context in which they live. Thus, a qualitative researcher must be open minded, curious, empathic, flexible and good listener to participants.

1.2.1 Definition

Based on the study of the researcher qualities; and methods of carrying out the qualitative research work; the term 'qualitative research' can be defined in the following words of Densing and Lincoln (2008). "Qualitative research involves an interpretive naturalistic approach to the world. This means that qualitative researchers study things in their natural settings attempting to make sense of; or interpret, phenomena in terms of the meanings people bring to them."

The interpretive worldview of qualitative research method has enabled (Deacon et al 1999) to describe it as "Exploring the way that people make sense of their social world and how they express these understanding through language, sound, imagery, personal, style and social rituzic."

1.2.2 Concepts

On the basis of above definitions of qualitative research methods, now we will examine the basic concepts on which the qualitative research

techniques are based on. There are three basic approaches on which the qualitative research methods' entire edifice is built on. Further, a researcher taking the help of these research methods should have information and thorough knowledge of these three approaches while carrying out the entire research process. These approaches are namely:

- a. The concepts of verstehen and understanding.
- b. The concepts of Etic and Emic Perspectives, and
- c. The concept of Reflexivity.

a. **The Concepts of Verstehen and Understanding**

In order to understand the interpretive approach of qualitative research methods, a researcher should understand the differences between 'verstehen' and understanding. Major focus in qualitative research method is to understand behaviour, perceptions and experiences of both the researcher and that of the study participants. However, when the '**understanding**' of a research problem is interpreted from the frame of reference of the researcher, it is referred to as the term simple 'understanding' of the problem. On the other hand when the problem is studied from those of study participants' perspectives the understanding of the issue, is referred to as 'verstehen'.

The concept of 'Verstehen' was first used by Weber (1864-1920). In the words of Snape and Spence (2008) Verstehen means "Studying people's lived experiences, which occur in a specific historical and social context". In fact, 'Verstehen' concept of qualitative research has aptly been described by Hennink, Hutter, Baily (2011) in following words, "It refers to understanding the life of the people whom you study from their own perspective, in their own context and describing this using their own words and concepts."

Thus, the difference between the concept of **understanding** and **verstehen** is based on **understanding** of the research issues from the

outsiders or researcher perspective; whereas '**Verstehen**' refers to understanding of the research problems from an insider's or study participant perspective. In fact, success of qualitative research occurs when there is a proper balance between **understanding** and '**Verstehen**' of the research problem. A proper mix of these two sub-concepts, supports the interpretive paradigm of the qualitative research.

b. The Concept of Etic and Emic Perspectives

Quantitative data used in a research process are based on an outsider perspective and on objectivity, known as an '**etic**' view. In case of '**etic**' perspective the outsider's point of view, their opinions and belief are given more weightage. On the other hand the **emic** view the insider's point of view, perceptions and beliefs are of great importance. The differences between these '**emic**' and '**etic**' perspectives are taken from the subject of cultural anthropology (Pike, 1967). In short, the qualitative research study emphasizes that whether emic perspectives of the research issues are evident or not.

c. The Concept of Reflexivity

The researcher, who is carrying out the qualitative research work must be reflexive. The reflexivity approach deals with the social background and behavioural impact of the researcher on the research process. On the basis of this reflexive approach of the researcher; study participants reaction to the researcher and the research setting is determined. Better the reflexivity of the researcher to the research questions; greater is the coordination and cooperation from the study participants; which in turn leads to the success of the particular qualitative research study. Reflexivity also helps researchers to become aware of their own values, ideologies and self identity. Pillow (2003) has aptly stated that, "reflexivity is needed in order to legitimize, to validate and

to question the research process". Thus, the concept of reflexivity in qualitative research study enables the researcher to play a vital role in the process of research design, selection of study participant, data collection, data interpretation and presentation of the total research study problem.

1.2.3 Characteristics of qualitative research

A study of definition and various approaches to qualitative research method enables a researcher or a student of qualitative research methodology to understand its characteristics. The major characteristics of a qualitative research study have been described below:

1. Involvement of the researcher :

In a qualitative research study the main 'research instrument' (Daymon & Hollonay 2002) is the researcher himself or herself who is closely associated with the study participants.

2. Study Participants' Views :

In qualitative research study both the study participants subjective views of their social world and the researcher subjective influences to the research process, play a significant role in the study of a research problem. Thus, study participants desire to present various subjective perspectives is closely associated with the qualitative research process.

3. Small sample is the norm :

In a qualitative research study the researcher makes a deep exploration of the research problem to give detailed and holistic description and explanation. Thus, this kind of study require a small sample size as compared to a quantitative research study.

4. Holistic focus of variables :

Since qualitative researchers deal with a wide variety of experiences, values, beliefs and practices of study participants in their own social surroundings, a number of variables are taken into consideration

rather than one or two isolated variables. Thus, the qualitative researchers take into account a number of dimensions and relationships in term of references.

5. Importance of Words :

Unlike quantitative research study, qualitative research focuses on words rather than on numbers.

6. Flexible in Approach :

Often qualitative researcher starts a research problem study with a particular topic and an agenda; but as research work proceeds a number of issues or variables emerge from interaction with study participants. Hence, flexibility on behalf of the research is expected in case of such research study. The procedures, thus, adopted by the researcher has to be unstructured, spontaneous and adaptable to circumstances.

7. Dynamic Process :

Qualitative research work always deals with dynamic phenomena rather than static ones. Hence, qualitative research process should be attuned to change, sequence of behaviours; and even in the transformation of cultures.

8. Inductive then Deductive Approach :

A qualitative research study begins with inductive reasoning and then as a result of a sequential process follows a deductive researching approach. In a nutshell, it can be said that a qualitative research begins to study the research problem with collection and analysis of data (induction); which is again followed by testing of these ideas by relating them to the literature and further data collection and analysis of data (deduction). Thus, a researcher first move 'inductively' from **specific data to general patterns**; and then moves on to further data collection and analysis of data through a sequential process deductively.

9. Study in Natural Settings :

Qualitative research works are carried out by a researcher in the study participants natural setting for example in their community or their offices or where they buy.

1.3 Differences between Qualitative and Quantitative Research Methods

Differences between qualitative and quantitative research approaches are based on interpretive and positivist paradigms respectively. In fact, the key differences between the two research methodologies have been discussed in the following table on the basis of the objective and purpose of the study, the conduct and stages of each approach; and finally on the research outcome of the two processes.

Table 1 : Major Differences between qualitative and quantitative Approaches

Qualitative Research methods	Quantitative research methods
1. Research objective in this kind of research is to get a detailed understanding of underlying reasons, beliefs and motivations of study participants.	1. In this type of research method the research objective is to quantify data and extrapolate results to a broader population.
2. The major purpose of a qualitative research study is 'why' of a phenomena or 'what' is the process of carrying out the research study etc.	2. The major purpose of a quantitative research approach is to measure, count and quantify a problem.
3. In qualitative research approach data are words, not numbers.	3. In quantitative research approach data are numbers.

Qualitative Research methods	Quantitative research methods
<p>4. In qualitative research study small number of participants are selected purposively and non-randomly. They are known as interviewees.</p>	<p>4. In quantitative research study a large sample size representative of the problems are selected. They are commonly referred to as respondents or subjects.</p>
<p>5. Under qualitative research study data collection is done through in-depth interviews, group discussions and observation. Data analysis is interpretive.</p>	<p>5. Data collection in this method is done through opinion polls, population surveys, exit interviews etc. Here the method of analysis is statistical.</p>
<p>6. Quality of data in this case is made through authenticity, for this triangulation approach is adopted.</p>	<p>6. Quality of data is authenticated through validity that is measuring what is intended to be measured and reliability that response consistency.</p>
<p>7. In qualitative research study the result of research is aimed at developing an initial understanding, followed by a need to identify and explain behaviour, beliefs or particular actions of study participants in natural settings.</p>	<p>7. In quantitative research study the outcome of the research work is related to identify prevalence, averages and patterns in data collected for the research purpose.</p>

Thus, in a nutshell, it can be said that the purpose of quantitative research is to quantify a research problem. This stage is followed by a decision to measure and count the issues. This is further followed by generalization of the findings to a broader population. On the other hand, qualitative research works deal with the process of either understanding or explaining behaviour and beliefs of study population, known as participants as they participate in research activities. This is followed by identification of processes and the context of participants' experiences.

1.4 Advantages of qualitative Research Methods

Qualitative research has a wide range of applications. Its various methods are used for getting an in-depth understanding of the research problems that take into consideration the perspectives of the study population, their beliefs, values, social and cultural norms; and other complex social issues. In short, the advantages of qualitative research study are described below:

Firstly, it helps in understanding the beliefs opinions emotions from the perspective of the study participants which is also known as 'verstehen' approach. It also helps in analyzing and explaining their views and behaviour in respect of certain situations.

Secondly, Qualitative research also helps in understanding the processes by which study participant make decisions, run a business etc. It also explains how people under study give meaning to their experiences.

Thirdly, the social interactions among the study participants can easily be understood with the help of such types of research techniques.

Fourthly, the advantage of a qualitative research process provides an in-depth and detailed nuance and context to the research questions.

Finally, many sensitive social issues and problems can be studied and their remedies can easily be identified with the help of qualitative research methods.

1.5 Limitations of qualitative research techniques

Qualitative research techniques are not free from limitations, too. In fact, Bryman (2001) has identified four common; but major criticism of qualitative research methods. These limitations are the following:

i) Too subjective :

Qualitative research techniques are commonly accused to be too subjective. However, subjectivity of such research techniques can be overcome by establishing authenticity of these approaches through 'triangulation'.

ii) Lack of Transparency :

Absence of transparency is one of the major criticisms of qualitative research methods as stated by Bryman (2001). Bryman is of the opinion that researchers, who employ qualitative research techniques, often fail to provide transparency in selection of samples; collection of data and analysis of data thus collected.

iii) Problems of Generalization :

In many cases qualitative researchers use small sample size, which is not representatives of a larger population. As a result of this, outcome of the research study is restricted in its conclusions.

iv) Difficult to Replicate :

Since the qualitative researcher's work is the main research instrument, clarity of the study becomes difficult. Thus, the replicability of a qualitative research study is established by a careful articulation of the steps taken in the entire research process.

1.6 Let's Sum Up

Managerial problems of an organization or other related issues can be very well studied with the help of research studies. These research studies are generally carried out with the help of either quantitative or qualitative methods, or combination of both the approaches. In the present unit; definition, concepts characteristics, advantages and limitations of qualitative research approaches have been discussed in detail. In subsequent chapters qualitative research methods, tools of qualitative data collection, analysis and interpretation of data collected and other issues will be discussed in detail.

1.7 Key words

Interpretive, Positivist, Reflexibility, Verstehen, etic and emic views etc.

1.8 Self Assessment questions

1. Define qualitative research and discuss its various concepts.
2. What are the major characteristics of qualitative research methods?
3. What are the major research advantages and limitations of qualitative research methods? Discuss.
4. Write **short notes** on the following:
 - a) Verstehen
 - b) Deductive and Inductive approaches
 - c) Etic and Emic perspectives.

1.9 Suggested Readings

1. Carson David; Gilmore Audrey; Perry Chad and Gronhaug Kjell; Qualitative Marketing Research, Sage Publications Ltd; New Delhi, 2001.
2. Daymon Christine; Holloway Immy; Qualitative Research Methods in Public Relations and Marketing Communications, Routledge, London, 2002.
3. Hennink Monique; Hutter, Inage; Baily Ajay, Qualitative Research Methods, Sage Publications Ltd; New Delhi, 2011.
4. Sayre Shay; Qualitative Methods for Marketplace Research, Sage Publications, New Delhi, 2001.

UNIT – 2
QUALITATIVE RESEARCH APPROACH
:CASE STUDY METHOD

UNIT 2 - QUALITATIVE RESEARCH APPROACH : CASE STUDY METHOD

Objectives

Objectives of this unit are the following:

- i. . To understand the nature, definition and characteristics of case study method
- ii. To know about the various types and sources of data for case study method
- iii. To understand the stages on the development of a case study method
- iv. To throw light on crucial factors to be considered for developing a case.
- v. To know about both the advantages and disadvantages of a case study method.

Unit Structure

- 2.1 Introduction
- 2.2 Definition, types and characteristics of case study method
- 2.3 Sources of Case Data
- 2.4 Stages or Steps in Case Development
- 2.5 Key factors for developing a Case
- 2.6 Limitations of a Case Study Research Method
- 2.7 Let's Sum Up
- 2.8 Key Word
- 2.9 Discussion Questions
- 2.10 Suggested Reading

2.1. Introduction

Case studies are used both in qualitative and quantitative research approaches Case study usually deals with an intensive exploration of a location or an organization or a marketing campaign by the researcher. Case study method in qualitative research takes into account both deductive and inductive approaches in solving a research problem. In fact, case studies differ from other qualitative research methods because of their in-depth and specific focus on a research problem. Because of the specific nature of having holistic approach to a research problem, case are familiar means to marketing educators and students as "a teaching device" (Carsan, Gilmore et.al)

2.2. Definition, types and characteristics of case study method

Among many available methods of qualitative research case study provides an in depth and thorough might into the case of a research problem and devising methodology or means to

solve the problem. Case study follows a naturalistic and realistic culture based data collection methods. No doubt based on this quality of case study, Shay Sayre (2006) defined case study, "as a closed and integrated system off patterned behaviour. In the words of Christine Daymon and Immy Hollaway. "Case study inquiry enables a researcher to collect rich, detailed information across a wide range of dimensions about one particular case or a small number of cases." A good case study highlights a number of factors operating and influencing a particular research problem

Thus, there is no doubt that in sociology, anthropology, organization and marketing studies, case studies are given a central role in research activity. Here case study helps to generate theory, test theory and in providing a new insight into the research problem, which has hitherto not been done by any other qualitative methods of research.

2.2.1 Types

In qualitative research three types of cases are used for research purpose (Shay Sayre 2001). These three types of case are given below in **figure I**

Now we will examine each type one by one

i. Intrinsic Case Study

This type of case study is carried out by a qualitative researcher to have a better understanding of a particular research problem or a topic of interest. It is not concerned with theory building exercise or understanding of a phenomenon

ii. Instrumental Case Study

In this type of case study method the problem is examined with a perspective to provide insight into an issue or to refine an existing theory. The case is secondary as it facilitates the researcher's understanding of something else.

iii. Collective Case Studies

In this case several instrumental studies are conducted independently. These studies are taken into account as they may have had to better 'understanding of larger issues" (Shay Sayre :2001) or problems. These cases help a researcher to identify distinctive features by exploring similarities and contrasts between the cases (Hollaway 2001). A researcher studying multiple cases must give a detailed description of each case. identify themes within the case and then follow by a thematic analysis across the cases. A researcher is supposed to give an interpretation together from the lessons learned from these cases, identify themes within the

case and then follow by a thematic analysis across the cases. A researcher is supposed to give an interpretation together from the lessons learned from these cases.

2.2.2 Characteristics:

After going through the types of case method, one should be aware of major characteristics of a case method. The major characteristics are:

- 1. Deep Exploration :** Case method provides a deep exploration of a problem
- 2. Real Life Events:** Case method gives focus on real events. The problems or events are studied in their real-life context
- 3. Research Boundary:** In a case method the problem is bounded by time and place. These two factors of time and place should be considered seriously by the researcher
- 4. Longitudinal Study:** In case study a longitudinal study of events is done. Here, the events are studied both in their present and past perspective.
- 5. Multiple Information Sources:** In order to make a case study successful multiple sources and view points are to be considered by the researcher.
- 6. Detailed Study:** Case study research should be done in a detailed and descriptive manner. Absence of detailed and descriptive study may lead to the loss of a number of contexts or issues; by the researcher at the time of compilation of the case.
- 7. Holistic view:** Case study method gives a holistic view to the research problem. This can be done significantly by exploring relationships and connections between the issues and contexts
- 8. Useful Theory building:** A good case study helps in theory building. Not only this, the application of theory in a problem solving can be tested on the basis of information in the case.

2.2.3 Benefits of Case Method:

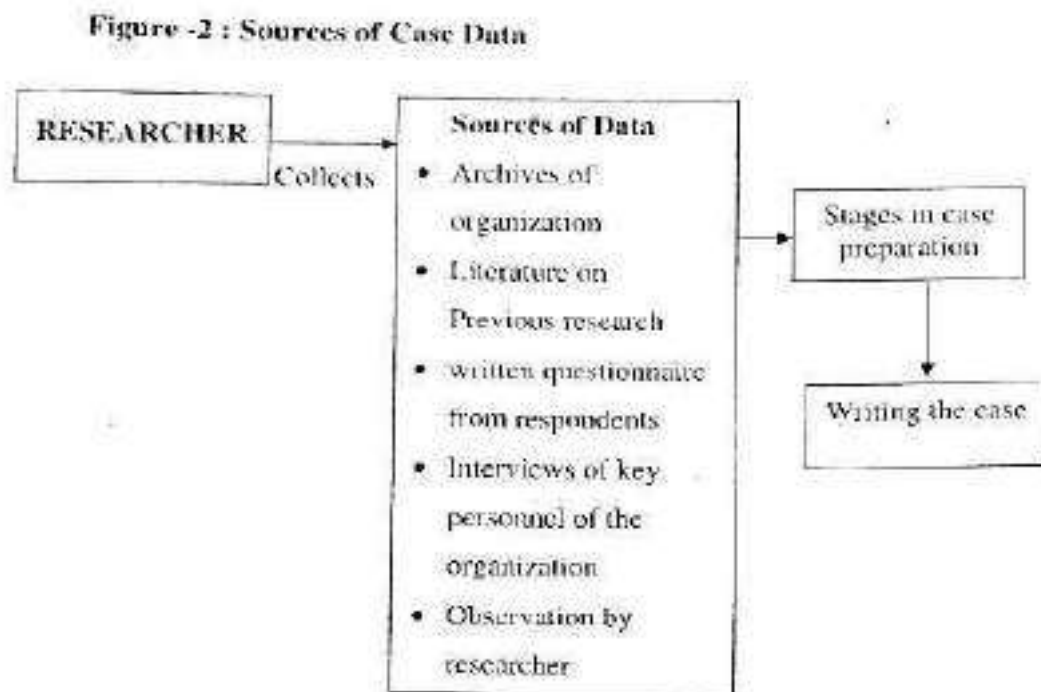
On the basis of the study of the characteristics and types of a case method, its benefits can be understood. The major benefits of cases are the followings:

- i. First of all, it provides the researcher with real life problems faced by an organization, a consumer or an event.
- ii. Secondly, in relation to real life problem, the researcher also comes into term with the real life environment like corporate culture, consumer lifestyle etc.
- iii. Thirdly, case study enhances the application and testing of a theory. It also helps in the generation of a theory.
- iv. Finally in case study research method, a number of qualitative and quantitative data are taken into account. Thus, it involves a variety of data collection and analysis activities. These

tasks help a researcher to use the effective triangulation approach for the validity and reliability of the information, thus, collected qualitatively.

2.3 Sources of Case Data

A qualitative researcher before developing the case study of a problem must collect information relevant to the particular case from various sources. In the words of Shay Sayre, "case research relies on five key sources to provide information." These five major sources are given in the following figure



Now we will discuss each sources of case data briefly

1. Archives of Organizations

Every organization maintains the records of the financial, marketing, production, human resources and corporate happenings. The firm also maintains records of their competitors' functional activities too. These data are kept usually in both electronic and paper formats. It becomes essential for a researcher to go through these records in preparation of a case study,

2. Literature on previous research

A researcher should also take into consideration the literature available on related previous research work while developing a case. This will enable the researcher to generate research questions and hypotheses. Literature survey also helps the researcher to identify consistencies and conflicts of data generated during the process of the case development.

3. Written questionnaire from respondents

In case of a big corporate organization, the number of respondents are large. Further, interview of key executives and staff members scattered over a large geographical area often becomes a difficult task for a researcher. Under these circumstances, collection of information and necessary data through written, unstructured and open ended questionnaire becomes quite handy. A qualitative researcher must have the required skill to decode the answers of the respondents.

4. Interviews of the key personnel of the organization

Well prepared interview protocols are required to interview key personnel of the organization in case development. Interview of key personnel by the researcher yields in-depth understanding of the problem, organizational conflict, organizational culture etc. Moreover, success of the case thus developed depends on the right and insightful interpretation of the problems by the researcher.

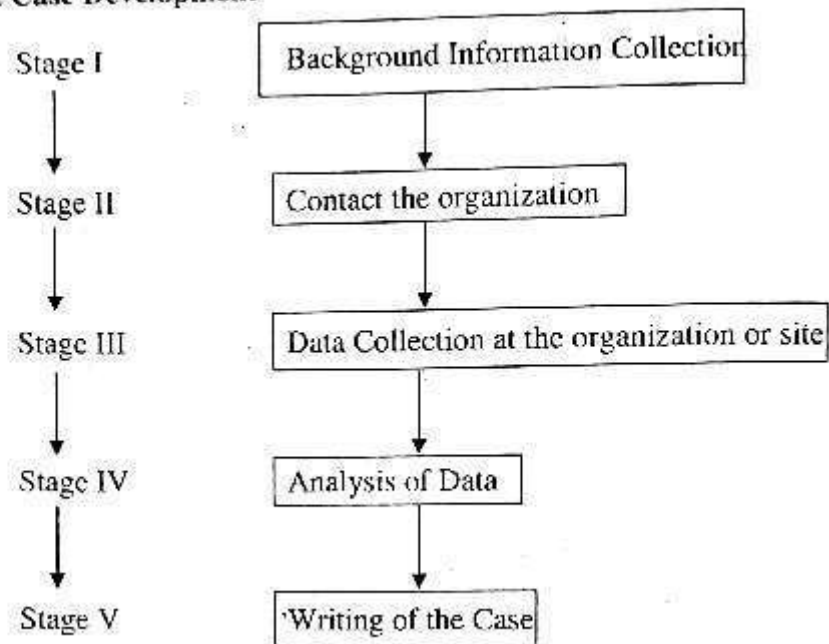
5. Observation by researcher

Observation is an important tool for understanding the process and levels of conflict in an organization. This becomes more evident, when the researcher acts as a participant.

2.4 Stages or steps in Case Development

Once the sources of collection of case data are identified by the researcher, stages in the development of a case become easier to manage. A researcher goes through following five stages in developing a case. The stages are given in a sequential manner in the following figure:

Figure 3 : Stages in Case Development



Now we will examine each stage briefly

Stage I: Background Information Collection

A researcher before developing a case on an organization or event must collect background information on the subject. Most widely used practice is to check out internet sites and go through articles, reports in print media like books, journals, magazines, newspapers etc. On the organization or event prior to a visit to the site by the researcher this process enables the researcher to understand the company or the event properly, and helps in identifying what type of information will be required to be collected from the site of happenings.

Stage II: Contact the organization

In the second stage the researcher should contact the organization. Here it is the best practice to contact the Public Relations department or the Communication cell of the organization under study by the researcher. The researcher should explain to the key personnel of the PR or Communication development of the firm about the objectives of the research study, the number of key personnel both in management and staff categories to be contacted and interviewed, number of meeting and sittings to be arranged etc.

Stage III: Data Collection at the organization or site

In this stage the researched should interview key company executive, staff and employees. He should also go through company publications, such as newsletters, annual report, advertising, customer feedback reports etc. The research should contact data from the customers, suppliers and intermediaries from the market too.

Stage IV: Analysis of Data

After collection of data by the researcher the stage of analysis of data comes. The researcher should review notes and transcript with proper scrutiny. This is done until options for solutions to the research problem under study emerge.

Stage V: Writing of the Case

This is the final stage in case development process in respect of particular research question. The researcher should write the case in a build narrative style. Here the written approach should be a move from general to the specific one by the researcher.

2.5 Key factors for developing a case

In order to develop a case and at the time of writing the case, the researcher should take into account a number of factors. These factors are given below

a. **Setting**

b. **Research focus**

c. **Place**

d. **Time**

a. **Settings**

In developing the case study, researcher must take into account the convenience or accessibility of the site. The setting should be one that requires the least travel and the least expensive one. The researcher should have the easiest access to the site. Further, the setting should be unique in nature, related to the problem and suitable to the researcher

b. **Research Focus**

When a researcher is aimed at developing a case study related to study a particular organization, particular person or a particular event then the first step in research focus should be on purposeful sampling. Further, in case of developing a case on a particular event or business programme the significant or unusual events related to the happenings should be taken into consideration. This should be supplemented by the everyday goings on in case of a person, event or an organization. Thus, research focuses is very much essential for a researcher to develop a proper case study.

c. **Place**

While developing a case for a particular research problem the researcher should be able to identify and write about the relevant boundaries of place and time. (Dayman and Holloway 2001) have written about these two factors in following words "Imagine the case as a "picnic

basket" where everything inside the basket is the subject of a researcher's investigation, and everything outside is excluded",

Further, while dealing with an organization, the place is the firm itself. Here the researcher should select its 'social boundaries which means membership of the staff or the executives and the formal structure of the firm, as they put in together give the organization a distinct identity. Along with social boundaries, the firm's 'physical boundaries too should be taken into account. They are the building, sites or structure of an event etc.

d. Time

The researcher developing a case should decide about a clear beginning and end of the study, that is the time frame for the study is an essential ingredient. In relation to time, the researcher should decide whether to take into account a specific event or a number of occurrences of a specific incident into consideration. This particular focus on time is one of the most important advantages of a case study.

2.6. Limitations of a case study research method

In spite of a number of advantages, case study method in qualitative research too has some disadvantages or limitations.

- First, limitation of a case based research method is that it has little information. So the idea in case writing should be given enough information for making right decisions: rather than giving every detail of the happening
- Second, problem relates to the focus on a single issue. In case study, research is difficult to write about a broad range of issues concerned with an event or an organization.
- Finally, limited generalization is one of the major criticism of case study research method. Hence, a case should offer a rich portrait of the problem to the readers. Geertz (1988) has stated in this regard that "readers of case study should be made to feel as if they have been there with the researcher in research, seen what the researcher has seen and concluded what the researcher has concluded.

2.7 Let's Sum Up

In this unit we have studied the importance of case study method in qualitative research study. The direct, holistic and lucid approach of case study has made it very popular among

management educators, researchers and students as an important research and academic tool. Further, in this unit the various type of case study, stages in the development of cases, its characteristics and advantage alongwith its limitations have been discussed. In subsequent units other major methods of qualitative research approaches will be studied.

2.8 Key Words

Intrinsic case study : This type of case study is carried out by a qualitative researcher to have a better understanding of a particular research problem or a topic of interest

Collective case studies: In this case several instrumental studies are conducted independently. These cases help a researcher to identify distinctive features by exploring similarities and contrasts between the cases

Instrumental Case Study : In this type of case study method the problem is examined with a perspective to provide insight into an issue or to refine an existing theory.

Sources of Data : A qualitative researcher before developing the case study of a problem must collect information relevant to the particular case from various sources

2.9 Discussion questions

1. What is a case method? What are the various types of a case method?
 2. What are the characteristics of a case study method?
 3. Discuss the major sources of information for case study data.
 4. Discuss the major stages in a case study development process.
 5. What are the major advantages and limitation of a case study method?
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2.10 Suggested Reading

1. Carson David: Gilmore Audriy: Perry Chad: and Gronhaug Kjell: Qualitative Marketing Research. Sage Publications, New Delhi, 2001.
2. Dayman Christine; and Holloway Immy, Qualitative Research Methods in Public Relations and Marketing Communications, Routledge London: 2002.
3. Sayre Shay: Qualitative Methods for Marketplace Research. Sage Publications, London, 2001.

UNIT – 3
QUALITATIVE RESEARCH APPROACH :
ETHNOGRAPHY

UNIT: 3

QUALITATIVE RESEARCH APPROACH : ETHNOGRAPHY

Structure

- 3.1. Introduction
 - 3.2. Definition, Nature and Characteristics of Ethnography Research
 - 3.3. Types of Ethnography Research
 - 3.4. Steps in Ethnography Study
 - 3.5. Advantages and Disadvantages of Ethnography Study
 - 3.6. Lets Sum Up
 - 3.7. Key Words
 - 3.8. Self Assessment questions
 - 3.9. Suggested readings
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3.0 Objectives

Objectives of this unit are the following

- i) To understand the nature and characteristic of ethnography study.
 - ii) To know about the types of the ethnography research.
 - iii) To study the steps involved in the ethnography research study.
 - iv) To understand the relative advantages and disadvantages of ethnography study.
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3.1 Introduction

Ethnography method of qualitative research has its roots in anthropology and sociology. This method is used to describe a society, group or culture. In fact, the main objective of ethnography study is to answer research questions related to understanding and describing a group of interacting people. This function of ethnographical research has been described by Sanday (1979) in following words. "Essentially, the researcher becomes immersed in the group, that is, goes native and lives with a small group of people in a specific setting to record, categorize and code what is going on to provide a holistic picture of the group . In a nutshell, it can be said that ethnography approach in qualitative research helps in collection of such a data that is deep, rich and thick in content.

Ethnography research thus is the art and science of describing a company, target audience or consumer culture. It also helps in the study of organizational culture taken up by managers of an organization. This method also facilitates a researcher to describe a wide variety of social groupings such as street gangs, professional gamblers, doctors and nurses in hospital emergency wards etc. Thus, as a qualitative research approach; ethnography may be used by researcher on its own or combined with other qualitative research approaches such as discourse analysis or grounded theory.

3.2 Definition, Nature and Characteristics of Ethnography

The word ethnography has been derived from Greek, which means a description of a people or literally, the writing of culture" "(Atkinson 1992). In the words of Christine Dayman and Immy Holloway. "It is a dense and detailed account of experiences and the patterns and connections of social relationships that join people together."

Ethnography study having its roots in anthropology is based upon culture as an organizing concept. Thus, in this method of qualitative research ethnographers or researchers use a mix of observational and interviewing tactics as well as document analysis to record the behaviours and communication of people in particular social settings. Here, researchers immerse themselves in a group or community for an extended period of fieldwork. They also observe and ask questions about the way in which people interact, collaborate and communicate in regular ways among themselves as well as with the researchers.

Thus, ethnographers must possess the skills of investigative reporters or detectives. However unlike the reporters and detectives, who try to find out the sensational matter, ethnographers seek out the routine.

In short ethnography study is carried out to understand the organizational structure, culture and problems in a particular setting. In respect of marketing this method can be very useful in the studies of brand loyalty and experiences of consumer, interpretation of marketing communications, internal communication, inter-personal and cross cultural communication etc.

Further ethnographical study requires an extensive period of research by the researchers. Here, the researchers are required to be immersed in a research activity in a group or community context for a long period.

Another nature of this kind of research is that its report contains a "thick description" (Geertz 1973). It means going beyond recording of facts about what participants are doing. It should contain a dense and detailed account of experiences, followed by the patterns and connections of social relationships that join people of the particular social group together.

Based on definition and nature of all ethnographic studies, their overall characteristics are common. Hammersley and Atkinson (1983) have described following major characteristics of an ethnography study:

1. **Small Group:** In ethnography the behaviour of people in a small group is studied. The study of this particular small group is carried out in its every day setting and contexts.
2. **Researcher Participation:** The researcher participates in the small social group for a long period. Here, the researcher has to live two simultaneous lives. First he or she participates as an insider or participant in the group and then he or she acts as an outside observer of the said group.
3. **Information sources:** In ethnography study informal interviews and observations are the two major sources of information. Other secondary sources of information like literature, organizational journals, annual report etc. are also taken into consideration.
4. **Data collection:** Here all data are collected in a relatively unstructured way. Thus, flexibility in collecting data related to everyday life of the people under study is an essential part of ethnographic research.
5. **Thick Description :** In ethnographic research thick descriptions of the group under study are collected. These rich descriptions of the group are thoroughly analysed to extract the meanings and functions of the group's behaviour by the researcher. The report thus prepared contains both verbal description and explanations.

3.3. Types of Ethnography

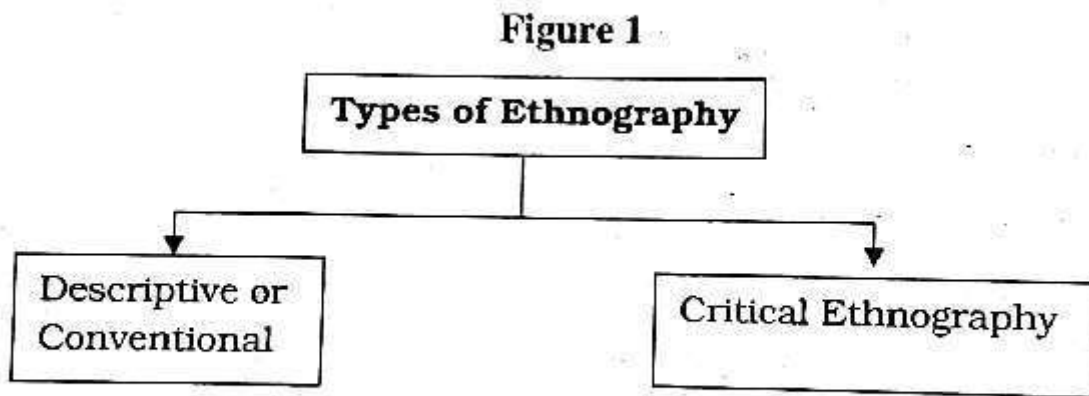
According to Sarantakos (1998) and Thomas (1993), there are two types of ethnography. They are described below:

i. Conventional or descriptive ethnography

ii. Critical Ethnography

- i. **Conventional or Descriptive Ethnography:** This method focuses on the description of communities or groups. The group members behavioural patterns, categories and typologies are based on a thorough study of the activities of everyday life of the group and its members.
- ii. **Critical Ethnography :** It is meant to cause a change in the setting it investigates. In fact, critical ethnography study involves a study of macro- social factors and examines common sense assumptions and hidden agendas. It is very useful in studying the buying behaviour of rural consumers.

However, whatever type of ethnography study a researcher may select depends on the phenomenon or the group under study. The types of ethnography study are given herein



3.4 Steps in Ethnography Study

Ethnographic qualitative research study is carried out in multiple stages and sub-stages. These stages, along with sub-stages can be broadly discussed as under:

Stage 1: Data Collection Method

In ethnographic data collection participant observations and interviews play vital roles. Ethnographers study what people do, where they do in a significant manner. However documents are also used extensively in ethnographic study.

- i) The first sub-stages of data collection method is widely known as fieldwork. In fieldwork following issues are to be considered by a researcher extensively:

- Researcher should explore the nature of a particular social phenomenon.
- The data should be collected in an unstructured way.
- The sources of data collection should be multiple. However two major sources should be observation and informal conversation.
- The data should be collected in settings where phenomenon or events take place.
- Focus of the study should be on one culture, organization, one group.
- The researcher should work closely with native informants or the participant from that particular social group under study.
- The researcher's perspective should be both **etic** and **emic**. However emphasis should be more on **emic** perspective.
- Symbols and rituals of the social group under study should be taken into consideration.
 - ii) **Sampling:** One of the difficult task of ethnography study is selection of reliable informants. Successful interview in case of such type of qualitative study depends. on the interactions between informants and ethnographers.

Unlike randomized subjects used in case of quantitative studies, ethnographers generally use purposeful sampling technique. Here an ethnographer first selects a specific group and setting for research. Afterwards criteria to select who and what will be studied are decided. Key informants' are selected by the researcher in a manner to make sure that they are representative of the group under study. Further, it is to be maintained that they have been in the group for a longer period of time to have expert knowledge about the group's rules, routine and culture.

Apart from the above mentioned criteria the time and context are also to be considered by the researcher. In order to make the findings reliable and valid, a researcher must make steps to observe the group at different times of the day and different days of the week.

Further peoples' behavior is influenced by situation factors ; it is essential in sampling procedure of ethnography study to take into account the context.

iii) Participant observation : In ethnography the researchers act as the major research tool. Since the research is carried on for a pretty long period of time the researcher should become part of the culture. As a participant observer the researcher should observe participants actions and the ways in which they interact with each other. The gist of the theme is that the researcher should go native (Shay Shayre 2001).

iv) Taking Field notes: In ethnographic work making field notes is an essential step. In fact in the words of Emerson. Fretz and Shaw 2001, field notes are a form of representation a way of reducing just observed events, persons and places to written accounts." In field notes interviews and observations are recorded for analysis of data and writing the report. According to Spradley (1979) there are four types of field notes. They are given below.

- a. The Condensed Account
- b. The Expanded Account
- c. The Fieldwork Journal
- d. The Analysis and Interpretation notes

a. **The Condensed Account:** Condensed accounts are made in the field during the time of data collection. They are short descriptions of the fact in nature. Here members of the group give an account of important events from their perspective to the researcher.

b. **The Expanded Account:** These accounts helps the researcher in extending their observations and other contents of field notes. If a researcher fails to make any recordings during data collection, "the expanded account should be written as soon as possible after any observation or interview session" (Holloway and Daymon 2001)

c. **The Field work journal :** It is the note which a researcher prepares during fieldwork. Here the researcher writes down his/her reactions, biases and problems during fieldwork.

d. **The Analysis and Interpretation notes:** These are the write ups, which the researcher should make during the observations and interviews along with his/her analysis and interpretation of the happening noted in the field notes.

Other than these notes the researcher must use other ways of recording events and behaviour of group members under study in the form of tapes, films, photos, flow charts and diagrams.

iv).**Online Data Collection:** Another emerging area for ethnographic study is the study of "Virtual Communities' (Daymon and Holloway: 2001). In this connection Ward (1999) has made a study on virtual communities. According to her shared meanings that were held by participants on Websites should be examined an online data collection method. In this method

both participants as well as researchers ask questions to each other. Finally, the interpretation of data is left open to a process of constant renegotiation by both researcher and researched.

Stage II: Data Analysis

After going through the 1st stage of data collection in ethnographic study the stage II of data analysis commences. The stage of data analysis "includes a reflective activity that results in a set of analytical notes." (Shay Sayre 2001). At this stage the researcher organizes the collected notes, transcribes the interviews, develops the photographs taken etc. Thus the collected data become the text for analysis.

In other words, the processing of raw data begins with coding of the texts by the researcher. Here the researcher tries to find out patterns, themes and connections between ideas. Further in this stage the researcher intertwines the task of data analysis with that of interpretation; so that an insight into data collected can be made by attaching meaning to them. Here, the researcher takes into account both the **emic** and **etic** perspectives into consideration while analyzing the data. The 'etic view helps the researcher to develop a scientific and conceptual framework. It also acts as a system of categories for the researcher's observation, on the other hand, the 'emic' view provides insider's view of the reasons why people of the group under study act in a way as they do. In fact, it supports the etic perspective, too.

Stage III: Report Writing

In ethnography study the report can be written in different styles and formats. Since ethnography study is a story of interactions, events and communicative actions between the group members of a cultural group under study it can be written in the form of a story or as Van Maanen (1988) states as a tale'. This story writing can be done in the following different forms:

- a. The Realist Tale
- b. The confessional Tale
- c. The Impressionist Tale

Holloway (1997) discussed these 'tales and ideas of Maanen in a specific manner. The gist of Holloway's ideas goes like this,

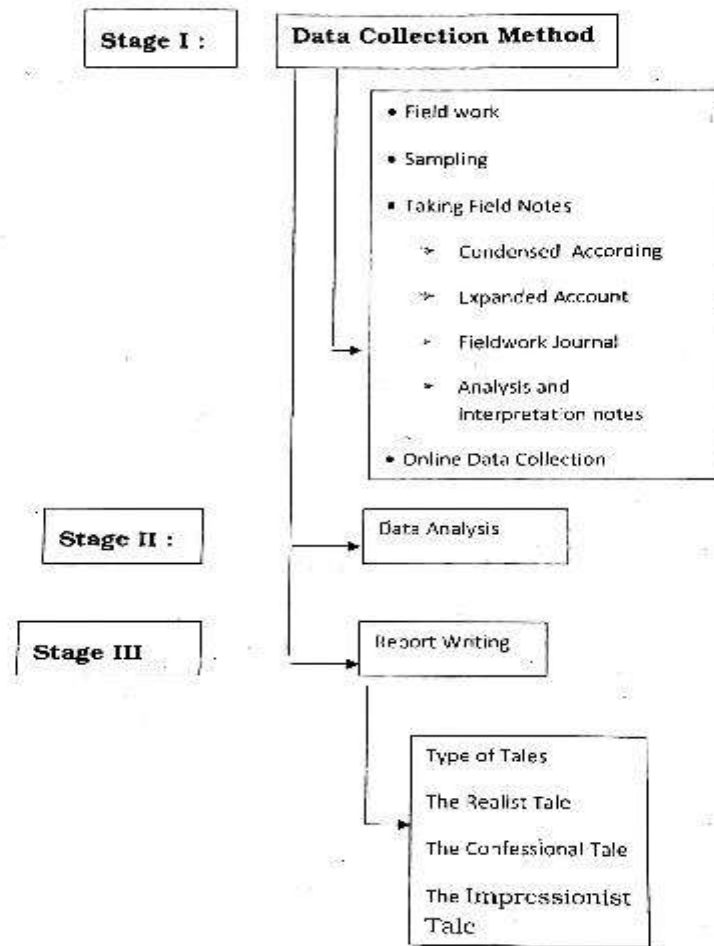
- a. The '**Realist Tale**' is written in the third person, as the ethnographer is excluded from the text. This provides the details of everyday life of the social group and the ordinary life and

routines of the informants of the group under study. This kind of text writing as Holloway states gives a 'natives' point of view, and provides objectivity and neutrality to the story.

b. **Confessional Tales:** Contain the detailed account of techniques and strategies of the ethnographer in the field. The ethnographer while writing the story uses very personal language in this case and writes in the form of a confession. Even his biases and stances, while carrying out the field work is mentioned in this type of writing. Thus, the tale thus emerges is confessional, transparent and lucid in nature. In short it is very much authentic and acceptable among readers.

c. **The Impressionist Tale:** This kind of tales are creative, contextual and artistic (Holloway, 1997). The researcher, in this tale gives himself/herself a place in this story as a fieldworker. The culture under study is presented in a creative and imaginative way (Holloway). Success of the researcher as a writer depends on his/her ability to draw the readers into the story so that the latter ones will be able to learn about the culture of the group under study.

Figure 2
Steps in Ethnography Study



3.5 Advantages and Disadvantages of Ethnographic Study

- In ethnographic study the first advantage is that the researcher not only observe the behaviour of a cultural group, but also shares the experience of the research participants.

- Secondly, ethnography study is used as an important research tool by the researcher when researching consumers in other culture since he/she does not put his/her opinions directly on a stranger, which is considered to be an inappropriate behaviour.
 - Finally, it helps in giving a 'thick' and 'rich' description of a cultural group to the readers of the report.
- The first and foremost disadvantage of this study is the time taken to develop trust among members of the group under study.
 - Secondly, the researcher should have the necessary skill to develop rapport and trust of the group under study.
 - Finally, generalization in this kind of study is not possible. This happens because the researcher tries to make statements based on a particular study to other similar situations. However this is not possible as findings from one sub culture or one setting cannot be made applicable to other settings automatically.

3.6. Let us Sum Up

In the present unit we have studied the ethnography research approach in qualitative methodology. This is a kind of a research technique which is originally used by anthropologists and sociologists to gather information on how people in a group under study interact with each other on a daily basis. In this method a researcher is required to become one of the members of a specific group under study for a longer period of time. This enables the researcher to understand the values and attitudes of the members of the group and the group as a whole clearly.

Further in this method a researcher is expected to keep a track of the group and its individual member's behaviour by taking down notes and if possible by collecting videographic or photographic evidences. This part has been discussed in the data collection method of ethnographic study. Further, the nature, characteristics, advantage and disadvantages of ethnographic research work have been discussed in this unit. Moreover, the ways of writing the report in the framework of a 'tale' or story has been discussed in the present unit too.

3.7 Key words

Ethnographic study : Ethnography study is carried out to understand the organizational structure, culture and problems in a particular setting

Condensed Account: Condensed accounts are made in the field during the time of data collection.

The Expanded Account: These accounts help the researcher in extending their observations and other contents of field notes.

The Field work journal : It is the note which a researcher prepares during fieldwork

The Analysis and Interpretation notes: These are the write ups, which the researcher should make during the observations and interviews along with his/her analysis and interpretation of the happening noted in the field notes.

3.8 Self Assessment Question

1. Define the term ethnography? What are the major characteristics and types of ethnographic study.
 2. What are the major stages involved in the ethnographic study?
 3. What are the major components in the data collection procedure in an ethnographic study? Discuss.
 4. How the ethnographic field work notes and report writing of the study are carried out? Discuss
 5. Write short notes on the followings:
 - a. Advantages and disadvantages of the ethnographic study.
 - b. Maanen's concept of story writing or preparing tales for ethnographic research.
-

3.9 Suggested Readings

1. Daymon, Christine and Holloway: Immy: Qualitative Research methods in Public Relations and Marketing Communications, Routledge Publications, London, 2001.
2. Kolb, Bonita; Marketing Research: A practical Approach, Sage Publications. New Delhi 2008.
3. Sayre: Shay: Qualitative Methods for Market Place Research. Sage Publications, New Delhi, 2001.

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Burdwan-713104

West Bengal, India

Revised: 2020

Reprint: 2023

Published By:

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BUSINESS ENVIRONMENT AND LEGISLATION


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Overview and Framework of Business Environment-Economic Environment: Economic Development and Human Development; Different elements of economic environment;

Unit – 2:


Economic reforms

Role of Govt. of India; Industrial Policy; Fiscal Policy; Monetary policy; Economic reforms: Liberalization: Privatization and Globalization: Structural Adjustment Programme; Current trends in economic environment affecting business.

Unit – 3:

Social Environment

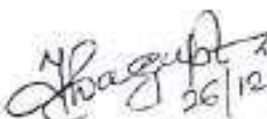
Changing objects of business; change in organizational culture; Consumers rights & protection;


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The University of Burdwan,
Burdwan-713104
West Bengal, India
Revised: 2020
Reprint: 2023

□ **Published By:**
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Business Writing—Introduction, written business communication

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Business letters, Common components of Business Letters; writing effective memos;

Unit – 3:

Business reports & Proposals; format for proposals; proposal layout and design; Secretarial Practices in Business Organizations

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Revised: 2020

Reprint: 2023

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**FUNDAMENTALS OF COMPUTER APPLICATIONS &
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Generations of Computers, Types of Computers, Basic Structure of Computers, Data Representation; Concepts of Software; Types of Software.

Unit – 2:

Basics of Computer Languages:

Generations of Computer Languages, Elements of Programming Language, Representation of Programming Logic; Introduction to C Language.

Unit – 3:

Concept of Systems:

System: Concepts, Characteristics and Classification – Open & Closed, Deterministic & probabilistic etc. Concept of data, Information & information system.

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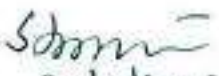
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Measures of Central Tendency & Dispersion

Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation, Standard Deviation, Measures of Relative Dispersion.

Unit - 2:

Moments: Measures of Skewness & Kurtosis

Moments: Raw Moments & Central Moments. Measures of Skewness and Kurtosis.

Unit - 3:

Correlation & Regression

Correlation and Regression: Simple correlation analysis, properties of product moment correlation coefficient; Simple regression analysis -Derivation of regression lines by the OLS method -properties of regression lines.

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Document Information

Analyzed document	CASE STUDIES 1405.pdf (D172196414)
Submitted	2023-07-18 11:09:00
Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
Similarity	0%
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Analyzed document	Fundamentals of Human Resource Management MBA 1606 unit IV 26-05-2023.pdf (D168521720)
Submitted	5/26/2023 10:00:00 AM
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Sources included in the report

SA	Unit 2.doc Document Unit 2.doc (D109111733)		1
SA	005_Compensation Management.pdf Document 005_Compensation Management.pdf (D142522849)		1
SA	Unit 1.doc Document Unit 1.doc (D109111723)		1
SA	Reward Management Assignment 2.pdf Document Reward Management Assignment 2.pdf (D92648653)		1

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Analyzed document	Fundamentals of Human Resource Management MBA 1606 unit V.pdf (D168521897)
Submitted	2023-05-26 10:01:00
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Analyzed document	UNIT 1 (MBAE 2409).pdf (D172196432)
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Submitted by	Dr Bikash Mukhopadhyay
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Submitted	2023-07-18 11:09:00
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	Document UNIT 5 (MBAE 2409).pdf (D172196436)	
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Analyzed document	UNIT 3 (MBAE 2409).pdf (D172196434)
Submitted	2023-07-18 11:09:00
Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
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Document Information

Analyzed document	UNIT 4 (MBAE 2409).pdf (D172196435)
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Submitted by	Dr Bikash Mukhopadhyay
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	Document UNIT 9 (MBAE 2409).pdf (D172196440)	
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Document Information

Analyzed document	UNIT 5 (MBAE 2409).pdf (D172196436)
Submitted	7/18/2023 11:09:00 AM
Submitted by	Dr Bikash Mukhopadhyay
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Similarity	14%
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Sources included in the report

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Document Information

Analyzed document	UNIT 6 (MBAE 2409).pdf (D172196437)
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Sources included in the report

W	URL: https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/10821-aio-activities-i... Fetched: 2019-10-24 20:10:55	 1
W	URL: https://www.cliffsnotes.com/tutors-problems/Marketing/49116486-Question-1-VALS-Model-Values-an... Fetched: 2023-03-18 18:43:59	 1
W	URL: https://www.linkedin.com/pulse/20141011232233-99993053-v-a-l-s-model-values-and-lifestyles-the... Fetched: 2020-02-24 19:35:23	 5

Document Information

Analyzed document	UNIT 7 (MBAE 2409).pdf (D172196438)
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Sources included in the report

W	URL: https://benjaminspall.com/maslow/ Fetched: 11/15/2020 8:38:22 PM	 1
W	URL: https://www.accountingnotes.net/motivation/herzberg-theory-of-motivation/herzberg-theory-of-mo... Fetched: 11/18/2020 8:42:40 PM	 1
W	URL: http://www.netmba.com/mgmt/ob/motivation/mcgregor/ Fetched: 11/27/2020 12:55:44 PM	 1

Document Information

Analyzed document	UNIT 8 (MBAE 2409).pdf (D172196439)
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Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
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Sources included in the report

SA	CLASS ACTIVITY - MUHD FAKRUL AIMAN BIN ABDUL RASHID (2019256814).pdf Document CLASS ACTIVITY - MUHD FAKRUL AIMAN BIN ABDUL RASHID (2019256814).pdf (D128702980)		1
W	URL: https://sphweb.bumc.bu.edu/otlt/mph-modules/sb/behavioralchangetheories/behavioralchangetheori... Fetched: 8/13/2020 11:56:44 AM		1
W	URL: https://www.hotjar.com/product-adoption/process/ Fetched: 1/14/2023 1:29:25 PM		1
SA	Consumer Behaviour and Advertising Strategies ISP 2581.docx Document Consumer Behaviour and Advertising Strategies ISP 2581.docx (D36434065)		1

Document Information

Analyzed document	UNIT 9 (MBAE 2409).pdf (D172196440)
Submitted	2023-07-18 11:09:00
Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
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Analysis address	bikash_mukherjee.unibur@analysis.arkund.com

Sources included in the report

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Document Information

Analyzed document	UNIT 10 (MBAE 2409) (2).pdf (D172196441)
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Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
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Document Information

Analyzed document	UNIT 11 (MBAE 2409) (1).pdf (D172196442)
Submitted	2023-07-18 11:09:00
Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
Similarity	1%
Analysis address	bikash_mukherjee.unibur@analysis.arkund.com

Sources included in the report

SA	The University of Burdwan, Bardhaman / UNIT 12 (MBAE 2409).pdf Document UNIT 12 (MBAE 2409).pdf (D172196443) Submitted by: bikash_mukherjee@yahoo.com Receiver: bikash_mukherjee.unibur@analysis.arkund.com	 1
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Analyzed document	UNIT 12 (MBAE 2409).pdf (D172196443)
Submitted	7/18/2023 11:09:00 AM
Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
Similarity	6%
Analysis address	bikash_mukherjee.unibur@analysis.arkund.com

Sources included in the report

W	URL: https://www.mbakno1.com/industrial-marketing/industrial-buying-behavior-models/ Fetched: 1/4/2022 3:59:40 PM	 1
SA	III_7601_L5_Shruti Gulati.doc Document III_7601_L5_Shruti Gulati.doc (D170634754)	 2

Document Information

Analyzed document	Case Studies (2409).pdf (D172196431)
Submitted	2023-07-18 11:09:00
Submitted by	Dr Bikash Mukhopadhyay
Submitter email	bikash_mukherjee@yahoo.com
Similarity	23%
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Sources included in the report

SA	The University of Burdwan, Bardhaman / CASE STUDIES 1405.pdf Document CASE STUDIES 1405.pdf (D172196414) Submitted by: bikash_mukherjee@yahoo.com Receiver: bikash_mukherjee.unibur@analysis.arkund.com	 6
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(MBA Programme)

Regulatory body Approval for AICTE

All India Council for Technical Education

(A Statutory body under Ministry of Education, Govt. of India)

Nelson Mandela Marg, Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org



APPROVAL PROCESS 2023-24

No Objection Certificate (NOC)

F.No. Eastern/2023-24/1-43453302453

Date: 10-Jun-2023

To,
The Vice Chancellor/Director,
CENTRE FOR DISTANCE AND ONLINE EDUCATION THE UNIVERSITY OF BURDWAN
GOLAPBAG, BARDHAMAN,
BURDWAN, BARDHAMAN,
West Bengal, 713104

Sub: No Objection Certificate for Open and Distance Learning (ODL) / Online Learning (OL) 2023-24 to 2027-28

Madam / Sir,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Education) Regulations, 2020 notified on 4th February 2020 and amended on 24th February 2021 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the no objection to :

Permanent Id	1-43453302453	Application Id	1-43453302453
Name of the Institution/University	CENTRE FOR DISTANCE AND ONLINE EDUCATION THE UNIVERSITY OF BURDWAN	Name of the Society/Trust	CENTRE FOR DISTANCE AND ONLINE EDUCATION THE UNIVERSITY OF BURDWAN
Institution/University Address	GOLAPBAG, BARDHAMAN, BURDWAN, BARDHAMAN, West Bengal, 713104	Society/Trust Address	GOLAPBAG, BARDHAMAN, Burdwan, Bardhaman, West Bengal, 713104
Institution/University Type	State Government University	Region	Eastern

For conduct of following Courses in ODL mode for the Academic Year 2023-24 to 2027-28*

Sr. No.	Program	Level	Course (Specialization)	Center	Number of Seats
1	Management	POST GRADUATE	Management	Center 1	120

The University/Institute shall obtain necessary approval from University Grants Commission (UGC) as per the prescribed schedule and procedure.

The Administration/ Management of the University shall strictly follow further conditions as may be specified by the Council from time to time. The Council may withdraw the No Objection Certificate (NOC), in case it observes any violation of said ODL/OL regulations, mis-representation of facts and submitting factually incorrect information.

Prof. Rajive Kumar
Member Secretary, AICTE

Copy to:

- 1. Secretary, University Grants Commission**
- 2. Guard File(AICTE)**

** Individual Approval letter copy will not be communicated through Post/Email. However, a consolidated list of Approved Institutions(bulk) may be downloaded from the respective login id's.

**Programme Name: Bachelor of Education – ODL
(B.Ed.)**

**Compliance: (Statutory Body Approval for PPR and
B.Ed. PPR)**



THE UNIVERSITY OF BURDWAN
Centre for Distance and Online Education
Golapbag : Purba Bardhaman

Meeting of the Academic Committee, CDOE, B.U held on 26.12.2023 at 1.00 p.m in the conference hall of the CDOE, B.U., Burdwan.

Members Present:

1. Prof. Sunil Karforma, Dean (Science), B.U. In Chair
2. Prof. Tanmoy Dasgupta
Head of the Department
Dept. of MBA, B.U.
3. Prof. Partha Sarkar
Professor & Former Head
Dept. of MBA (H.R), B.U. Joint Convenor
4. Prof. Khagendra Nath Chattopadhyay
Dept. of Education, B.U. Invitee
5. Sri. Krishnendu Mazumder
Asst. Controller of Examinations, B.U.
6. Sri. Nani Gopal Sen
Asst. Dir. (A&A), CDOE, B.U.
7. Sri. Angshuman Goswami
Asst. Dir. (A&E), CDOE, B.U.
8. Dr. Sharmistha Ray Chowdhury (Dan)
Asst. Prof., Bengali, CDOE, B.U.
9. Dr. Bhaskar Mukherjee
Asst. Prof., Sanskrit, CDOE B.U.
10. Dr. Somnath Das
Asst. Prof., B.Ed., CDOE, B.U.
11. Dr. Swapan Bhattacharyya
Director, CDOE, B.U. Convenor

Signature
Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
in Science
The University of Burdwan

[Signature] 26.12.23

[Signature] 26/12/23

[Signature] 26/12/2023
[Signature] 26/12/23

[Signature] 26/12/23

[Signature] 26.12.23.

[Signature] Sharmistha Ray Chowdhury (Dan) 26.12.23

[Signature] Bhaskar Mukherjee 26.12.23

[Signature] 26.12.23

[Signature] 26/12/2023

Resolutions of the Meeting of the Academic Committee held on 26.12.2023 at 1.00 P.M. at Centre for Distance and Online Education (CDOE), The University of Burdwan:

After detailed deliberations, the Academic Committee of the Centre for Distance and Online Education (CDOE), University of Burdwan, resolves as follows:

Item 1: To consider and approve the Programme Project Reports (PPRs) submitted by MBA (ODL) and B.Ed. (ODL) programmes:

Resolution:

The PPRs for the (1) MBA programme, and (2) B.Ed. programme in ODL mode, as prepared by the faculty of the CDOE in consultation with the faculty members of the Departments of Business Administration and Department of Education of the University, are reviewed and approved. The PPRs adhere to the prescribed UGC-DEB format and contain details on programme objectives, learning outcomes, course structure, delivery mechanisms, and assessment methodologies.

Item 2: To consider and approve the Self-Learning Materials (SLMs) of MBA (ODL) and B.Ed. (ODL)

Resolution:

The SLMs for all courses under the MBA and B.Ed. programmes have been developed by subject matter experts, reviewed by a panel of academic peers, and comply with the UGC-DEB guidelines for learner-centric pedagogy and modular content design. The Academic Committee formally approves the SLMs for submission to UGC-DEB after obtaining approval from the university authority.

Item 3: Submission of PPRs & SLMs of MBA (ODL) and B.Ed. Programmes to Statutory Bodies

Resolution:

It is resolved that the PPRs and SLMs, of MBA (ODL) and B.Ed. (ODL), as approved by the Academic Committee, will be submitted to the appropriate statutory authority of the university for necessary ratification and subsequent compliance with the UGC-DEB norms.

Item 4: Compliance with UGC-DEB Guidelines

Resolution:

The Academic Committee authorizes the Director of the CDOE to ensure timely submission of the approved PPR and SLMs of MBA (ODL) and B.Ed. (ODL) to the UGC-DEB, along with signed minutes of this meeting, as part of the application for programme approval.

Resolved unanimously.

The meeting ended with a vote of thanks to the Chair.

Vice-Chancellor
The University of Burdwan
Burdwan, West Bengal

Forwarded to Hon'ble VC Sir for
- kind approval

Approved and report to E.C.

26.12.23

27/12/23

Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
in Science
The University of Burdwan

V-3
25 MAY 2022

V.C.'S Secretariat

THE UNIVERSITY OF BURDWAN


Extracts from the minutes of the meeting of the Executive Council held on 23.05.2022Item No.-577
(Any Other Matter)
Resolution

The Council considered the draft minutes of the meeting of the Advisory Committee, Centre for Distance and Online Education (CDOE) under B.U. held on 19.05.2022 at 7 p.m. through online mode [Item No. 1 of Advisory Committee read with Item No. 4 of Academic Committee] to consider the recommendation of the Academic Committee, CDOE under B.U. held on 18.05.2022 at 2:30 p.m. in the Chamber of Director, CDOE under B.U. wherein the Academic Committee approved the matter relating to submission of Programme Project Report (PPR) in ten different subjects viz. Bengali, English, Sanskrit, History, Philosophy, B.Ed. under Part system and Political Science, Mathematics, Computer Science and MBA under CBCS semester system, in connection with the matter of online application to UGC-DEB for affiliation and approved the same.

Draft for Approval


23.05.2022
Registrar & Secretary
Executive Council

Approved


23-05-22
Vice Chancellor & Chairman
Executive CouncilDirector, CDOE

23/5/22

**CENTRE FOR DISTANCE AND ONLINE EDUCATION
(CDOE)**

THE UNIVERSITY OF BURDWAN



PROGRAMME PROJECT REPORT

FOR

DEPARTMENT OF EDUCATION (B.Ed.)

2024-2025

am *WZ* 11/11/24
ASSISTANT PROFESSOR
DEPT. OF EDUCATION (B.Ed.)
CDOE, B.U.
CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN

[Signature]
HOD & COURSE COORDINATOR
DEPT. OF EDUCATION (B.Ed.)
CDOE, B.U.
Department of Education
Burdwan University
Burdwan

Sd/- 11/11/2024
DIRECTOR
CDOE, B.U.
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104


Programme Project Report (PPR) for B.Ed. Under Distance Mode


The University of Burdwan, a public university located in PurbaBardhaman, West Bengal, was established by the west Bengal Government as A teaching and affiliating University on 15th June, 1960. way back in 1994 when, the Higher Education Department Govt. West Bengal was searching for a State-aided University who would like to introduce Distance/ Correspondence Education in the State and the University of Burdwan was the first to shoulder the responsibility. In a meeting of the Advisory Committee of the Vice-Chancellors of all state aided universities of West Bengal held on 27.10.1993, it was decided that the University of Burdwan will introduce Correspondence Courses (Vide letter no. 96(2)-Edn (U)/ 1U(C)-14/92,dated: 22.02.1994). Accordingly, the University of Burdwan readily accepted the proposal to introduce the P.G courses through correspondence mode. In the 21st meeting of the Executive Council (1993-1994)of Burdwan University[held on 30th may 1994 vide Item no. 333 A.O.M (8)],it was resolved that The university of Burdwan in accordance with its Act, Statutes, Ordinances, Rules and Regulations and with the approval of the State Govt. offered through Distance mode P.G. Courses leading to M.A./M.Com. Degrees with six programmes, viz.,Bengali, English, History, Political Science, Philosophy and Commerce. Later,B.Ed. Programme under distance mode was introduced from the academic session 2014-2016 with the NOC of DEB (Vide no. DEC/WB/BU/2008/20027 dated: 19.02.2013) and recognized by the competent authority (NCTE) vide no. ERC/7-170.6.42/NCTE/B.ED. (Open and Distance Learning System)/2014/24431 dated. 03.03.2014. Further, on the basis of the online application NCTE Recognized our Programme vide no. ERC/NCTE/APP2090/B.ED. (Open and Distance Learning System)/2015/32653 dated. 31.05.2015.

OVERVIEW OF THE PROGRAMME PROJECT REPORT (PPR) FOR B.Ed.

This Programme Project Report of the Centre for Distance and Online Education (CDOE), The University of Burdwan, is a document prepared for the approval of the B.ED. Programme (Distance Mode). It includes the details of:

- Programme's mission & objectives
- Relevance of the program with HEI's Mission and Goals
- Nature of prospective target group of learners
- Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence
- Instructional Design
- Procedure for admissions, curriculum transaction and evaluation
- Requirement of the laboratory support and Library Resources
- Cost estimate of the programme and the provisions


ASSISTANT PROFESSOR
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THE UNIVERSITY OF BURDWAN


HOD & COURSE COORDINATOR
DEPT. OF EDUCATION (B.Ed.)
CDOE, B.U.

Department of Education
Burdwan University
Burdwan - 713104


DIRECTOR
CDOE, B.U.
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

i) Quality assurance mechanism and expected programme outcomes This document defines specific aims and objectives for the B.Ed. Programme. These aims and objectives demonstrate what has been planned and achieved so far and its future development.

1) Programme Mission and Objectives:

B.Ed programme plays a vital role for strengthening skills and capabilities for the teachers. A large number of educational institutes of India exclusively dealing with teacher education development. But considering the vastness of demand more options are to be tried and so that each and every child get the benefit of education through qualified teachers. This programme of DDE, B.U aims at developing the understanding the competencies required by a teacher for effective teaching learning process at the secondary stage. It enables the teachers to select and organize learning experiences according to the requirements of the learner.

- To develop skills required in selecting organized instructional design and strategies for effective teaching.
- To develop skills required in selecting and organizing learning experiences.
- To develop skills involved in selecting developing and using evaluation tools.
- To acquire knowledge and develop an understanding of various aspects of school management.
- To develop competencies for organizing various instructional and student support activities.

2) Relevance of the Programme with HEI's Mission & Goals:

The role of the teacher is very important and crucial among all of the functionaries of teaching and learning in the domain of inclusiveness of classroom and the millennium goal stated by UNESCO "Education for All". Teacher has to fulfill the diverse and special needs of the learners as they come from heterogeneous social background. Therefore, without comprehensive continuous quality training of teachers it is just a dream to reach this target of "Education for All" with quality. A vast chunk of teachers need quality training to fulfill the dream of mass education. But in our country it is quite impossible in the conventional way of teacher education. Therefore, with the help of ICT in the form of open and distance will be the appropriate way to reach the unreached for proper training.

3) Nature of Prospective Target Group of Learners:

As per Regulations of NCTE before 2015, any graduate at least two years teaching experience may be apply for B.Ed. Education under distance mode. As per merit list the candidates are admitted the programme. After the revised Regulations of NCTE the following candidates are eligible if they have (for both Freshers & In-service):

- a) Diploma in Pre-School Education (DPSE) or
- b) Diploma in Elementary Education (PTT) or


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CDOE, B.U.
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The University of Burdwan
Burdwan - 713104

- c) Bachelor of Elementary Education (B.El.Ed.) or
- d) Diploma in Physical Education (D.P.Ed.) or
- e) Bachelor of Physical Education (B.P.Ed.) or
- f) Diploma in Elementary Education (D.El.Ed.) or
- g) Diploma in Arts Education (Visual Arts/Performing Arts)
- h) Candidates with at least 45% marks at Under Graduate Level.
- i) Reservation and relaxation in marks as per norms.
- j) Candidates who have completed D.EL.ED. either in freshers or in- service (2 years) face to face mode.
- k) Montessori are not eligible for this programme.

4. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE:

This programme intends to build a greater connectivity and network of knowledge among institutions of higher education with a view of making higher education accessible to a larger mass of learners of the country. Besides bridging up the education gap it also intends to increase employability of its target group.

B.Ed. Academic Calendar:

Under Distance Mode B.Ed. Programme(1st Year)

SL. No	Date / months	Duration	Activities / Programme
1.	March	1 Months	Preparation of Text for Adv. (Admission)
2.	April	Do	Adv. for Admission
3.	June	Do	Preparation of Merit list for Admission
4.	July - Aug	2 Months	Admission to the course
5.	1 st Sept-31 st Oct	Do	Preparation of List of Candidates
6.	Do	Do	Grouping of Candidates

W 11/11/24
 ASSISTANT PROFESSOR
 DEPT. OF EDUCATION (B.Ed.)
 CDOE, B.U.
 DEPT. OF EDUCATION (B.Ed.)
 CENTRE FOR DISTANCE AND ONLINE EDUCATION
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 HOD & COURSE COORDINATOR
 DEPT. OF EDUCATION (B.Ed.)
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 Burdwan University
 Bardwan

S. D. Roy 11/11/2024
 DIRECTOR
 CDOE, B.U.
 Director
 Centre for Distance and Online Education
 The University of Burdwan
 Burdwan - 713104

7.	Do	Do	Distribution of Study Materials & Time table
8.	Oct – Nov	Do	Selection of Faculty for P.C.P
9.	Do	Do	Appointment for P.C.P
10.	Do	Do	Intimation to the Candidates for P.C.P
11.	Dec – Mar (Next year)	4 Months	Conducting Programme for P.C.P (As per schedule.)
12.	April	1 Month	Preparation of workshop (W.S) planning.
13.	Do	Do	Selection of Topic for W.S. (Schedule of W.S.)
14.	Do	Do	Selection of resource person (W.S.)
15.	May-June	2 Months	Conducting workshop
16.	June	1 Month	Assessment on Workshop
17.	Do	Do	Collection of Marks on Workshop.
18.	April	Do	Preparation of Final exam.
19.	Do	Do	Selection of Examiners and paper setters
20.	May	Do	Collection of Papers from paper setters.
21.	May	Do	Moderation of Papers.
22.	May/June	Do	Preparation of exam schedule
23.	Do	Do	Selection of Exam center
24.	July	Do	Conducting Final Examination.
25.	August	Do	Assessments of Scripts.
26.	September	Do	Announcement of results.


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 DEPT. OF EDUCATION (B.Ed.)
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 Dept. of Education
 Burdwan University
 Burdwan


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(2nd year)

SL. No	Date / months	Duration	Activities / Programme
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1.	July - Aug	2 Months	Registration to the course
2.	1 st Sept-31 st Oct	Do	Preparation of List of Candidates
3.	Do	Do	Grouping of Candidates
4.	Do	Do	Distribution of study Materials & Time table.
5.	Oct – Nov	Do	Selection of Faculty/ Resource person for P.C.P
6.	Do	Do	Appointment for P.C.P
7.	Do	Do	Intimation to the Candidates for P.C.P
8.	Dec – Jan (Next year)	2 Months	Conducting Programme for P.C.P
9.	February	1 Month	Preparation of practice Teaching Programme.
10.	Do	Do	Selection of Schools.
11.	Do	Do	Preparation of list for student-teachers.
12.	March	1 Month	School Contact.
13.	Do	Do	Selection of Mentors.
14.	March-April	2 Months	Practice Teaching Observation Programme in Schools.
15.	April	1 Month	Final Teaching.
16.	Do	Do	Preparation of Final Teaching Schedule.
17.	Do	Do	Selection of Experts for Final Teaching.
18.	Do	DO	Sending Appointment to the Experts.
19.	Do	DO	Conducting Final Teaching and collection of Marks.
20.	April	1 Month	Preparation of workshop planning.
21.	Do	Do	Selection of Topic for W.S.
22.	Do	Do	Selection of resource person


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23.	May-June	2 Months	Conducting workshop
24.	June	1 Month	Assessment on Workshop
25.	Do	Do	Collection of Marks on Workshop.
26.	April	Do	Preparation of Final exam.
27.	Do	Do	Selection of Examiners and paper setters
28.	May	Do	Collection of Papers from paper setters.
29.	May	Do	Moderation of Papers.
30.	May/June	Do	Preparation of exam schedule
31.	Do	Do	Selection of Exam center
32.	July	Do	Conducting Final Examination.
33.	August	Do	Assessments of Scripts.
34.	September	Do	Announcement of results.

❖ List of Holidays to be followed according to the University list.

5. INSTRUCTIONAL DESIGN (B.Ed.):

Some courses at CDOE, B.U are being run in accordance with the advice of the UGC (DEB) that at least 50% of the disciplines taught in the distance learning must be with the same syllabus and same examination system of the regular course of the university. However B.Ed is not one of them. B.Ed is being conducted following the Term End Examination method whereby the total curriculum consists of 1400 marks (taking into account both Part-I & PartII).

1) CURRICULUM DESIGN :

Curriculum design is the initial step in distant learning instructional design. The curriculum is created by a committee of professionals who are familiar with the needs of various groups of students.

As far as possible, efforts have been made to adopt the syllabus of the Burdwan University's parent department in collaboration with external experts, keeping in mind that it should be comparable to the university's regular courses. The Subject Committee's syllabus is submitted to the Curriculum and syllabi to the statutory bodies of the University i.e. BOS Board of Studies (BOS) (Enclosed in Hard Copy) approval and authenticated by Directorate of Distance Education's (Presently knowns as CDOE) Advisory Committee. The syllabus is then posted on the university's website.


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DETAILED SYLLABI

(PART-I+PART-II)=TOTAL -1400 MARKS (56 CREDIT)

PART – I

Total- 7Papers: 700 Marks (28 Credit)

A. General papers: 400 marks (16 Credit)

A. (75 -written + 25 assignment for each paper = 100 marks)

Paper I: Philosophical Foundation of Education

Paper II: Sociological Foundation of Education

Paper III: Contemporary Issues and Development in Education

Paper IV: Psychology of Learning

B. Pedagogical knowledge and Methodology of Teaching School Subjects (100 Marks each written paper) 200 marks (8Credit)

Paper IX. School Subject 1 (4Credit)

Paper X. School Subject 2 (4Credit)

C. Practical Papers 100 marks (4Credit)

Paper XIII (a) Micro Teaching (1st method = 25 marks + 2nd method = 25 marks)
= 50 marks (2Credit)

(b)Workshop Assessment = 50 marks (2Credit)

PART – II

Total-7 Papers: 700 Marks (28Credit)

A. General paper – 400 marks (16Credit)

(75 written + 25 assignment for each paper = 100 marks)

Paper V. Psychology of Instruction

Paper VI. Guidance & Counselling - Approaches & Strategies

Paper VII. School Organization and Management

Paper VIII. Educational Technology and Evaluation

B. Practical Papers 300 marks (12Credit)

Paper XI. Teaching practical (Method 1) 100 marks

Paper XII Teaching practical (Method 2) 100 marks

(50 marks for Internal Assessment &50 marks for External Assessment for each paper).

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Paper XIV. Practicum 100 marks (4 Credit)

i) Text book review (Any Text book from class VIII/IX/X/ XI/XII as applicable) for non-laboratory subjects Or Laboratory Practical – 50 marks (2 Credit)

ii) Workshop Assessment – 50 marks (2Credit)

B.Ed. Part-I, Full Marks – 700 (28 Credits)

Paper	Paper Name	Marks		TotalMarks	Credit	Class Teaching Hour
		Written	Assignment			
Paper I	Philosophical Foundation of Education	75	25	100	4	32+64
Paper II	Sociological Foundation of Education	75	25	100	4	32+64
Paper III	School Organization and Management	75	25	100	4	32+64
Paper IV	Psychology of Learning	75	25	100	4	32+64
Paper IX.	Pedagogical knowledge and Methodology of Teaching	<u>School Subject 1</u> 100		100	4	32+64
Paper X.	Pedagogical knowledge and Methodology of Teaching	<u>School Subject 2</u> 100		100	4	32+64
Paper XIII	Practical Papers (a) Micro Teaching (1st method) (b) Workshop Assessment	<u>Micro Teaching</u> 50	<u>Workshop Assessment</u> 50	100	4	32+64

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B.Ed. Part-II, Full Marks – 700 (28 Credits)

Paper	Paper Name	Marks		TotalMarks	Credit	Class Teaching Hour
		Written	Assignment			
Paper V.	Psychology of Instruction	75	25	100	4	32+64
Paper VI.	Guidance & Counselling - Approaches & Strategies	75	25	100	4	32+64
Paper VII.	School Organization and Management	75	25	100	4	32+64
Paper VIII.	Educational Technology and Evaluation	75	25	100	4	32+64
Paper XI.	Practical Papers Teaching practical (Method 1)	<u>Teaching practical (Method 1)</u> 100		100	4	32+64
Paper XII	Practical Papers Teaching practical (Method 2)	<u>Teaching practical (Method 2)</u> 100		100	4	32+64
Paper XIV	Practicum (a) Micro Teaching (1st method) (b) Workshop Assessment	<u>Text book review</u> 50	<u>Workshop Assessment</u> 50	100	4	32+64

Part-I +Part-II Full Marks = 700+700=1400 (28+28=56 Credits)

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- **Duration of the Programme:** The programme is of 2 years duration. However, if a candidate fails to complete the programme within the stipulated time he/she can complete it within 4 years.

- **Faculty and Staff Requirement:**

At present there are two Assistant Professors in the Department of Education and adequate number of non-teaching staff for academic and administrative purpose. The regular faculty of the Department of B.Ed., The University of Burdwan as well as the wider academic community of other universities and colleges provides support for running the programme.

Faculty:

Sl. No.	Faculty	Work at (HQ/RC)	Number
1.	Assistant Professor	HQ	2

Support Staff:

SL. NO.	Office Staff (Designation)	Work at (HQ/RC)	Number
1	Sr. Office Assistant	HQ	1
2	Fixed Pay Employees	HQ	2

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6. Instructional Delivery Mechanism for Bengali/ English:

Mode of Delivery	Delivery mechanism	Provided (Yes/No)	Detailed Information
Face to face mode	PCP/ Counselling	Yes	12 hrs per 100 Marks Paper. Total contract hour = 12hrsx10 12x10 = 120hrs (Theoretical). 20hrs Practical classes & 60hrs Workshop and 15 days Practice Teaching.
	Tutorials/Spl. Classes	Yes	Sometimes Guest Faculty organize Special Classes/Tutorials.
Self-Learning	SLMs	Yes	24hrs per SLM. Total 240hrs of self study prescribed.
Library	Reference Books	Yes	Available at the Directorate Library.

7. **Preparation of SLMs:** As per direction of Vice-Chancellor Directorate prepared the list of Writers, Editors and appointed them. After receiving the materials, it was edited by the respective Editor and sent to the press for printing. Then after Publication of the SLMs we sent two sets of materials to DEB for approval. The printed materials delivered to the students.

7. **Programme Duration:** 2-yrs duration; (minimum 2-yrs and maximum 4-yrs). Need to complete within 4 Calendar years.

8. **Medium of Delivery:** Bengali/ English.

9. **Intake:** Approved intake by NCTE is 500 per year.

13. Procedure for admissions, curriculum transaction and evaluation:

Admission Procedure: Through Admission Notification published in leading newspapers and through Directorate Website as well University Website. Whole Admission Procedure is going on through online.

Eligibility:

I. After the revised Regulations of NCTE the following candidates are eligible if they have (for both Fresher & In-service):

- Diploma in Pre-School Education (DPSE) or
- Diploma in Elementary Education (PTT) or
- Bachelor of Elementary Education (B.El.Ed.) or

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- d) Diploma in Physical Education (D.P.Ed.) or
- e) Bachelor of Physical Education (B.P.Ed.) or
- f) Diploma in Elementary Education (D.El.Ed.) or
- g) Diploma in Arts Education (Visual Arts/Performing Arts)

II. Candidates with at least 50% marks at Under Graduate Level.

III. Reservation and relaxation in marks as per norms.

IV. Candidates who have complete D.EL.ED. (2 years face to face mode) under ODL mode and Montessori are not eligible for this programme.

Total Course fee: Rs. 50,000/- (Excluding Examination and Re-appearing fees).

Financial Assistance: Financial assistance is not provided to the students for this programme.

Curriculum transaction:

SLMs (Bengali version) in print are provided as approved by B.O.S of the Directorate. PCP/Counselling schedules for the programme are prepared by Course Co-ordinator with the assistance of the core faculty. PCP/Counselling schedules circulated among the study centres as well as notified in the official website of the Directorate. During this session, teachers will help the students with their course work. PCP/Counselling are conducted in B.Ed.

Medium of Examination: Bengali/ English.

Evaluation: Term-end Examinations (written) 25% of the total marks of the paper are Assignment (For General Papers). 75% of the total marks of the paper would be reserved for written examination (For General Papers), 100% marks for Method Papers, Micro-Teaching, Workshop and Practical/ Book Review to be held at the end of the 1st year (Part – I) & at the end of 2nd year (Part - II).

A few notable features of the rules governing the examination of B.Ed. programme under distance mode:

- a) A B.Ed. (Two-year) programme shall be equally divided into two parts as per the approved syllabus in the subject concerned: Part – I and Part – II, each spanning one academic year. The Part –I Examination under these Regulations shall be held at the end of the first academic year after the commencement of the session and the Part – II Examination shall be held at the end of the second academic year.


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Murshidabad


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- b) A Candidate shall have to complete Part – I & Part – II examination within four consecutive years including his/ her enrolment in Part – I Examination subject to the conditions that not more than three consecutive chances shall be allowed in each part. Credit will be allowed paper-wise as well as part-wise and will be retained for four consecutive years
If any of the chances mentioned above is not availed by a candidate within the stipulated period, the chance shall be deemed to have lapsed.
- c) To pass the B.Ed. examination a candidate shall have to secure a minimum 40% marks in aggregate (Part – I & Part – II examination taken together) and have secure paper-wise as well as part-wise minimum qualifying marks.

15. Requirement of the laboratory support and Library Resources :

The students may avail the library facilities at the Directorate. Directorate has a well-equipped Library in HQ at Burdwan.

16. Cost estimate of the Programme and the provisions :


Upon receipt of approval from the UGC/DEB , the Finance Committee may set aside budgetary provisions towards Programme Development, Programme Delivery, Programme Maintenance. Once the Programmes are operational, fee receipts from the Programme may be used to cover the same, as per the guidance of the Syndicate and Finance Committee.

Estimated cost the programme is Rs. 45000/ (Approx) per students, per year. The cost estimate of the UG course in B.Ed under DODL mode of Education should be restricted under the following head of expenditure:

- Assistance for Human Resource
- Conducting PCP
- Development of Course material and Quality assurance
- Students Support Service
- Staff Training and Development
- Technology Support
- Library
- E-Content/ e-Learning

Provisions: As it is a continued programme the infrastructure is already in existence. The other expenses will be fulfilled from the fees collected from the students


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17. Quality Assurance Mechanism and Expected Programme Outcomes:

Quality Assurance has now reached a critical juncture, influencing the management strategies and cultures of Distance Education institutions. Learners are clamouring for greater educational services and resources. To meet these demands, our CENTRE FOR DISTANCE AND ONLINE EDUCATION must focus on quality in terms of study materials, PCP counsellor quality, delivery systems, and administrative support for learners. The following major steps would be taken for quality assurance:

- Establishment of Centre for Internal Quality Assurance (CIQA)
- Quality improvement of SLM
- Emphasize for online learning system
- Centralize on line admission
- Providing SLM in electronic media

University of Burdwan has also an IQAC with the following objectives:

- To build and ensure a quality culture, appropriate structure and processes with enough flexibility to meet the diverse needs of the stakeholders at the University.
- Meant for planning, guiding and monitoring Quality Assurance (QA) and Quality Enhancement (QE) activities of the University.

To channelize and systematize the efforts and measures of the University towards academic excellence. The IQAC submits the Annual Quality Assurance Report of the University duly approved by the statutory bodies of the University to NAAC regularly.

However in The University of Burdwan, there is a separate IQAC body comprising several members where Hon'ble Vice –Chancellor is the chairman and Prof Sourangshu Mukhopadhyay is functioning as Director. This cell assesses and monitors all quality and promotion related matters of the University of Burdwan as a whole.


We have already been established a Centre for Internal Quality Assurance (CIQA) in accordance with the DODL Regulations 2017 with the following expected outcomes:

- New programmes
- Flexible platforms
- Wide reach - transcends the boundaries of geography & tradition

The program's intended objective is to improve the knowledge and skills of learners in the relevant field. After completing the distance learning programme, the learner can prepare for various job-oriented entrance examinations, such as School Service Commission (SSC), and so on. They can then work in government and non-government institutions in areas such as comparative, translation studies, Indian folklore, and journalism.


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(B.Ed. Programme)

Programme Offered in Conventional Mode



The University of Burdwan
Office of the Secretary, Faculty Council (Arts, etc.)
Golapbag, Burdwan, West Bengal – 713104
Website: www.buruniv.ac.in
Contact: secretary_arts@buruniv.ac.in

FC(Arts)/B.Ed. at BU Campus/2024/144

Date: 4th September, 2024

Important Instructions

[Candidates are advised to follow the instructions given below]

Admission to B.Ed. Course of Studies (Fresher/Deputed)
at Burdwan University Campus for the Session 2024-2026

1. Online applications are invited from the eligible intending candidates for admission to the B.Ed. Course of Studies at Burdwan University Campus for the Session 2024-2026 under Faculty Council (Arts, Commerce, Law etc.), The University of Burdwan. Online form will be available in the University website (www.buruniv.ac.in) on and from **05.09.2024 to 17.09.2024**.
2. **Eligibility criteria for admission to B.Ed. Course (Fresher/ Deputed) at BU Campus: Candidates (both Fresh & Deputed) with at least 50% marks either in the Bachelor's Degree and/or in the Master's Degree in Science, or Bachelor's in Engineering or Technology with specialization in Science and Mathematics with 55% marks, or any other qualification equivalent thereto, be eligible for application. There shall be relaxation of 5% marks in favour of SC, ST and D.A. (Differently Abled) categories. But the candidates who do not possess 50% marks in the Honours Subject or in Master Degree in Science may calculate their % of marks in Bachelor's Degree on the basis of Hons. Marks and marks of the elective subjects taken together (excluding ENVS and Languages). In that case their Bachelor's degree will be treated as B.Sc. (General).**
3. Applications of the candidates failing to fulfil minimum eligibility criteria of admission will be rejected.
4. **BEFORE FORM FILLING READ THE INFORMATION BROCHURE THOROUGHLY.**
5. Candidates must keep ready a passport size photograph, scanned copies of his/her signature, admit card of 10th standard, marksheets of all examinations, reserved category certificate (if applicable) and other required document for uploading during filling the form.
6. Link for Online Application for admission to the B.Ed. Course of Studies at Burdwan University Campus for the Session 2024-2026 under Faculty Council (Arts, Commerce, Law etc.), The University of Burdwan is given below:
Link for Fill up the Application Form: <https://forms.gle/D83FwrgTsFbquYK5A>
7. After successful completion of Anti-Ragging undertaking, take the Anti-Ragging Undertaking Reference Number to be used in fill up the Online Application Form.
You may retain a print out of acknowledgement of Anti-Ragging undertaking to be submitted at the time of commencement of classes, if admitted.
8. For any queries and complaint, mail to secretary_arts@buruniv.ac.in

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Secretary (Additional Charge)
Faculty Council (Arts, Com., Law, etc.)
The University of Burdwan



THE UNIVERSITY OF BURDWAN

Office of the Senior Secretary, Faculty Council (Arts, Com., Law, etc.)

3rd Floor, Composite Arts Building, Golapbag, P.O.- Rajbati,

Dist.- Purba Burdwan, Pin. -713104, West Bengal.

E-Mail: pgadmissionarts@buruniv.ac.in

Mobile: (+91) 9475509303

Website: www.buruniv.ac.in

No.: FCA/B.Ed./Admn./P-1/2024-2026/211

Date: 08.10.2024

Admission Notification for Online Counselling

“Online Session for merit-based selection/allotment of candidates for B. Ed. Course at BU campus”

All the eligible candidates of the below-mentioned Subjects/Group who have applied for admission (with successful submission status) to the B.Ed. Course of Studies for the Session 2024-2026 at BU Campus under the Faculty Council (Arts), are asked to attend the session **COMPULSORILY** for merit-based selection as per the following schedule:

Subject/Group	Serial no of candidates as per broad rank list	Seat Category	Meeting Date and time	Google Meet Link for joining the online session
Zoology	UR Rank – 1 to 16	Burdwan University (Fresher) Unreserved Category	22.10.2024 at 11:00 A.M.	meet.google.com/aws-vzpm-bae
Botany	UR Rank – 1 to 16			
Physiology	UR Rank – 1 to 5			
Bio-tech / Nutrition / Micro-bio. / Env.Sc.	UR Rank – 1 to 10			
Physics/ Electronics	UR Rank – 1 to 25			
Chemistry / Bio-Chemistry	UR Rank – 1 to 25			
Math. / Stat. / Comp. Appl. / Comp.Sc. / Comp. Sc. & Engg. or Technology	UR Rank – 1 to 20			
Life Science Group	SC Rank – 1 to 16	Burdwan University (Fresher) SC Category	22.10.2024 at 12.30 P.M.	meet.google.com/bmr-zwwq-sag
Physical Science Group	SC Rank – 1 to 11			
Mathematics Group	SC Rank – 1 to 9			
All Group	ST Rank – 1 to 13	Burdwan University (Fresher) ST Category	22.10.2024 at 12.30 P.M.	meet.google.com/bmr-zwwq-sag

Subject/Group	Serial no of candidates as per broad rank list	Seat Category	Meeting Date and time	Google Meet Link for joining the online session
All Group	DA Rank – 1	Burdwan University (Fresher) DA Category	22.10.2024 at 12.30 P.M.	meet.google.com/bmr-zwwq-sag
Life Science Group	UR Rank – 1 to 25	Other University (Fresher) Unreserved Category	22.10.2024 at 1:30 P.M.	meet.google.com/vtc-riae-ova
Physical Science Group	UR Rank – 1 to 25			
Mathematics Group	UR Rank – 1 to 25			
All Group	SC Rank – 1 to 17	Other University (Fresher) SC Category	22.10.2024 at 1:30 P.M.	meet.google.com/vtc-riae-ova
All Group	ST Rank – 1 to 8	Other University (Fresher) ST Category	22.10.2024 at 1:30 P.M.	meet.google.com/vtc-riae-ova

The candidates should take note of the following instructions:

1. The online session through Google meet is being conducted **only** for merit-based selection/allotment of candidates based on **eligibility and merit criteria**.

Google Meet মাধ্যমে অনলাইন অধিবেশন শুধুমাত্র যোগ্যতার মাপকাঠির ভিত্তিতে প্রার্থীদের মেধা-ভিত্তিক নির্বাচন/বরাদ্দের জন্য পরিচালিত হচ্ছে।

2. **All eligible candidates as per the ranks mentioned in this notification**, who have successfully submitted application forms online and who intend to study in the subjects offered to be allotted based on merit, **should compulsorily attend online session through Google meet**.

এই বিজ্ঞপ্তিতে উল্লিখিত ক্রমিক সংখ্যা (rank) অনুযায়ী সমস্ত যোগ্য প্রার্থী, যারা সফলভাবে অনলাইনে আবেদনপত্র জমা দিয়েছেন এবং যারা মেধার ভিত্তিতে বরাদ্দ কক্ষ দেওয়া বিষয়গুলিতে অধ্যয়ন করতে চান, তাদের বাধ্যতামূলকভাবে Google Meet মাধ্যমে অনলাইন সেশনে উপস্থিত থাকতে হবে।

3. Candidates should enter their respective Google Meet room at the scheduled time and wait for the administrator to admit them.

প্রার্থীদের নির্ধারিত সময়ে তাদের নিজ নিজ Google Meet রুমে প্রবেশ করতে হবে এবং অপেক্ষা করতে হবে।

4. **Candidates who do not log in and attend the session at the stipulated date and time will be marked as ABSENT.**

যেসব প্রার্থী নির্ধারিত সময়ে লগ ইন করবেন না এবং অধিবেশনে যোগ দেবেন না তারা অনুপস্থিত হিসাবে চিহ্নিত হবেন।

5. Candidates must join the session by using the subject/group-wise and schedule-wise specific Google meet link provided in this notification.

এই বিজ্ঞপ্তিতে প্রদত্ত বিষয়-ভিত্তিক এবং সময়সূচী অনুসারে নির্দিষ্ট Google meet লিঙ্ক ব্যবহার করেই প্রার্থীদের অধিবেশনে যোগ দিতে হবে।

6. Candidates must ensure that they are having good Internet connectivity during the session.

7. Candidates shall keep their academic testimonials (including all marksheets and certificates) and SC/ST certificates (for the concerned candidates) in original with them. They will be required to produce the documents during the online session.

8. All the candidates who have been asked to appear in the online session must ensure that their cell phones corresponding to the number mentioned during form filling-up are not switched off. They should be ready to accept the phone calls to be given by the office, if needed.

9. In case a candidate is unable to attend the Online Counselling, he/she should send his/her authorised representative for the session. If any candidate or his/her authorized representative fails to turn up on the date and time of online counselling, will not be considered for admission in the later stage.

10. The mere fact that a candidate has been asked to appear in the session doesn't assure selection unless seats are available. Hence, all candidates are asked to check the subject/group-wise vacancy position before attending the session.

11. The Broad Rank List has been prepared based on system generated data without actual document verification. Candidates are therefore requested to verify their eligibility in accordance with the criteria as prescribed in the Information Brochure of the B.Ed. Admission 2024 at BU Campus, available in the University Website.

12. In case a candidate does not fulfil the eligibility and merit criteria, he/she is requested not to proceed with the subsequent steps since it is likely that the admission will not be confirmed.

13. Once the merit-based selection is completed, the candidates who will be provisionally selected for **admission to B.Ed. Course of Studies at BU Campus in the above mentioned Subjects/ Group for the session 2024-2026**, Payment Link of their requisite admission fees through the payment link (mentioned below) on and from **23.10.2024 to 26.10.2024**. In case of any issue/problem regarding payment, candidates should contact immediately and definitely before the expiry of payment period (email: secretary_arts@buruniv.ac.in). No communication in this regard will be entertained after the expiry of payment period. University will not take the responsibility of any payment failure caused due to network problems.

14. Provisionally Selected candidates from Online Merit-based selection (Phase-1) can get access for payment of Admission Fees as per following steps:

Steps of Payment

The amount of Rs. 12230/- (Rupees Twelve Thousand Two Hundred Thirty Only) for admission to B.Ed. (Deputed) Category and 4530/- (Four Thousand Five Hundred Thirty Only) for admission to B.Ed. (Fresher) Category as admission fee is to be paid through (State Bank Collect) the following link:

<https://www.onlinesbi.sbi/sbicollect/icollecthome.htm>

STEP-1: Applicants are to select “*Educational Institutions*” under “*Select Category*”

STEP-2: Search “*The University of Burdwan*” in the page reached through the link and

STEP-3: Choose “**ADMISSION FEES FOR B.ED. COURSE-2024 AT BU CAMPUS**” in the dropdown under payment Category and make payment as per the instructions.

Students should ensure collection of E-receipt of successful payment generated in the online system with “Successful” payment status. Mere receipts of SMS from own bank is not sufficient to ensure successful payment. The University will not take the responsibility of any payment failure caused due to network problems. So, candidates are advised to check their “Successful” Payment status.

15. Candidates will be enlisted based on the merit-based selection on the basis of the vacancy position.
16. **Classes for the aforementioned subjects/groups will commence from 28.10.2024.**
17. **ADMISSION OF CANDIDATES WILL BE CONFIRMED ONLY AFTER DOCUMENT VERIFICATION**, which will be carried out by the **Department of Education, BU on and from 28.10.2024 to 29.10.2024 for the confirmation of admission.** All the selected candidates who have successfully paid the admission fees will have to produce and submit self-attested photocopies of his/her Application Form along with all testimonials including the relevant certificates and final honours mark sheet, hard copy of the Anti Ragging undertaking and printout of Successful Payment Receipt on the date of document verification, failing which their admission to B.Ed. course will be cancelled. In case a candidate is unable to attend in the Document Verification, he/she should send his/her authorised representative for the same. If any candidate or his/her authorized representative fails to turn up on the date of Document Verification, the admission to B.Ed. Course, 2024 will be cancelled.
18. All eligibility criteria will be checked during document verification. If, at the time of document verification, the marks obtained by the candidate don't match with the marks shown in the merit list, the admission of the candidate is liable to be cancelled.
19. **ALL ADMISSIONS ARE PROVISIONAL.** Mere selection of candidates and payment of admission fees do not ensure confirmation of admission unless the eligibility of the candidates is checked and original credentials are found in order at the time of verification of documents. If a candidate is found, before or after admission, not having the minimum eligibility of admission, then the university will have the right to cancel his/her admission without taking responsibility of refund of his/her admission fees. The University also reserves all rights to drop or to include any name, if any suppression of facts on the part of the students, any mistake on the part of the University or any error in the system-generated data is detected at any stage before or after the admission.
20. **ADMISSION OF THE SELECTED CANDIDATES WILL BE CONFIRMED ONLY AFTER DOCUMENT VERIFICATION AFTER PAYMENT OF ADMISSION FEES.**

21. Candidates who have paid admission fees should contact the **HOD, Department of Education, B.U.** through email (hod@edu.buruniv.ac.in) immediately after payment with a copy of the “Successful” payment receipt as an attachment.
22. If there is no candidate in the UR-DA Category, then the seat will be transferred to the UR Category. As per the reservation rules vide Govt. Order No.: 07-Edn (U)/1U-89/13.- dated. 2nd January, 2014 “for admission to different courses, an SC or ST candidate getting admission should have obtained in the previous examination; qualifying marks not lower by more than 25% of the marks obtained by the last candidate of the general category.”
23. Guidelines of Inter-Transferability/Conversion of Reserved Seats: In case seats reserved for SC Category remains vacant for want of eligible candidates, seats will be filled up by the eligible candidate from the list of ST Category and vice-versa. If the seats of reserved Category remain vacant even invoking the principle of inter-transferability may be converted to seats under UR Category as per Govt. Rules.
24. The University reserves the right to rectify the list of candidates selected for admission in the event of detection of any inadvertent error, before or after payment of admission fees including cancellation of admission.
25. In compliance with the UGC, D.O. No 1-152029 (ARC) pt III, dated 24th May, 2024 and in pursuance to the Judgement of the Hon’ble Supreme Court of India, dated 08.05.2009 in Civil Appeal No 887/2009, attention of all the applicants and parents are drawn to the “Regulations on Curbing the Menace of ragging in Higher Educational Institutions, 2009” notified by the UGC. The Regulations are available on the UGC website (www.ugc.ac.in)

Ragging is completely banned in The University of Burdwan and its other centres of learning, and anyone found guilty of ragging and/or resorting to ragging in any form is liable to be appropriately punished as per law.

Please follow the instructions provided at the link below:

<https://www.antiragging.in/information.html>

Click the following link for mandatory undertaking of anti-ragging:

<https://www.antiragging.in/>

or

https://www.antiragging.in/affidavit_university_form.php

FILL IN THE DETAILS AS PRESCRIBED FOR UNDERTAKING OF ANTI-RAGGING

The candidates who will be provisionally selected for admission to B.Ed. Course of Studies at BU Campus for the session 2024-2026 are compulsorily required to complete the undertaking (if not completed in time of Application to the B.Ed. Admission-2024) by strictly following these instructions and must submit the hard copy of the Anti Ragging undertaking in the time of Document Verification.

NATIONAL ANTI RAGGING HELPLINE:

18001805522 (24 x 7),

E-MAIL : helpline@antiragging.in

STATE LEVEL ANTI RAGGING HELPLINE: 18003455678 (24 x 7)

University and Course Details: University Director/Vice Chancellor : Prof. Goutam Chandra

University Phone Number (+91) : 9474463541

Nearest Police station to your University : BURDWAN POLICE STATION

As per the directives of the Hon'ble Supreme Court of India, it is notified that if any incident of ragging comes to the notice of the authority, the concerned student shall be given liberty to explain and if his/her explanation is not found satisfactory, the authority would expel him/her from the institution.

26. As already notified, non-payment of admission fees by any Provisionally Selected Candidate shall amount to cancellation of his/her candidature and in such context, they will be debarred from participation in any round of the admission process.
27. Seats, if remains vacant after the expiry of payment period will be filled up through Phase-2 Online Counselling. Please visit the university website for any update.
28. Refund of Admission Fees for Cancellation of candidature will be as per the extant rules of UGC and Govt. of West Bengal.
29. Vacancy Position for admission to B.Ed. Course of Studies at BU Campus for the Session 2024-2026 **of the above mentioned Subjects/ Group** are as follows:

Fresher Candidates: Burdwan University (Total Intake: 38)		
Category	Subject(s) / Group(s)	Intake
Unreserved(UR)	Zoology	04
	Botany	04
	Physiology	01
	Bio-tech / Nutrition / Micro-bio. / Env.Sc)	02
	Physics/ Electronics	06
	Chemistry / Bio-Chemistry	06
	Math. / Stat. / Comp. Appl. / Comp.Sc. / Comp. Sc. & Engg. or Technology	04
Schedule Caste(SC)	Life Science Group	03
	Physical Science Group	03

	Mathematics Group	02
Schedule Tribe(ST)	Candidates will be selected on the basis of the highest grade point considering all subjects	02
Differently Abled(DA)	Candidate will be selected on the basis of the highest grade point considering all subjects	01
TOTAL:		38
Fresher Candidates: Other University (Total Intake: 09)		
Unreserved(UR)	Life Science Group	02
	Physical Science Group	02
	Mathematics Group	02
Schedule Caste(SC)	Candidates will be selected on the basis of the highest grade point considering all groups	02
Schedule Tribe(ST)	Candidate will be selected on the basis of the highest grade point considering all groups	01
TOTAL:		09
Deputed Candidates (Total Intake: 03)		
Unreserved(UR)	Life Science Group	01
	Physical Science Group	01
	Mathematics Group	01
TOTAL:		03



Secretary (Additional Charge)
Faculty Council (Arts, Commerce, Law, Music etc.)
The University of Burdwan

(B.Ed. Programme)

**Adequate (full time) dedicated Faculty
availability (Appointment letter, Joining
report and Qualification)**



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Sectt/Asst.Prof./229/2021-22/115

Date: 08.11.2021

To
Dr.Somnath Das
Nalpurpara,Memari
Ward No. 13, Purba Bardhaman
Pin - 713146

Sir/Madam,

With reference to your application for the post of Assistant Professor (Full time contractual) in **Education** under Centre for Distance and Online Education (CDOE), The University of Burdwan and subsequently interview held on **03.10.2021**, I am to inform you that you have been selected for appointment to the post on the following terms and conditions:-

1. Your appointment is purely on full time Contractual basis.
2. You will be paid an honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month.
3. You will have to attend CDOE on full time basis and you will have to be present in the CDOE even on Saturdays, Sundays and Holidays as and when necessary for which no extra remuneration will be paid.
4. You will have to stay at Burdwan.
5. You will have to make extend your effort for preparation of study materials, conducting Personal Contact Programme (PCP) / Counseling sessions.
6. You will have to make liaison with the Teachers of our University Department, Teachers of other Universities, Guest Faculties in connection with preparation of study materials, holding PCP etc.
7. If necessary, you will have to write study materials and to take part in the counseling session.
8. Your services will be guided by the Rules, Regulations and Orders of the CDOE.
9. The respective order of appointment will be issued on production of original certificates relating to your academic attainment as well as date of birth.
11. You will have to obtain your release from your present position / employer, if any, in order to join the CDOE within one month, from the date of receipt of the appointment letter.

I am to request you to intimate the undersigned within three days from the date of issue of the letter whether the offer is acceptable to you on the above terms and conditions. On receipt of your letter of acceptance and on verification of the documents referred to in Cl.(9) above, formal order copy of appointment will be issued.

Yours faithfully,

Sd/-

Director

No.CDOE/Sectt/Asst.Prof./229/2021-22/115 (10)

Date: 08.11.2021

Copy forwarded for information and necessary action to:

1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts. Commerce etc./Science B.U
4. P.A. to Registrar, B.U.
5. Finance Officer, B.U.
6. Controller of Examinations, B.U.
7. HOD, **Education**, B.U.
8. Asst. Director (A&E), CDOE, B.U.
9. Asst. Director (A&A), CDOE, B.U.
10. Bill Section, CDOE, B.U.

Sd/-
08-11-2021

Director



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION(CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Sectt/Asst.Prof./229/2021-22/116

Date: 08.11 .2021

ORDER

Dr. Somnath Das is appointed as Asst. Professor (full time contractual) in **Education** under the Centre for Distance and Online Education, The University of Burdwan on Full time contractual basis on the following terms and conditions:

- i) He will be entitled to receive honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month w.e.f the date he joins takes up the assignment.
- iii) Apart from his normal duties, his services may be requisitioned for other academic and administrative functions as and when required.

His services under the CDOE will be governed by the, Rules, Regulations and Orders of the CDOE as are in force and as may be prescribed and amended from time to time.

By order of the Advisory Committee, CDOE, B.U.


Director

No.CDOE/Sectt/Asst.Prof./229/2021-22/116 (10)

Date: 05.10 .2021

Copy forwarded to **Dr. Somnath Das**, Nalpukurpara, Memari, Ward No. 13, Purba Bardhaman Pin – 713146. He is requested to submit joining report (form enclosed) in triplicate.

Copy forwarded for information and necessary action to:

1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts, Commerce etc./Science, B.U.
4. P.A. to Registrar, B.U.
5. Finance Officer, B.U.
6. Controller of Examinations, B.U.
7. HOD, **Education**, B.U.
8. Asst. Director (A&E), CDOE, B.U.
9. Asst. Director (A&A), CDOE, B.U.
10. Bill Section, CDOE, B.U.


Director

The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,
With reference to your Order No. CDOE/sect/Asst. Prof./229/2021-22/115 dated 08/11/2021
I beg to state that I have joined the post of Asst. Prof. in Education
on 08.11.2021 (A.M.) (forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date: 08/11/2021
(Director)

Yours faithfully,

Somnath Das
(Signature in full)

Name in full: SOMNATH DAS
(In Block Letter)

The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,
With reference to your Order No. CDOE/sect/Asst. Prof./229/2021-22/115 dated 08/11/2021
I beg to state that I have joined the post of Asst. Prof. in Education
on 08.11.21 (A.M.) (forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date: 08.11.2021
(Director)

Yours faithfully,

Somnath Das
(Signature in full)

Name in full: SOMNATH DAS
(In Block Letter)

University Of Kalyani



This is to Certify that

Somnath Das

obtained the Degree of Doctor of Philosophy (Science)
in *Botany* in this University
in the year 2004 .

Kalyani

27 DEC 2004

Saha
Vice-Chancellor

University of Kalyani



Kalyani-741235, West Bengal, India.

To Whom It May Concern

July 09, 2019

This is to certify that Dr. Somnath Das obtained his/her Doctoral Degree on 20.02.2004 in Botany under the Faculty of Science of this University under the Ph.D. Regulations of UGC before 11th July 2009 and also got registered for the Degree before the said date.

The above mentioned Degree of Doctor of Philosophy of Dr. Somnath Das complies with the following criteria as per UGC (*Minimum standard and procedure for award of M.Phil. /Ph.D. degree*) Regulations 2009 as per recommendation of commission vide Notification No. F.1-2/2016(PS/ Amendment) dated 4th May, 2016.

Sl. No.	Criteria	Criteria satisfied by Candidate
1.	Ph.D. degree of the candidate awarded in regular mode only	Yes
2.	Evaluation of the Ph.D. thesis by at least two external examiners	Yes
3.	Candidate had published two research papers out of which at least one in a refereed journal from out of his/her Ph.D. work.	Yes
4.	The Candidate had presented two papers in seminars/conferences from out of his/her Ph.D. work	Yes
5.	Open Ph.D. viva voce of the candidate had been conducted	Open Ph.D. Final Lecture had been conducted


Registrar
REGISTRAR
University of Kalyani
Kalyani, Nadia-741235
West Bengal
15/7/19



M.ED. (1 YEAR COURSE) EXAMINATION 2006

The following is the statement of marks obtained by **SOMNATH DAS**

Roll : 97 /MED No.: 060016 Registration No.: 0006112 of 2004-2005 at the aforesaid Examination , 2006 (Held in the month of JULY 2006.)

Paper	Paper Content	Full Marks	Marks Obtained
	<u>THEORETICAL PAPERS</u>		
1	PHILOSOPHICAL AND SOCIOLOGICAL FOUNDATION OF EDUCATION	100	64
2	PSYCHOLOGICAL FOUNDATION OF EDUCATION	100	54
3	METHODOLOGY OF EDUCATIONAL RESEARCH	100	44
	<u>ELECTIVE - I</u>		
4	HISTORY AND CONTEMPORARY PROBLEMS OF INDIAN EDUCATION	100	61
	<u>ELECTIVE - II</u>		
5	EDUCATIONAL TECHNOLOGY	100	59
	THEORETICAL TOTAL	500	282
	<u>PRACTICAL PAPERS</u>		
6	DISSERTATION		
	INVESTIGATION & REPORT	125	82
	COMPUTER EDUCATION PRACTICAL	50	43
	SEMINAR	25	16
		200	141
7	SESSIONAL CUM PRACTICUM		
	SESSIONAL	50	35
	PRACTICUM	50	39
		100	74
	PRACTICAL TOTAL	300	215
* REMARKS	FIRST CLASS	GRAND TOTAL	800 497

* A minimum of 40% marks to be obtained in each Theoretical paper and in each part of Dissertation and in each part of Sessional work & Practicals.
1st class-60% and above, 2nd class-40% and above

Date of Publication of Result : 03.02.2007

Date of Issue of Marksheet

: 03.02.2007

Serial No.: 0021801

CONTROLLER OF EXAMINATIONS



BACHELOR OF EDUCATION EXAMINATION 2005.
(ONE-YEAR COURSE)

The following is the statement of marks obtained by **SOMNATH DAS**

Roll : 52/542 No.: 050201 Registration No. : 006112 of 2004-2005 at the BACHELOR OF EDUCATION EXAMINATION, 2005 (Held in the Month of MAY 2005.)

Paper	Paper Content	Full Marks	Marks Obtained
	<u>GENERAL PAPERS</u>		
1	EDUCATION AND SOCIETY	100	52
2	PSYCHOLOGY OF DEVELOPMENT AND LEARNING	100	58
3	POST-INDEPENDENT EDUCATION AND CONTEMPORARY PROBLEMS	100	60
4	TEACHER, INSTRUCTION AND EVALUATION	100	43
	<u>SPECIAL PAPER</u>		
5	ENVIRONMENTAL EDUCATION	100	71
	<u>METHOD PAPERS</u>		
6	1st : PHYSICAL SCIENCE	100	54
7	2nd : WORK EDUCATION	100	58
	<u>PRACTICUM ON CONTENT CUM METHODOLOGY (PHYSICAL SCIENCE)</u>		
8	CONTENT BASED PRACTICALS ACHIEVEMENT TEST	100	81
	<u>PRACTICUM ON TEACHING</u>		
9	MINI TEACHING & PRACTICE TEACHING	50	43
10	FINAL TEACHING	150	110
*REMARKS	FIRST CLASS	GRAND TOTAL	1000 630

* A minimum of 40% marks to be obtained in each Theoretical and each Practical paper.
First Class(I)-600, Second Class(II)-450, Passed (P) Division-400

Serial No.: 0010565

Date of Publication of Result: 01.09.2005

Date of Issue of Marksheet : 01.09.2005

CONTROLLER OF EXAMINATIONS



SHRI SHAHU JI MAHARAJ UNIVERSITY, KANPUR

< * Statement of Marks * >

Examination: **M.Sc. (FINAL) 1997**

Subject: **BOTANY (REGULAR)**

Name: **SOMNATH DAS**
Father's Name: **A.N. DAS**
College/Centre: **D.A.V. COLLEGE, KANPUR**

Roll No. **7594**
Enrol. No.

SL.	PAPERS	MARKS OBTAINED		TOTAL
		Theory	Practical	
1.	ANBYOSPERM (TAXONOMY, ANATOMY, EMBRYOLOGY AND ECONOMIC BOTANY)	51/75		
2.	PLANT PHYSIOLOGY & ELEMENTARY BIOCHEMISTRY	51/75	Previous: 258/500	
3.	PLANT ECOLOGY, MICROBIOLOGY & SOIL SCIENCE	34/50	Final : 350/500	
4.	ENVIRONMENTAL POLLUTION	49/100	G.Total : 608/1000	
5.	PRACTICAL		165/200	Passed I DIV.
TOTAL :		185/300	165/200	

27th June, 1997

Checked By 1: *[Signature]*
2: *[Signature]*

[Signature]

REGISTRAR



VIDYASAGAR UNIVERSITY

SL. NO. 0321/93

B. Sc. PART II (3 YEAR HONOURS) EXAMINATION,

1993

This is to certify that **SOMNATH DAS** Passed the Examination for the Degree of Bachelor of **SCIENCE** (Three-year course) with Hons. of this University in the year **1993** and that he/she was placed in

2nd class.

He/She secured the following marks:-

NAME **SOMNATH DAS**

ROLL NO. **MHS/212/93**

REGN. NO. **59238/90-91**

SESSION

1992-93

PREVIOUS PART I HONOURS EXAMINATION

FULL MARKS - 400 (FOR BOTH 500 FOR CEMH 450)

QUALIFYING MARKS - 140 (FOR BOTH 175 FOR CEMH 158)

PART II HONOURS EXAMINATION

FULL MARKS - 4 X 100 (FOR BOTH 300 FOR CEMH 350)

(For BA/B.Sc./B.Com Candidates)

* MINIMUM MARKS TO BE OBTAINED :-

THEORETICAL - 30%, PRACTICAL - 30%

PART I EXAMINATION		PART II EXAMINATION	
SUBJECT/GROUP	MARKS OBTAINED	SUBJECT AND/OR GROUP	MARKS OBTAINED
BOTH P-I	40	BOTH P-VI	32
BOTH P-II	40	BOTH P-VII	40
BOTH P-III	42	BOTH P-VIII	59
BOTH P-IV	34		
BOTH P-V	54		
PART I TOTAL	232	PART II TOTAL	131

TOTAL HONOURS MARKS

363

**** RESULT**

2nd Class

(PART I AND PART II TAKEN TOGETHER, FOR PLUCKED CANDIDATES PART II MARKS EXCLUDED)

* CANDIDATES MUST SECURE 30% MARKS (30% IN THEORETICAL AND 30% IN PRACTICAL IN THE CASE OF A SUBJECT HAVING PRACTICAL) IN PART II EXAMINATION FOR ADDITION OF THEIR PART I MARKS WITH PART II MARKS FOR DETERMINING CLASS TO BE AWARDED.

** MINIMUM MARKS FOR :

FIRST CLASS - 480
SECOND CLASS - 320

+THIS CERTIFICATE IS PROVISIONAL AND FINAL DIPLOMA WILL BE ISSUED IN DUE COURSE.

Dated **14.09.93**
Midnapore, West Bengal.

(VIDE REVERSE)

G. Mukherjee
CONTROLLER OF EXAMINATIONS

MARK SHEET

INSTITUTION CODE **05065**



ORIGINAL

NO. **B 052060**

GENERAL STREAM COURSES

PT. **171**

1990

WEST BENGAL COUNCIL OF HIGHER SECONDARY EDUCATION

THE FOLLOWING IS THE STATEMENT OF MARKS OBTAINED BY

SOMNATH DAS

ROLL **312111** NO. **0351** AT THE HIGHER SECONDARY EXAMINATION HELD IN APRIL MAY 1990

SPECIFIED ACTIVITIES PARTICIPATED IN : **PHED**

S U B J E C T S			M A R K S O B T A I N E D		
			TH.	PR.	TOTAL
LANGUAGES	FOR EACH SUBJECT FULL MARKS-200 PASS MARKS- 60				
BNGA			118		118
ENGB			83		83
COMPULSORY ELECTIVE SUBJECTS			FULL MARKS	PASS MARKS	
NON-LABORATORY BASED SUBJECTS :			200	60	
LABORATORY-BASED SUBJECTS : THEORETICAL PAPERS			160/90	48/27	
: PRACTICAL PAPER			40/110	12/33	
PHYS			73	37	110
CHEM			62	37	99
MATH			91		91
OPTIONAL ELECTIVE SUBJECT					
DISTRIBUTION OF MARKS AS IN COMPULSORY ELECTIVE SUBJECT					
BIOS			123	37	
TOTAL IN EXCESS OF 80 MARKS ADD*					80 L
GRAND TOTAL			GRATIS MARKS		
(INCLUDING MARKS IN OPTIONAL ELECTIVE SUBJECT IN EXCESS OF 80 MARKS EXCEPTING SPL. CANDIDATES)			GRAND TOTAL		581
1ST DIVISION-600			RESULT		
2ND DIVISION-450			DIVISION		
P. DIVISION-300			2		

(Signature)
DEPUTY SECRETARY : (EXAMINATIONS)

Form No. MPR ^M/_F

Index No. 162-313



WEST BENGAL BOARD OF SECONDARY EDUCATION

ADMIT

Somnath Das s/p of Asok Narayan Das

Roll TAM No. 141

to the Madhyamik Pariksha (Secondary Examination), 1988.

His/Her date of birth is Twenty fifth day of November Nineteen Hundred and Seventy two

Combination of Subjects			
1. First Language.....	<u>Bengali</u>	3. Additional Subject, if any.....	<u>Physics</u>
2. Second Language.....	<u>English</u>	4. Project in Work Edn.....	<u>Good work</u>

- N. B. (i) This Admit Card should be carefully preserved.
(ii) Any alteration made in the entries on the Admit Card without the authority of the Board renders the candidate liable to disqualification from sitting at this or any subsequent examination.
(iii) The languages in which answers in non-language subjects can only be written are Bengali, English, Hindi, Nepali, Oriya and Urdu.

A. Sanjal
Deputy Secretary
(Examination)

No. R 019706 Pt M/36



Index No 169-313

WEST BENGAL BOARD OF SECONDARY EDUCATION

Somnath Das
 Roll Name Tam No 141 of Asoknarayan Das
 of Demari High School
 His/Her Combination of Subjects (in Symbols) BBE (Pn)

Pass Marks in each Group-34%. Qualifying Marks (including Oral) in each Subject-20%.
 Marks obtained at the Madhyamik Pariksha (Secondary Examination) held in March - 1988.

Work Education Group	Marks obtained		
(We) Full Marks-50	40		
(Pe) Full Marks-30	38		
(SS) Full Marks-20		Group Total	78
Language Group			
(FL-Written) Full Marks-180	107		
(FL-Oral) Full Marks-20	19		
(FL) Total Marks-200	126		
(SL) Full Marks-100	49	Group Total	175
Science Group			
(M) Full Marks-100	64		
(Psc-Written) Full Marks-90	55		
(Psc-Oral) Full Marks-10	10		
(Psc) Total Marks-100	65		
(Lsc-Written) Full Marks-90	58		
(Lsc-Oral) Full Marks-10	10		
(Lsc.) Total Marks-100	68	Group Total	197
India & Her People Group			
(History-Written) Full Marks-90	47		
(H-Oral) Full Marks-10	10		
(H) Total Marks-100	57		
(Geography-Written) Full Marks-90	54		
(G-Oral) Full Marks-10	10		
(G) Total Marks-100	64	Group Total	121
Additional Subject Full Marks-100 Pass Marks-34	45	Add*	11
		GRAND TOTAL Full Marks-900 Pass Marks-306	582
1st Division 540 2nd Division 405 3rd Division 306		DIVISION	1

* Marks in excess of the Pass Marks are added to the total of a successful candidate for determining Division.

Sudin Chatterjee



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Seect/Asst.Prof./229/2021-22/97(2)

Date: 05.10.2021

To

Utpal Santra
Vill+P.O- Sunia, P.S- Goghat,
Dt- Hooghly, PIN-712614

Sir,

With reference to your application for the post of Assistant Professor (Full time contractual) in **Education** under Centre for Distance and Online Education (CDOE), The University of Burdwan and subsequently interview held on **03.10.2021**, I am to inform you that you have been selected for appointment to the post on the following terms and conditions:-

1. Your appointment is purely on full time Contractual basis.
2. You will be paid an honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month.
3. You will have to attend CDOE on full time basis and you will have to be present in the CDOE even on Saturdays, Sundays and Holidays as and when necessary for which no extra remuneration will be paid.
4. You will have to stay at Burdwan.
5. You will have to make extend your effort for preparation of study materials, conducting Personal Contact Programme (PCP) / Counselling sessions.
6. You will have to make liaison with the Teachers of our University Department, Teachers of other Universities, Guest Faculties in connection with preparation of study materials, holding PCP etc.
7. If necessary, you will have to write study materials and to take part in the counselling session.
8. Your services will be guided by the Rules, Regulations and Orders of the CDOE.
9. The respective order of appointment will be issued on production of original certificates relating to your academic attainment as well as date of birth.
10. You will have to obtain your release from your present position / employer, if any, in order to join the CDOE within one month, from the date of receipt of the appointment letter.

I am to request you to intimate the undersigned within three days from the date of issue of the letter whether the offer is acceptable to you on the above terms and conditions. On receipt of your letter of acceptance and on verification of the documents referred to in Cl.(9) above, formal order copy of appointment will be issued.

Yours faithfully,


Director

No.CDOE/Seect/Asst.Prof./229/2021-22/97(2)

Date: 05.10.2021

Copy forwarded for information and necessary action to:

1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts, Commerce etc./Science B.U.
4. P.A. to Registrar, B.U.
5. Finance Officer, B.U.
6. Controller of Examinations, B.U.
7. HOD, **Education**, B.U.
8. Asst. Director (A&E), CDOE, B.U.
9. Asst. Director (A&A), CDOE, B.U.
10. Bill Section, CDOE, B.U.

Director



THE UNIVERSITY OF BURDWAN
CENTRE FOR DISTANCE AND ONLINE EDUCATION(CDOE)
Golapbag : Burdwan – 713104

No.CDOE/Sectt/Asst.Prof./229/2021-22/99(2)

Date: 05.10 .2021


ORDER

Mr. Utpal Santra is appointed as Asst. Professor (full time contractual) in **Education** under the Centre for Distance and Online Education, The University of Burdwan on Full time contractual basis on the following terms and conditions:

- i) He will be entitled to receive honorarium of Rs.40,000/- (Rupees Forty Thousand) only per month w.e.f the date he joins takes up the assignment.
- ii) Apart from his normal duties, his services may be requisitioned for other academic and administrative functions as and when required.

His services under the CDOE will be governed by the, Rules, Regulations and Orders of the CDOE as are in force and as may be prescribed and amended from time to time.

By order of the Advisory Committee, CDOE, B.U.


Director

No.CDOE/Sectt/Asst.Prof./229/2021-22/99(2)

Date: 05.10 .2021

Copy forwarded to **Mr. Utpal Santra**, Vill+P.O- Sunia, P.S- Goghat, Dt- Hooghly, PIN-712614. He is requested to submit joining report (form enclosed) in triplicate.

Copy forwarded for information and necessary action to:

1. P.S. to Vice-Chancellor, B.U.
2. P.S. to Pro-Vice-Chancellor, B.U.
3. Dean of Arts, Commerce etc./Science, B.U.
4. P.A. to Registrar, B.U.
5. Finance Officer, B.U.
6. Controller of Examinations, B.U.
7. HOD, **Education**, B.U.
8. Asst. Director (A&E), CDOE, B.U.
9. Asst. Director (A&A), CDOE, B.U.
10. Bill Section, CDOE, B.U.

Director

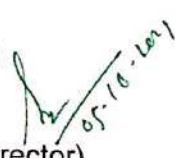
3

The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,
With reference to your Order No. CDOE/Sech/Asst. Prof./229/2021-22/97(2) dated 05/10/2021
I beg to state that I have joined the post of Assistant professor in Education
on(forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date:


(Director)

Yours faithfully,

Utpal Santra
(Signature in full)

UTPAL SANTRA


Name in full:
(In Block Letter)

The University of Burdwan
Centre for Distance and Online Education

To
The Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan- 713104

Sir,
With reference to your Order No. CDOE/Sech/Asst. Prof./229/2021-22/97(2) dated 05/10/2021
I beg to state that I have joined the post of Assistant professor in Education
on(forenoon) accepting the terms & conditions of the rules relating to conduct
of service (Rules of discipline) of the teaching (Asst. Professor, full time contractual) staff of the
Centre for Distance and Online Education, B.U.

Date:


(Director)

Yours faithfully,

Utpal Santra
(Signature in full)

UTPAL SANTRA

Name in full:
(In Block Letter)

Certificate No. : WBCSC20200187



THE WEST BENGAL COLLEGE SERVICE COMMISSION
STATE ELIGIBILITY TEST FOR ASSISTANT PROFESSOR
(Accredited by the UNIVERSITY GRANTS COMMISSION, New Delhi)
(Valid in the State of West Bengal only)

WBCSC Ref. No. WBSET/22-0187

Roll No. 16011070



Certified that UTPAL SANTRA

Son/Daughter of MANTU SANTRA

and NAMITA SANTRA

has qualified the West Bengal SET for eligibility for Assistant Professor held on 19.01.2020 in
the Subject SANSKRIT

The date of eligibility for Assistant Professor is the date of declaration of 22nd SET result, i.e., 10.07.2020 or the date of completion of Master's degree/equivalent examination with required percentage of marks within two years from the date of declaration of 22nd SET result, i.e., by 10.07.2022, whichever is later.

The authenticity of the certificate should be verified from WBCSC by the Institution/Appointing authority. This certificate can also be verified by scanning QR Code printed on the certificate.

Validity of this certificate is forever.

Professor (Dr.) Subha Sankar Sarkar
CHAIRMAN

WEST BENGAL SET AGENCY (WBCSC)

Dr. Dipak Kumar Kar
MEMBER SECRETARY

WEST BENGAL SET AGENCY (WBCSC)

Date of Issue : 31.07.2020

Note : The West Bengal College Service Commission has issued the certificate on the basis of information provided by the candidate in his/her Application Form. The appointing authority should verify the original records/certificates of the candidate while considering him/her for appointment, as the WBCSC is not responsible for the same. The candidate must fulfil the minimum eligibility conditions for SET as laid down in the notification for WBSET.

THE UNIVERSITY OF BURDWAN



Serial No.BUR/CBCS/20020/IV/2019/SE/00046

GRADE CARD

The following is the statement of Credit Value, Grade, Grade Point, Semester Grade Point Average (Semester - IV) and Cumulative Grade Point Average obtained by **UTPAL SANTRA** Roll No. **BUR M.ED 2018/046** at the M.Ed. Final Examination 2020 [Session 2018-2020]

Course Code	Course Type	Course Title	Credit Value(V)	Grade (G)	Grade Point (GV)	
MED401	CORE [Th.]	Perspectives, Issues and Research in Teacher Education	4	7	28	
MED402A1	MAJOR ELECTIVE [Th.]	Educational Policy in Secondary Education	4	8	32	
MED402A2	MAJOR ELECTIVE [Th.]	Economics of Education in Secondary Education	4	7	28	
MED402A3	MAJOR ELECTIVE [Th.]	Educational Planning in Secondary Education	4	9	36	
MED403	CORE [Pr.]	Dissertation & Social outreach programme	4	7	28	
Total Credit Value :			20	Semester Grade Point Average (SGPA) :		7.60
Total Grade Point :			152.00	Result :		Q
Credit Retained in Course(s)						
2020						
ALL						
			Credit Value	SGPA		
Third Semester			24	7.08		
Second Semester			20	6.20		
First Semester			20	6.90		
Total Credit Value of the Programme			84			
Cumulative Grade Point Average (CGPA)			6.95			

Result : B+ [Good]



Anindya Zohi Pal

Controller of Examinations

Date of Publication of Result : 21/10/2020

[See Reverse]

THE UNIVERSITY OF BURDWAN

Serial No.BUR/1001/IV/2018/SEM/404521-6



GRADE-CARD

The following is the statement of Credit Values, Point, Letter Grade, Grade Point, Semester Grade Point Average (Semester - IV) and Cumulative Grade Point Average obtained by **UTPAL SANTRA** Roll No. **156-SEM-1654-100** at the B.Ed. Final Examination 2018 (Session 2016-2018)

Course Code	Course Name	THEORY					PRACTICUM				
		Total Marks	Credit (C)	Point (P)	Letter Grade	Grade Point (C × P)	Total Marks	Credit (C)	Point (P)	Letter Grade	Grade Point (C × P)
COURSE-VI	Gender, School and Society	50	2	7.0	A+	14.00	25	1	8.8	S	8.80
COURSE-VIIB	Knowledge & Curriculum - Part II	50	2	8.4	S	16.80	25	1	8.8	S	8.80
COURSE-X	Creating an Inclusive School	50	2	6.6	A	13.20	25	1	8.4	S	8.40
COURSE-XI	Guidance and Counselling [Optional]	50	2	8.0	S	16.00	25	1	8.0	S	8.00
EPC-3	Critical Understanding of ICT	50	2	9.2	O	18.40	50	2	9.0	O	18.00
EPC-4	Understanding the Self	50	2	9.2	O	18.40	50	2	8.8	S	17.60
TOTAL MARKS 500	TOTAL	300	12			96.80	200	8			69.60

Result : Q

Semester : IV

$$SGPA = \frac{\sum C \times P}{\sum C} = \frac{166.40}{20} = 8.32$$

Credit Retained in Course(s)

2018
ALL

	Credit Value	Grade Point	SGPA
Semester - I	20	126.00	6.30
Semester - II	20	152.00	7.60
Semester - III	20	175.40	8.77
Semester - IV	20	166.40	8.32
Total :	80	619.80	

Cumulative Grade Point Average (CGPA)

7.74

RESULT : Passed
REMARKS : A+ [Very Good]



Anindya Zyoti Pal
Controller of Examinations

Date of Publication of Result : 31/07/2018

Result:- Q=Qualified, SNC=Semester not Cleared, AB=Absent,CAN=Cancelled

[Please See Reverse]

THE UNIVERSITY OF BURDWAN

Serial No.BUR/CBCS/20010/IV/2015/SE/00110



GRADE CARD

The following is the statement of Credit Value, Grade, Grade Point, Semester Grade Point Average (Semester - IV) and Cumulative Grade Point Average obtained by **UTPAL SANTRA** Roll No. **BUR S 2014/110** at the M.A. Final Examination 2016 in SANSKRIT [Session 2014-2016]

Course Code	Course Type	Course Title	Credit Value (V)	Grade (G)	Grade Point (GV)
MASANS-401	CORE [Th.]	Mahabhasya, Krsiparasara, Samkhyakarika And Yajnavalkyasmrti	5	6	30
MASANS-402	CORE [Pr.]	Project Work On Heritage Awareness With Social Outreach	15	8	120
MASANS-403	MAJOR ELECTIVE [Th.]	Epigraphy-III	5	6	30
MASANS-404	MAJOR ELECTIVE [Th.]	Epigraphy-IV	5	7	35
Total Credit Value :		30	Semester Grade Point Average (SGPA) :		7.16
Total Grade Point :		215.00	Result :		Q
Credit Retained in Course(s)					
2016					
ALL					
			Credit Value	SGPA	
Third Semester			24	5.91	
Second Semester			20	5.50	
First Semester			20	6.25	
Total Credit Value of the Programme			94		
Cumulative Grade Point Average (CGPA)			6.29		

Result : B [Above Average]



Date of Publication of Result : 23/09/2016

Rajob Mukherjee
Controller of Examinations

THE UNIVERSITY OF BURDWAN

AH3/REV/14/11013568



320571/13568

B.A. THREE-YEAR HONOURS DEGREE COURSE FINAL (PART-III) EXAMINATION 2014.

The following is the Statement of Marks obtained by **UTPAL SANTRA**.

bearing Roll & No. **12AH/409/0583** at the Final Examination of the Three-Year Degree Honours Course in Arts held in the Year **2014**. The result was published on **14.08.2014**.

SANSKRIT HONOURS													GRAND TOTAL	E N V I R O N M E N T A L STUDIES F.M. 100	GRADE*	CREDIT RETAINED IN		
THEORETICAL								PRACTICAL								2014	2013	2012
T O T A L O F P A R T - I	T O T A L O F P A R T - II	T O T A L O F P A R T - I & P A R T - II Q.M. 35% OF TOTAL MARKS	PART - III					T O T A L O F P A R T - I, P A R T - II & P A R T - III	T O T A L O F P A R T - I & P A R T - II	T O T A L O F P A R T - I & P A R T - II Q.M. OF TOTAL MARKS	P A R T - III F.M. Q.M.	T O T A L O F P A R T - I & P A R T - II & P A R T - III	F.M. 800	RESULT				
			P A R T - V	P A R T - VI	P A R T - VII	P A R T - VIII	T O T A L O F P A R T - III F.M. 400 Q.M. 120							F.M.	F.M.	F.M.	F.M.	F.M.
98	101	199	47	50	48	40	185	384					384	B	II [SECOND CLASS]			

F.M. - Full Marks, Q.M. - Qualifying Marks.

MARKS OBTAINED	GRADE
below 30%	'D'
30% & above but below 50%	'C'
50% & above but below 70%	'B'
70% & above but below 80%	'A'
80% and above	'A+'

(VIDE REVERSE)

Controller of Examinations

WEST BENGAL COUNCIL OF HIGHER SECONDARY EDUCATION

INSTITUTION
CODE
117065

NO.
B175136



MARK-SHEET
Higher Secondary Examination
2011

THE FOLLOWING IS THE STATEMENT OF MARKS AND GRADE OBTAINED BY

UTPAL SANTRA

ROLL 210111 No. 0090 AT THE HIGHER SECONDARY EXAMINATION 2011.

SUBJECTS	FULL MARKS		PASS MARKS		MARKS/GRADE		TOTAL	SUBJECT GRADE
	THEORY	PRACTICAL /ORAL/ PROJECT	THEORY	PRACTICAL /ORAL/ PROJECT	THEORY	PRACTICAL /ORAL/ PROJECT	IN FIGURES IN WORDS	
COMPULSORY LANGUAGE								
BNGA	100		30		70/A		70	A
							(SEVENTY)	
ENGB	100		30		48/B		48	B
							(FORTY EIGHT)	
COMPULSORY ELECTIVE								
GEGR	80	20	24	6	52/A	18/AA	70	A
							(SEVENTY)	
PHIL	100		30		88/A+		88	A+
							(EIGHTY EIGHT)	
SNSK	100		30		85/A+		85	A+
							(EIGHTY FIVE)	
OPTIONAL ELECTIVE								
BIDS	80	20	24	6	32/B	19/AA	51	B+
							(FIFTY ONE)	
COMPULSORY								
ENVE	40	60	30 (TOTAL)		26	42	68	A
							(SIXTY EIGHT)	

RESULT: PASSED

Shaloy Ray

PLEASE SEE REVERSE

DEPUTY SECRETARY (EXAMINATION)



Index No. G3-035

West Bengal Board Of Secondary Education

ADMIT

ROLL **G02091G** NO. **0206**

Registration No. **B081-008900**

UTPAL SANTRA

S ~~XXXXX~~ of MANTU SANTRA



to the Madhyamik Pariksha (Secondary Examination) 2009.

His / ~~XX~~ date of birth is SEVENTH day of MAY
nineteen hundred and NINETY TWO

SUBJECT COMBINATION

FL-> BENGALI SL-> ENGLISH

Optional Elective-> WORK EDUCATION
GROUP

EXAMINATION CENTRE

KAMARPUKUR

017000

Pradip Ghosh

Deputy Secretary (Exam.)

- NB: i) This Admit Card should be carefully preserved.
ii) Alteration made in the Admit Card without the approval of the Board will disqualify the Candidate from sitting at this or any subsequent Examination.
iii) The Languages in which answers in the Non-Language subjects can only be written are Bengali, English, Hindi, Nepali, Oriya and Urdu.

NO. B/019301

INDEX NO. G3-035

West Bengal Board Of Secondary Education



MARK SHEET OF MADHYAMIK PARIKSHA
(SECONDARY EXAMINATION) 2009

ROLL **G02091G**NO. **0206**NAME **UTPAL SANTRA**S/~~XX~~W OF **MANTU SANTRA**APPEARING FROM **GOGHAT HIGH SCHOOL**HIS/~~XXX~~ COMBINATION OF SUBJECTS (IN SYMBOLS) **BFL ESL WPS**

SUBJECT	FULL MARKS			MARKS OBTAINED			
	WRITTEN	ORAL	TOTAL	WRITTEN	ORAL	TOTAL	GRADE
COMPULSORY SUBJECTS							
FIRST LANGUAGE - (1ST PAPER)	90	20	200	56	19	138	A
FIRST LANGUAGE - (2ND PAPER)	90			63			
SECOND LANGUAGE	90	10	100	37	10	47	B+
MATHEMATICS	90	10	100	67	10	77	A
PHYSICAL SCIENCE	90	10	100	70	10	80	A+
LIFE SCIENCE	90	10	100	63	10	73	A
HISTORY	90	10	100	51	10	61	A
GEOGRAPHY	90	10	100	50	10	60	A
OPTIONAL ELECTIVE SUBJECT			100	91		91	AA
RESULT → P							

RESULT:

P	For Successful Candidate
Comp.	For Compartmental Candidate
X	For unsuccessful Candidate

Grade Scale	Grade	Performance Indicator
90-100	AA	Outstanding
80-89	A+	Excellent
60-79	A	Very Good
45-59	B+	Good
35-44	B	Satisfactory
25-34	C	Marginal
Below 25	D	Disqualified
Grade in FL is determined on the basis of <i>Total Marks/2</i>		

Pradip Ghosh

Spl. Deputy Secretary (Exam.)

Partha Roy

Secretary

Government of West Bengal
Department of Higher Education, Science and Technology and Biotechnology
College Sponsored Branch
BikashBhavan, Salt Lake, Kolkata – 700 091

No. 413-Edn(CS)/8R-01/2010

Dated, Kolkata the 21st April, 2017

MEMORANDUM

Sub: Prescribed Qualifications for Recruitment to the Post of Assistant Professor in Government-aided Teachers' Training Colleges and Teachers' Training Department of General Degree Colleges:

Pursuant upon issuance of UGC Notification No.F.3-1/2009, dt. 30.06.2010 notified in Gazette of India on 18th September, 2010, NCTE Notification No.F.51-1/2014-NCTE(N& S) dated 28.11.2014 notified in Gazette of India on 1st December,2014, UGC Notification No.F.1-2/2016, dt.11.07.2016 notified in Gazette of India on 11th July, 2016 and in modification of the clause 5A and 5B of earlier Memorandum No.856-Edn(CS)/8R-01/10 dated 13th December, 2012 of this Department, the State Government in the Higher Education, Science and Technology and Biotechnology Department taking into account local conditions, has decided to prescribe the following qualifications and norms for recruitment to the posts of Assistant Professor in Government-aided Teachers' Training Colleges and Teachers' Training Department of General Degree Colleges of West Bengal.

1. Post

Assistant Professor in different Government-aided Teachers' Training Colleges and Teachers' Training Department of General Degree Colleges of West Bengal

2. Method of Recruitment

By selection (direct recruitment) through the West Bengal College Service Commission in Government-aided Colleges (except the colleges administered by religious and linguistic minorities) and by selection through the selection committee in Government-aided Colleges administered by religious and linguistic minorities.

3. Pay scale: Pay Band – Rs.15, 600-39,100/- plus Academic Grade Pay of Rs.6000/-

4. Qualifications for recruitment in Teachers' Training Colleges and Teachers' Training Department of General Degree Colleges:

I. For B.Ed / M.Ed Programme

A. Perspectives in Education or Foundation Courses

- a) Master's Degree in Science/Commerce/Arts with 55% marks (or an equivalent grade in a point scale wherever grading system is followed)
- b) M.Ed with at least 55% marks (or an equivalent grade in a point scale wherever grading system is followed); and
- c) NET/SLET/SET passed qualification and exemption thereof (as given in the Note ii) & any other stipulation as may be prescribed by UGC/any such affiliating body/State Government.
[NET/SLET/SET passed qualification can be obtained either in Education or in the subject of Master's Degree]

OR

- a) M.A in Education with 55% marks (or an equivalent grade in a point scale wherever grading system is followed)

- b) B.Ed with at least 55% marks (or an equivalent grade in a point scale wherever grading system is followed); and
- c) NET/SLET/SET passed qualification in Education and exemption thereof (as given in the Note ii) & any other stipulation as may be prescribed by UGC/any such affiliating body/State Government.

B. Curriculum and Pedagogic Course / Methodology Course

- a) Master's Degree in same or relevant subject with 55% marks (or an equivalent grade in a point scale wherever grading system is followed)
- b) M.Ed with at least 55% marks (or an equivalent grade in a point scale wherever grading system is followed); and
- c) NET/SLET/SET passed qualification and exemption thereof (as given in the Note ii) & any other stipulation as may be prescribed by UGC/any such affiliating body/State Government.

[NET/SLET/SET passed qualification can be obtained either in Education or in the subject of Master's Degree]

C. Health and Physical Education

- a) Master's Degree in Physical Education with minimum 55% marks (or an equivalent grade in a point scale wherever grading system is followed)
- b) NET/SLET/SET passed qualification in Physical Education and exemption thereof (as given in the Note ii) & any other stipulation as may be prescribed by UGC/any such affiliating body/State Government.

D. Visual Arts

- a) Master's Degree in Visual (Fine) Arts with minimum 55% marks (or an equivalent grade in a point scale wherever grading system is followed)
- b) NET/SLET/SET passed qualification in Visual (Fine) Arts and exemption thereof (as given in the Note ii) & any other stipulation as may be prescribed by UGC/any such affiliating body/State Government.

OR

A professional artist with highly commendable professional achievement in the concerned subject, who should have:

- (a) First class Diploma in Visual (Fine) Arts discipline from the recognized Institution of India/Aboard.
- (b) Five years of experience of holding regular regional/National exhibitions/Workshops with - evidence; and
- (c) Ability to explain the logical reasoning of the subject concerned and adequate knowledge to teach theory with illustrations in that discipline.

E. Performing Arts (Music/Dance/Theatre)

- a) Master's Degree in Music/Dance/Theatre Arts with minimum 55% marks (or an equivalent grade in a point scale wherever grading system is followed)
- b) NET/SLET/SET passed qualification in relevant discipline and exemption thereof (as given in the Note ii) & any other stipulation as may be prescribed by UGC/any such affiliating body/State Government.

OR

A traditional and a professional artist with highly commendable professional achievement in the concerned subject, who should have:

- (a) Studies under noted/reputed traditional masters and has thorough knowledge to explain the subject concerned (for Music and Dance); **or** a professional artist with first class Degree/Diploma from National School of Drama or any other such approved Institution in India or abroad (for Theatre discipline)
- (b) A high grade artist of AIR/TV (for Music and Dance); or five years of regular acclaimed performance in regional/national/international stage with evidence (for Theatre discipline); and
- (c) Ability to explain the logical reasoning of the subject concerned and adequate knowledge to teach theory with illustrations in that discipline.

II. For B.P.Ed / M.P.Ed Programme

- a) Master's Degree in Physical Education with minimum 55% marks (or an equivalent grade in a point scale wherever grading system is followed)
- b) NET/SLET/SET passed qualification in Physical Education and exemption thereof (as given in the Note ii) & any other stipulation as may be prescribed by UGC/any such affiliating body/State Government.

NOTE:

i. Relaxation of Marks:

- A relaxation of 5% marks admissible at the graduate and Master's Degree level for the Scheduled Castes/Scheduled Tribes/Differently-abled (physically and visually, 40% and above) /Other Backward Classes (OBC) (Non-creamy layer) categories for the purpose of eligibility and for assessing good academic records during direct recruitment to teaching positions. However, differently-abled (Physically and visually) candidates are not eligible for any marks relaxation in the Physical Education discipline.
- The minimum qualifying marks of 55% is relaxable by 5% (from 55% to 50%) for the Ph.D. Degree holders, who have obtained their Master's Degree prior to 19th September, 1991.
- The eligibility marks of 55% (or an equivalent grade in a point scale wherever grading system is followed) and the relaxation of 5% marks to the categories mentioned above are permissible, based on only the qualifying marks without including any grace mark procedures.
- All the essential qualifications must be obtained from a recognized University/Institute. By a recognized University/Institute is meant a University/Institute affiliated to UGC/Other Statutory apex bodies, or recognized by the State or Central Government as a centre of Higher learning. In case of a foreign University, the Degree concerned should be recognized as equivalent to its Indian counterpart by the Association of Indian Universities.

ii. NET/SLET/SET Exemption

- The candidates who have been awarded Ph.D. Degree in the same or in a relevant subject in accordance with the University Grants Commission (Minimum Standards and Procedure for award of Ph.D. Degree) Regulations, 2009 are exempted from qualifying in the Eligibility Test (NET/SLET/SET).
- Candidates registered for Ph.D. programme prior to July 11, 2009 shall be exempted from qualifying in the Eligibility Test (NET/SLET/SET) as given below :

The award of Degree to candidates registered for the Ph.D. programme prior to July 11, 2009, shall be governed by the provisions of the then existing Ordinances/Bylaws/Regulations of the Institutions awarding the Degree and the

candidates with Ph.D. Degree in the same or relevant subject shall be exempted from the requirement of NET/SLET/SET, subject to the fulfilment of the following conditions:-

- a) Ph.D. Degree of the candidate awarded in regular mode only;
- b) Evaluation of the Ph.D. thesis by at least two external examiners;
- c) Open Ph.D. viva voce of the candidate had been conducted;
- d) Candidate has published two research papers from his/her Ph.D. work out of which at least one must be in a refereed journal;
- e) Candidate has made at least two presentations in conferences/seminars, based on his/her Ph.D. work.

(a) to (e) as above are to be certified by the Vice-Chancellor/Pro-Vice-Chancellor/Dean (Academic Affairs)/Dean (University instructions).

- NET/SLET/SET shall also not be required for such Master's Programmes in disciplines for which NET/SLET/SET is not conducted.

iii. Language Requirement :

Proficiency, spoken and written in the medium of instruction in the concerned Institution (Appointing Authority would indicate the language of instruction in the requisition advertisement).

5. Reservation: As per the current State Govt. Rules.

6. Age:

- (a) The upper age limit is 37 (Thirty Seven) years on the 1st January of the year of the Advertisement relaxable up to 5 years for SC/ST and 3 years for OBC category (Non-creamy layer) candidates. Differently-abled candidates (except in the post of Physical Education) are entitled to an age relaxation of 10 years. Age relaxation of 5 years is available to the candidates possessing Doctorate Degree.
- (b) However, for approved Part-time teachers (PTTs) and approved Contractual Whole-time teachers (CWTTs) as defined in the WBCSC Act, 2012, the upper age limit is **45** (Forty-five) years on the 1st January of the year of advertisement, subject to the same principles and quantum of relaxation as mentioned above in clause 6 (a), which will be counted from the base level of 45 years for these two categories of candidates (PTTs and CWTTs).
- (c) Exceptionally qualified over-aged candidates may be called for interview at the discretion of the College Service Commission in the rarest of cases. But their recruitment will depend on the condonation of their overage by the Government on a case-to-case basis, purely on merit, normally not exceeding one per cent of the total size of the concerned panel, rounded off to the next whole number.

Sd/-
Secretary

- 1) Accountant General (A&E), West Bengal, Treasury Buildings, Kolkata – 700001.
- 2) Joint Secretary, Finance Department (Group-P2), Nabanna
- 3) Secretary, West Bengal College Service Commission, Purta Bhavan, Salt Lake, Kolkata – 700091.
- 4) Director of Public Instruction, West Bengal.
- 5) Member Secretary, West Bengal State Council of Higher Education
- 6) Joint Secretary, University Branch of this Department
- 7) Joint Secretary, Appointment Branch of this Department
- 8) Joint Secretary, College Sponsored Branch of this Department
- 9) Joint Secretary, IT Cell of this Department with a request to upload a copy of this order on the website of this Department.
- 10) P.S. to Minister-in-Charge of this Department
- 11) P.A. to Principal Secretary of this Department
- 12) Guard File.


Joint Secretary

(B.Ed. Programme)

**Statutory Body Approval for SLM and
B.Ed. SLM with Plagiarism Report**



THE UNIVERSITY OF BURDWAN
Centre for Distance and Online Education
Golapbag : Purba Bardhaman

Meeting of the Academic Committee, CDOE, B.U held on 26.12.2023 at 1.00 p.m in the conference hall of the CDOE, B.U., Burdwan.

Members Present:

1. Prof. Sunil Karforma, Dean (Science), B.U. In Chair
2. Prof. Tanmoy Dasgupta
Head of the Department
Dept. of MBA, B.U.
3. Prof. Partha Sarkar
Professor & Former Head
Dept. of MBA (H.R), B.U. Joint Convenor
4. Prof. Khagendra Nath Chattopadhyay
Dept. of Education, B.U. Invitee
5. Sri. Krishnendu Mazumder
Asst. Controller of Examinations, B.U.
6. Sri. Nani Gopal Sen
Asst. Dir. (A&A), CDOE, B.U.
7. Sri. Angshuman Goswami
Asst. Dir. (A&E), CDOE, B.U.
8. Dr. Sharmistha Ray Chowdhury (Dan)
Asst. Prof., Bengali, CDOE, B.U.
9. Dr. Bhaskar Mukherjee
Asst. Prof., Sanskrit, CDOE B.U.
10. Dr. Somnath Das
Asst. Prof., B.Ed., CDOE, B.U.
11. Dr. Swapan Bhattacharyya
Director, CDOE, B.U. Convenor

Signature
Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
in Science
The University of Burdwan
26.12.23

Tanmoy Dasgupta
26/12/23

Partha Sarkar
26/12/2023
Khagendra Nath Chattopadhyay
26/12/23

DK
26/12/23
26.12.23

Sharmistha Ray Chowdhury (Dan)
26.12.23

Bhaskar Mukherjee
26.12.23

Somnath Das
26.12.23

Swapan Bhattacharyya
26/12/2023

Resolutions of the Meeting of the Academic Committee held on 26.12.2023 at 1.00 P.M. at Centre for Distance and Online Education (CDOE), The University of Burdwan:

After detailed deliberations, the Academic Committee of the Centre for Distance and Online Education (CDOE), University of Burdwan, resolves as follows:

Item 1: To consider and approve the Programme Project Reports (PPRs) submitted by MBA (ODL) and B.Ed. (ODL) programmes:

Resolution:

The PPRs for the (1) MBA programme, and (2) B.Ed. programme in ODL mode, as prepared by the faculty of the CDOE in consultation with the faculty members of the Departments of Business Administration and Department of Education of the University, are reviewed and approved. The PPRs adhere to the prescribed UGC-DEB format and contain details on programme objectives, learning outcomes, course structure, delivery mechanisms, and assessment methodologies.

Item 2: To consider and approve the Self-Learning Materials (SLMs) of MBA (ODL) and B.Ed. (ODL)

Resolution:

The SLMs for all courses under the MBA and B.Ed. programmes have been developed by subject matter experts, reviewed by a panel of academic peers, and comply with the UGC-DEB guidelines for learner-centric pedagogy and modular content design. The Academic Committee formally approves the SLMs for submission to UGC-DEB after obtaining approval from the university authority.

Item 3: Submission of PPRs & SLMs of MBA (ODL) and B.Ed. Programmes to Statutory Bodies

Resolution:

It is resolved that the PPRs and SLMs, of MBA (ODL) and B.Ed. (ODL), as approved by the Academic Committee, will be submitted to the appropriate statutory authority of the university for necessary ratification and subsequent compliance with the UGC-DEB norms.

Item 4: Compliance with UGC-DEB Guidelines

Resolution:

The Academic Committee authorizes the Director of the CDOE to ensure timely submission of the approved PPR and SLMs of MBA (ODL) and B.Ed. (ODL) to the UGC-DEB, along with signed minutes of this meeting, as part of the application for programme approval.

Resolved unanimously.

The meeting ended with a vote of thanks to the Chair.

Vice-Chancellor
The University of Burdwan
Burdwan, West Bengal

*Forwarded to Hizable re Sir for
- kind approval*

Approved and report to E.C.

26-12-23

27/12/23

Professor SUNIL KARFORMA
DEAN
Faculty Council for PG Studies
In Science
The University of Burdwan

V-3
25 MAY 2022

V.C.'S Secretariat

THE UNIVERSITY OF BURDWAN


Extracts from the minutes of the meeting of the Executive Council held on 23.05.2022Item No.-577
(Any Other Matter)
Resolution

The Council considered the draft minutes of the meeting of the Advisory Committee, Centre for Distance and Online Education (CDOE) under B.U. held on 19.05.2022 at 7 p.m. through online mode [Item No. 1 of Advisory Committee read with Item No. 4 of Academic Committee] to consider the recommendation of the Academic Committee, CDOE under B.U. held on 18.05.2022 at 2:30 p.m. in the Chamber of Director, CDOE under B.U. wherein the Academic Committee approved the matter relating to submission of Programme Project Report (PPR) in ten different subjects viz. Bengali, English, Sanskrit, History, Philosophy, B.Ed. under Part system and Political Science, Mathematics, Computer Science and MBA under CBCS semester system, in connection with the matter of online application to UGC-DEB for affiliation and approved the same.

Draft for Approval


23.05.2022
Registrar & Secretary
Executive Council

Approved


23-05-22
Vice Chancellor & Chairman
Executive CouncilDirector, CDOE

23/5/22

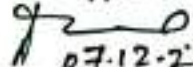
THE UNIVERSITY OF BURDWAN

Extracts from the minutes of the meeting of the Executive Council held on 07.12.2021

Item No.-291
(Any Other Matter)
Resolution

The Council noted the decision taken in the meeting of the Advisory Committee, Centre for Distance and Online Education (CDOE) under the University of Burdwan held on 06.12.2021 at 3 p.m. through online mode related to the syllabi, SLMs, PPRs of ten different subjects (Bengali, English, Sanskrit, History, Political Science, Philosophy, Mathematics, Computer Science, MBA and B.Ed.) for the upcoming session as per recommendation of the Academic Committee, CDOE under the University of Burdwan held on 02.12.2021 and approved the same.

Draft for Approval


07.12.21

Registrar (Officiating) & Secretary
Executive Council

Approved

 07.12.21
Vice Chancellor & Chairman
Executive Council

Su, CDOE-
T
09.12.21

**CENTRE FOR DISTANCE AND ONLINE EDUCATION
(CDOE)
THE UNIVERSITY OF BURDWAN**



**PROGRAMME PROJECT REPORT
FOR**

DEPARTMENT OF EDUCATION (B.Ed.)

2024-2025

am *WZ* *11/11/24*
ASSISTANT PROFESSOR
DEPT. OF EDUCATION (B.Ed.)
DEPT. OF EDUCATION (B.Ed.)
CENTRE FOR DISTANCE AND ONLINE EDUCATION
THE UNIVERSITY OF BURDWAN

[Signature]
HOD & COURSE COORDINATOR
DEPT. OF EDUCATION (B.Ed.)
CDOE, B.U.
Department of Education
Burdwan University
Burdwan

Sd/- *11/11/2024*
DIRECTOR
CDOE, B.U.
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713014

Programme Project Report (PPR) for B.Ed. Under Distance Mode

The University of Burdwan, a public university located in PurbaBardhaman, West Bengal, was established by the west Bengal Government as A teaching and affiliating University on 15th June, 1960. way back in 1994 when, the Higher Education Department Govt. West Bengal was searching for a State-aided University who would like to introduce Distance/ Correspondence Education in the State and the University of Burdwan was the first to shoulder the responsibility. In a meeting of the **Advisory Committee of the Vice-Chancellors of all state aided universities of West Bengal held on 27.10.1993**, it was decided that the University of Burdwan will introduce Correspondence Courses (Vide letter no. 96(2)-Edn (U)/ 1U(C)-14/92,dated: 22.02.1994). Accordingly, the University of Burdwanreadily accepted the proposal to introduce the P.G courses through correspondence mode. In the 21st meeting of the **Executive Council (1993-1994)of Burdwan University[held on 30th may 1994 vide Item no. 333 A.O.M (8)]**,it was resolved that The university of Burdwan in accordance with its Act, Statutes, Ordinances, Rules and Regulations and with the approval of the State Govt. offered through Distance mode P.G. Courses leading to M.A./M.Com. Degrees with six programmes, viz.,Bengali, English, History, Political Science, Philosophy and Commerce. Later,B.Ed. Programme under distance mode was introduced from the academic session 2014-2016 with the NOC of DEB (Vide no. DEC/WB/BU/2008/20027 dated: 19.02.2013) and recognized by the competent authority (NCTE) vide no. ERC/7-170.6.42/NCTE/B.ED. (Open and Distance Learning System)/2014/24431 dated. 03.03.2014. Further, on the basis of the online application NCTE Recognized our Programme vide no. ERC/NCTE/APP2090/B.ED. (Open and Distance Learning System)/2015/32653 dated. 31.05.2015.

OVERVIEW OF THE PROGRAMME PROJECT REPORT (PPR) FOR B.Ed.

This Programme Project Report of the Centre for Distance and Online Education (CDOE), The University of Burdwan, is a document prepared for the approval of the B.ED. Programme (Distance Mode). It includes the details of:

- Programme's mission & objectives
- Relevance of the program with HEI's Mission and Goals
- Nature of prospective target group of learners
- Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence
- Instructional Design
- Procedure for admissions, curriculum transaction and evaluation
- Requirement of the laboratory support and Library Resources
- Cost estimate of the programme and the provisions

WS 11/11/24
ASSISTANT PROFESSOR
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CENTRE FOR DISTANCE AND ONLINE EDUCATION
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[Signature]
HOD & COURSE COORDINATOR
DEPT. OF EDUCATION (B.Ed.)
CDOE, B.U.

Department of Education
Burdwan University
Burdwan - 713004

S. Dr...
11/11/2024
DIRECTOR
CDOE, B.U.
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

i) Quality assurance mechanism and expected programme outcomes This document defines specific aims and objectives for the B.Ed. Programme. These aims and objectives demonstrate what has been planned and achieved so far and its future development.

1) Programme Mission and Objectives:

B.Ed programme plays a vital role for strengthening skills and capabilities for the teachers. A large number of educational institutes of India exclusively dealing with teacher education development. But considering the vastness of demand more options are to be tried and so that each and every child get the benefit of education through qualified teachers. This programme of DDE, B.U aims at developing the understanding the competencies required by a teacher for effective teaching learning process at the secondary stage. It enables the teachers to select and organize learning experiences according to the requirements of the learner.

- To develop skills required in selecting organized instructional design and strategies for effective teaching.
- To develop skills required in selecting and organizing learning experiences.
- To develop skills involved in selecting developing and using evaluation tools.
- To acquire knowledge and develop an understanding of various aspects of school management.
- To develop competencies for organizing various instructional and student support activities.

2) Relevance of the Programme with HEI's Mission & Goals:

The role of the teacher is very important and crucial among all of the functionaries of teaching and learning in the domain of inclusiveness of classroom and the millennium goal stated by UNESCO "Education for All". Teacher has to fulfill the diverse and special needs of the learners as they come from heterogeneous social background. Therefore, without comprehensive continuous quality training of teachers it is just a dream to reach this target of "Education for All" with quality. A vast chunk of teachers need quality training to fulfill the dream of mass education. But in our country it is quite impossible in the conventional way of teacher education. Therefore, with the help of ICT in the form of open and distance will be the appropriate way to reach the unreached for proper training.

3) Nature of Prospective Target Group of Learners:

As per Regulations of NCTE before 2015, any graduate at least two years teaching experience may be apply for B.Ed. Education under distance mode. As per merit list the candidates are admitted the programme. After the revised Regulations of NCTE the following candidates are eligible if they have (for both Freshers & In-service):

- a) Diploma in Pre-School Education (DPSE) or
- b) Diploma in Elementary Education (PTT) or


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Department of Education
Burdwan University
Burdwan


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Director
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Burdwan - 713005

- c) Bachelor of Elementary Education (B.El.Ed.) or
- d) Diploma in Physical Education (D.P.Ed.) or
- e) Bachelor of Physical Education (B.P.Ed.) or
- f) Diploma in Elementary Education (D.El.Ed.) or
- g) Diploma in Arts Education (Visual Arts/Performing Arts)
- h) Candidates with at least 45% marks at Under Graduate Level.
- i) Reservation and relaxation in marks as per norms.
- j) Candidates who have completed D.EL.ED. either in freshers or in- service (2 years) face to face mode.
- k) Montessori are not eligible for this programme.

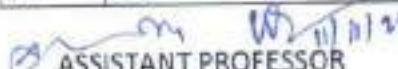
4. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE:


This programme intends to build a greater connectivity and network of knowledge among institutions of higher education with a view of making higher education accessible to a larger mass of learners of the country. Besides bridging up the education gap it also intends to increase employability of its target group.


B.Ed. Academic Calendar:

Under Distance Mode B.Ed. Programme(1st Year)

Sl. No	Date / months	Duration	Activities / Programme
1.	March	1 Months	Preparation of Text for Adv. (Admission)
2.	April	Do	Adv. for Admission
3.	June	Do	Preparation of Merit list for Admission
4.	July - Aug	2 Months	Admission to the course
5.	1 st Sept-31 st Oct	Do	Preparation of List of Candidates
6.	Do	Do	Grouping of Candidates


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7.	Do	Do	Distribution of Study Materials & Time table
8.	Oct – Nov	Do	Selection of Faculty for P.C.P
9.	Do	Do	Appointment for P.C.P
10.	Do	Do	Intimation to the Candidates for P.C.P
11.	Dec – Mar (Next year)	4 Months	Conducting Programme for P.C.P (As per schedule.)
12.	April	1 Month	Preparation of workshop (W.S) planning.
13.	Do	Do	Selection of Topic for W.S. (Schedule of W.S.)
14.	Do	Do	Selection of resource person (W.S.)
15.	May-June	2 Months	Conducting workshop
16.	June	1 Month	Assessment on Workshop
17.	Do	Do	Collection of Marks on Workshop.
18.	April	Do	Preparation of Final exam.
19.	Do	Do	Selection of Examiners and paper setters
20.	May	Do	Collection of Papers from paper setters.
21.	May	Do	Moderation of Papers.
22.	May/June	Do	Preparation of exam schedule
23.	Do	Do	Selection of Exam center
24.	July	Do	Conducting Final Examination.
25.	August	Do	Assessments of Scripts.
26.	September	Do	Announcement of results.



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 Burdwan


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(2nd year)

SL. No	Date / months	Duration	Activities / Programme
SL. No	Date / months	Duration	Activities / Programme
1.	July - Aug	2 Months	Registration to the course
2.	1 st Sept-31 st Oct	Do	Preparation of List of Candidates
3.	Do	Do	Grouping of Candidates
4.	Do	Do	Distribution of study Materials & Time table.
5.	Oct – Nov	Do	Selection of Faculty/ Resource person for P.C.P
6.	Do	Do	Appointment for P.C.P
7.	Do	Do	Intimation to the Candidates for P.C.P
8.	Dec – Jan (Next year)	2 Months	Conducting Programme for P.C.P
9.	February	1 Month	Preparation of practice Teaching Programme.
10.	Do	Do	Selection of Schools.
11.	Do	Do	Preparation of list for student-teachers.
12.	March	1 Month	School Contact.
13.	Do	Do	Selection of Mentors.
14.	March-April	2 Months	Practice Teaching Observation Programme in Schools.
15.	April	1 Month	Final Teaching.
16.	Do	Do	Preparation of Final Teaching Schedule.
17.	Do	Do	Selection of Experts for Final Teaching.
18.	Do	DO	Sending Appointment to the Experts.
19.	Do	DO	Conducting Final Teaching and collection of Marks.
20.	April	1 Month	Preparation of workshop planning.
21.	Do	Do	Selection of Topic for W.S.
22.	Do	Do	Selection of resource person


ASSISTANT PROFESSOR
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THE UNIVERSITY OF BURDWAN
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23.	May-June	2 Months	Conducting workshop
24.	June	1 Month	Assessment on Workshop
25.	Do	Do	Collection of Marks on Workshop.
26.	April	Do	Preparation of Final exam.
27.	Do	Do	Selection of Examiners and paper setters
28.	May	Do	Collection of Papers from paper setters.
29.	May	Do	Moderation of Papers.
30.	May/June	Do	Preparation of exam schedule
31.	Do	Do	Selection of Exam center
32.	July	Do	Conducting Final Examination.
33.	August	Do	Assessments of Scripts.
34.	September	Do	Announcement of results.

❖ List of Holidays to be followed according to the University list.

5. INSTRUCTIONAL DESIGN (B.Ed.):

Some courses at CDOE, B.U are being run in accordance with the advice of the UGC (DEB) that at least 50% of the disciplines taught in the distance learning must be with the same syllabus and same examination system of the regular course of the university. However B.Ed is not one of them. B.Ed is being conducted following the Term End Examination method whereby the total curriculum consists of 1400 marks (taking into account both Part-I & PartII).

1) CURRICULUM DESIGN :

Curriculum design is the initial step in distant learning instructional design. The curriculum is created by a committee of professionals who are familiar with the needs of various groups of students.

As far as possible, efforts have been made to adopt the syllabus of the Burdwan University's parent department in collaboration with external experts, keeping in mind that it should be comparable to the university's regular courses. The Subject Committee's syllabus is submitted to the Curriculum and syllabi to the statutory bodies of the University i.e. BOS Board of Studies (BOS) (Enclosed in Hard Copy) approval and authenticated by Directorate of Distance Education's (Presently knowns as CDOE) Advisory Committee. The syllabus is then posted on the university's website.


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 Burdwan University
 Burdwan


 DIRECTOR
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 Director
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 The University of Burdwan
 Burdwan - 713104

DETAILED SYLLABI

(PART-I+PART-II)=TOTAL -1400 MARKS (56 CREDIT)

PART – I

Total- 7Papers: 700 Marks (28 Credit)

A. General papers: 400 marks (16 Credit)

A. (75 -written + 25 assignment for each paper = 100 marks)

Paper I: Philosophical Foundation of Education

Paper II: Sociological Foundation of Education

Paper III: Contemporary Issues and Development in Education

Paper IV: Psychology of Learning

B. Pedagogical knowledge and Methodology of Teaching School Subjects (100 Marks each written paper) 200 marks (8Credit)

Paper IX. School Subject 1 (4Credit)

Paper X. School Subject 2 (4Credit)

C. Practical Papers 100 marks (4Credit)

Paper XIII (a) Micro Teaching (1st method = 25 marks + 2nd method = 25 marks)
= 50 marks (2Credit)

(b)Workshop Assessment = 50 marks (2Credit)

PART – II

Total-7 Papers: 700 Marks (28Credit)

A. General paper – 400 marks (16Credit)

(75 written + 25 assignment for each paper = 100 marks)

Paper V. Psychology of Instruction

Paper VI. Guidance & Counselling - Approaches & Strategies

Paper VII. School Organization and Management

Paper VIII. Educational Technology and Evaluation

B. Practical Papers 300 marks (12Credit)

Paper XI. Teaching practical (Method 1) 100 marks

Paper XII Teaching practical (Method 2) 100 marks

(50 marks for Internal Assessment &50 marks for External Assessment for each paper).

Amey
ASSISTANT PROFESSOR
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S. K. Ghosh
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Paper XIV. Practicum 100 marks (4 Credit)

i) Text book review (Any Text book from class VIII/IX/X/ XI/XII as applicable) for non-laboratory subjects Or Laboratory Practical – 50 marks (2 Credit)

ii) Workshop Assessment – 50 marks (2Credit)

B.Ed. Part-I, Full Marks – 700 (28 Credits)

Paper	Paper Name	Marks		TotalMarks	Credit	Class Teaching Hour
		Written	Assignment			
Paper I	Philosophical Foundation of Education	75	25	100	4	32+64
Paper II	Sociological Foundation of Education	75	25	100	4	32+64
Paper III	School Organization and Management	75	25	100	4	32+64
Paper IV	Psychology of Learning	75	25	100	4	32+64
Paper IX.	Pedagogical knowledge and Methodology of Teaching	<u>School Subject 1</u> 100		100	4	32+64
Paper X.	Pedagogical knowledge and Methodology of Teaching	<u>School Subject 2</u> 100		100	4	32+64
Paper XIII	Practical Papers (a) Micro Teaching (1st method) (b) Workshop Assessment	<u>Micro Teaching</u> 50	<u>Workshop Assessment</u> 50	100	4	32+64

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B.Ed. Part-II, Full Marks – 700 (28 Credits)

Paper	Paper Name	Marks		TotalMarks	Credit	Class Teaching Hour
		Written	Assignment			
Paper V.	Psychology of Instruction	75	25	100	4	32+64
Paper VI.	Guidance & Counselling - Approaches & Strategies	75	25	100	4	32+64
Paper VII.	School Organization and Management	75	25	100	4	32+64
Paper VIII.	Educational Technology and Evaluation	75	25	100	4	32+64
Paper XI.	Practical Papers Teaching practical (Method 1)	<u>Teaching practical (Method 1)</u> 100		100	4	32+64
Paper XII.	Practical Papers Teaching practical (Method 2)	<u>Teaching practical (Method 2)</u> 100		100	4	32+64
Paper XIV	Practicum (a) Micro Teaching (1st method) (b) Workshop Assessment	<u>Text book review</u> 50	<u>Workshop Assessment</u> 50	100	4	32+64

Part-I +Part-II Full Marks = 700+700=1400 (28+28=56 Credits)

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- **Duration of the Programme:** The programme is of 2 years duration. However, if a candidate fails to complete the programme within the stipulated time he/she can complete it within 4 years.

- **Faculty and Staff Requirement:**

At present there are two Assistant Professors in the Department of Education and adequate number of non-teaching staff for academic and administrative purpose. The regular faculty of the Department of B.Ed., The University of Burdwan as well as the wider academic community of other universities and colleges provides support for running the programme.

Faculty:

Sl. No.	Faculty	Work at (HQ/RC)	Number
1.	Assistant Professor	HQ	2

Support Staff:

SL NO.	Office Staff (Designation)	Work at (HQ/RC)	Number
1	Sr. Office Assistant	HQ	1
2	Fixed Pay Employees	HQ	2

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6. Instructional Delivery Mechanism for Bengali/ English:

Mode of Delivery	Delivery mechanism	Provided (Yes/No)	Detailed Information
Face to face mode	PCP/ Counselling	Yes	12 hrs per 100 Marks Paper. Total contract hour = 12hrs x 10 12 x 10 = 120hrs (Theoretical). 20hrs Practical classes & 60hrs Workshop and 15 days Practice Teaching.
	Tutorials/Spl. Classes	Yes	Sometimes Guest Faculty organize Special Classes/Tutorials.
Self-Learning	SLMs	Yes	24hrs per SLM. Total 240hrs of self study prescribed.
Library	Reference Books	Yes	Available at the Directorate Library.

7. Preparation of SLMs: As per direction of Vice-Chancellor Directorate prepared the list of Writers, Editors and appointed them. After receiving the materials, it was edited by the respective Editor and sent to the press for printing. Then after Publication of the SLMs we sent two sets of materials to DEB for approval. The printed materials delivered to the students.

7. Programme Duration: 2-yrs duration; (minimum 2-yrs and maximum 4-yrs). Need to complete within 4 Calendar years.

8. Medium of Delivery: Bengali/ English.

9. Intake: Approved intake by NCTE is 500 per year.

13. Procedure for admissions, curriculum transaction and evaluation:

Admission Procedure: Through Admission Notification published in leading newspapers and through Directorate Website as well University Website. Whole Admission Procedure is going on through online.

Eligibility:

1. After the revised Regulations of NCTE the following candidates are eligible if they have (for both Fresher & In-service):

- a) Diploma in Pre-School Education (DPSE) or
- b) Diploma in Elementary Education (PTT) or
- c) Bachelor of Elementary Education (B.El.Ed.) or

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- d) Diploma in Physical Education (D.P.Ed.) or
- e) Bachelor of Physical Education (B.P.Ed.) or
- f) Diploma in Elementary Education (D.El.Ed.) or
- g) Diploma in Arts Education (Visual Arts/Performing Arts)

II. Candidates with at least 50% marks at Under Graduate Level.

III. Reservation and relaxation in marks as per norms.

IV. Candidates who have complete D.ELED. (2 years face to face mode) under ODL mode and Montessori are not eligible for this programme.

Total Course fee: Rs. 50,000/- (Excluding Examination and Re-appearing fees).

Financial Assistance: Financial assistance is not provided to the students for this programme.

Curriculum transaction:

SLMs (Bengali version) in print are provided as approved by B.O.S of the Directorate. PCP/Counselling schedules for the programme are prepared by Course Co-ordinator with the assistance of the core faculty. PCP/Counselling schedules circulated among the study centres as well as notified in the official website of the Directorate. During this session, teachers will help the students with their course work. PCP/Counselling are conducted in B.Ed.

Medium of Examination: Bengali/ English.

Evaluation: Term-end Examinations (written) 25% of the total marks of the paper are Assignment (For General Papers). 75% of the total marks of the paper would be reserved for written examination (For General Papers), 100% marks for Method Papers, Micro-Teaching, Workshop and Practical/ Book Review to be held at the end of the 1st year (Part - I) & at the end of 2nd year (Part - II).

A few notable features of the rules governing the examination of B.Ed. programme under distance mode:

- a) A B.Ed. (Two-year) programme shall be equally divided into two parts as per the approved syllabus in the subject concerned: Part - I and Part - II, each spanning one academic year. The Part - I Examination under these Regulations shall be held at the end of the first academic year after the commencement of the session and the Part - II Examination shall be held at the end of the second academic year.


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- b) A Candidate shall have to complete Part – I & Part – II examination within four consecutive years including his/ her enrolment in Part – I Examination subject to the conditions that not more than three consecutive chances shall be allowed in each part. Credit will be allowed paper-wise as well as part-wise and will be retained for four consecutive years
If any of the chances mentioned above is not availed by a candidate within the stipulated period, the chance shall be deemed to have lapsed.
- c) To pass the B.Ed. examination a candidate shall have to secure a minimum 40% marks in aggregate (Part – I & Part – II examination taken together) and have secure paper-wise as well as part-wise minimum qualifying marks.

15. Requirement of the laboratory support and Library Resources :

The students may avail the library facilities at the Directorate. Directorate has a well-equipped Library in HQ at Burdwan.

16. Cost estimate of the Programme and the provisions :

Upon receipt of approval from the UGC/DEB , the Finance Committee may set aside budgetary provisions towards Programme Development, Programme Delivery, Programme Maintenance. Once the Programmes are operational, fee receipts from the Programme may be used to cover the same, as per the guidance of the Syndicate and Finance Committee.

Estimated cost the programme is Rs. 45000/ (Approx) per students, per year. The cost estimate of the UG course in B.Ed under DODL mode of Education should be restricted under the following head of expenditure:

- Assistance for Human Resource
- Conducting PCP
- Development of Course material and Quality assurance
- Students Support Service
- Staff Training and Development
- Technology Support
- Library
- E-Content/ e-Learning

Provisions: As it is a continued programme the Infrastructure is already in existence. The other expenses will be fulfilled from the fees collected from the students

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17. Quality Assurance Mechanism and Expected Programme Outcomes:

Quality Assurance has now reached a critical juncture, influencing the management strategies and cultures of Distance Education institutions. Learners are clamouring for greater educational services and resources. To meet these demands, our CENTRE FOR DISTANCE AND ONLINE EDUCATION must focus on quality in terms of study materials, PCP counsellor quality, delivery systems, and administrative support for learners. The following major steps would be taken for quality assurance:

- Establishment of Centre for Internal Quality Assurance (CIQA)
- Quality improvement of SLM
- Emphasize for online learning system
- Centralize on line admission
- Providing SLM in electronic media

University of Burdwan has also an IQAC with the following objectives:

- To build and ensure a quality culture, appropriate structure and processes with enough flexibility to meet the diverse needs of the stakeholders at the University.
- Meant for planning, guiding and monitoring Quality Assurance (QA) and Quality Enhancement (QE) activities of the University.

To channelize and systematize the efforts and measures of the University towards academic excellence. The IQAC submits the Annual Quality Assurance Report of the University duly approved by the statutory bodies of the University to NAAC regularly.

However in The University of Burdwan, there is a separate IQAC body comprising several members where Hon'ble Vice -Chancellor is the chairman and Prof Sourangshu Mukhopadhyay is functioning as Director. This cell assesses and monitors all quality and promotion related matters of the University of Burdwan as a whole.

We have already been established a Centre for Internal Quality Assurance (CIQA) in accordance with the DODL Regulations 2017 with the following expected outcomes:

- New programmes
- Flexible platforms
- Wide reach - transcends the boundaries of geography & tradition

The program's intended objective is to improve the knowledge and skills of learners in the relevant field. After completing the distance learning programme, the learner can prepare for various job-oriented entrance examinations, such as School Service Commission (SSC), and so on. They can then work in government and non-government institutions in areas such as comparative, translation studies, Indian folklore, and journalism.


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CENTRE FOR DISTANCE AND ONLINE EDUCATION
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STRUCTURAL DESIGN OF SLM
CONTENTS

DEPARTMENT OF EDUCATION(B.Ed.)
2024-2025

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B.Ed. (Part-I,PART-II)

Sl.No	Topic	Paper	SLMs Writer
1	Philosophical Foundation of Education	Paper I	Shri Arpan Das, (Unit-1, 4, 5, 6) Director of Distance Education, Burdwan University, Professor Tarapada Chatterjee , (Unit-2, 3, 7, 8) Galsi B.Ed. College, Burdwan
2	Sociological Foundation of Education	Paper II	Dr. Shaoli Chakraborty (Unit- 3,4,5) Head of Department (B.Ed) Directorate of Distance Education, Burdwan University. Professor Tarapada Chatterjee (Unit- 1,2,6,7,8) Assistant Professor Galsi B.Ed. College, Bardhaman
3	Contemporary Issues and Development in Education	Paper III	Dr. Mahua Bandhu (Chatterjee) (Unit- 1,2,3) Assistant Professor Kalna College (B.Ed. Dept.) Kalna, Burdwan. Professor Tarapada Chatterjee (Unit- 4,5,6,7,8) Assistant Professor Galsi B.Ed. College, Burdwan.
4	Psychology of Learning	Paper IV	Professor Tuhin Kumar Samanta (Unit- 1,2,7,8) Department of Education, Burdwan University. Dr. Somnath Das (Unit- 3,4,5,6) Core-Faculty (B.Ed.) Department of Distance Education, Burdwan University.

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Sl.No	Topic	Paper	SLMs Writer
1	Psychology of Instruction	Paper V	<p>Dr. Sanath Kumar Ghosh (Unit-1,2) Assistant Professor Katwa College (B.Ed Dept.), Katwa, Burdwan</p> <p>Dr. Mintu Halder (Unit- 5,6,7,8) Assistant Professor Michael Madhusudan Memorial College (B. Ed. Dept.), Durgapur, Burdwan</p> <p>Dr. Somnath Das (Unit-3,4) Core Faculty, Directorate of Distance Education, Burdwan University</p>
2	Guidance & Counselling - Approaches & Strategies	Paper VI	<p>Dr. Somnath Das (Unit- 1,2,3,4) Core Faculty, Directorate of Distance Education, Burdwan University</p> <p>Professor Tarapada Chatterjee (Unit- 5,6,7,8) Galsi B.Ed. College, Burdwan</p>
3	School Organization and Management	Paper VII	<p>Shri Arpan Das (Unit- 6,7,8) Core-Faculty (B.Ed.), Department of Distance Education, Burdwan University</p> <p>Dr. Mintu Halder (Unit- 1,2,3,4,5) Assistant Professor, Michael Madhusudan Memorial College (B.Ed. Department), Durgapur, Burdwan</p>
4	Educational Technology and Evaluation	Paper VIII	<p>Dr. Somnath Das (Unit- 1,2,3,4) Core Faculty, Directorate of Distance Education, Burdwan University</p> <p>Shri Arpan Das (Unit- 5,6,7,8) Core-Faculty (B.Ed.) ,Directorate of Distance Education, Burdwan University</p>

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B.Ed. (Method Paper)

Sl.no	Method Paper	SLMs Writer
1	Mathematics	<p>Dr. Mahua Basu Mallick (Section-A, Unit- 1,2 / Section-B, Unit- 1,2,4,6,7) Assistant Professor (Mathematics) Govt. College of Education, Burdwan.</p> <p>Professor Nizamuddin Ali (Section-B, Unit- 3,5) Assistant Professor Kalna College (B.Ed.), Burdwan</p>
2	Commerce	<p>Dr. Manas Kumar Hazra Faculty Member, Kazi Nazrul University, Asansol (Dept. of Education)</p> <p>Dr. Gurupada Das Core Faculty (Commerce) Directorate of Distance Education, University of Burdwan</p>
3	Geography	<p>Dr. Amal Kumar Maiti (Section-A, Unit- 1,2 / Section-C, Unit- 1,2) the principal A.B.S. Academy, Durgapur, Burdwan</p> <p>Shri Arnav Kumar Dutta Section-B Unit- 3,4,5,6) ('Assistant Professor Dishari College of Education, Burdwan.</p>
4	Physical science	<p>Dr. Chandan Adhikari Institute of Education for Women Chandannagar</p>
5	History	<p>Dr. Nandita Banerjee Assistant Professor Kalna College (B.Age, Dept.) Kalna, Burdwan.</p>
6	Education	<p>Dr. Sanath Kumar Ghosh Assistant Professor Kalna College (B.Ed. Dept.) Kalna, Burdwan</p>
7	Political science	<p>Dr. Mintu Halder Assistant Professor (Education Department) Michael Madhusudan Memorial College Durgapur, Burdwan</p>


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8	Sanskrit	<p>PShri Ramakrishna Mohant (Section-B, Unit- 3,4,5,6,7,8) Assistant Professor Dishari College of Education, Burdwan.</p> <p>Shri Asit Kumar Jana (Section-A, Unit-1,2) Assistant Professor West Point School of Education, Bankura.</p>
9	English	<p>Dr. Lily Mondal (Group-A, Unit-1,2/Group-II, Unit-4) Assistant Professor in English Govt. Training College, Hooghly. Hooghly, West Bengal.</p> <p>Dr. Shnaoli Chakraborty (Group-B, Unit-3,5,6,7,8) Head of the Dept. (B.Ed.), Directorate of Distance Education, University of Burdwan, West Bengal.</p>
10	Bengali	<p>Dr. Mahua Bandhu (Chatterjee) Department of B.Ed ,Kalna College</p> <p>Dr. Selimuddin Shaikh Asst. Professor SONAR TORI COLLEGE OF EDUCATION Balutia, Bardwan</p>
11	Life Science	<p>Dr. Somnath Das Core Faculty, Directorate of Distance Education, Burdwan</p>
12	Music	<p>Prof. Santwana Acharya(Mukherjee) Music Department Govt.Training College, Hooghly Dr.Sampa Daw (De)</p>

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2 – year B. Ed Programme
Part – I

General Paper : I

Philosophical Foundation of Education



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পাঠ-প্রণেতা

শ্রী অর্পণ দাস

(একক- ১,৪,৫,৬)

কোর-ফ্যাকাল্টি (বি.এড.)

দূরশিক্ষা অধিকরণ, বর্ধমান বিশ্ববিদ্যালয়

অধ্যাপক তারাপদ চ্যাটার্জী

(একক- ২,৩,৭,৮)

অ্যাসিস্ট্যান্ট প্রফেসর

গলসী বি.এড. কলেজ, বর্ধমান।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ

বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শাঁওলী চক্রবর্তী

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ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

বর্ধমান বিশ্ববিদ্যালয়।

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বর্ধমান বিশ্ববিদ্যালয়

বর্ধমান—৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

বর্ধমান বিশ্ববিদ্যালয়।

প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড

(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬

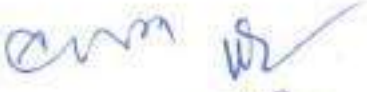

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2 – year B. Ed Programme
Part – I

Paper II : Sociological Foundation of
Education



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পাঠ-প্রণেতা

ডঃ শাঁওলী চক্রবর্তী

(একক- ৩,৪,৫)

বিভাগীয় প্রধান (বি.এড)

ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

বর্ধমান বিশ্ববিদ্যালয়।

অধ্যাপক তারাপদ চ্যাটার্জী

(একক- ১,২,৬,৭,৮)

অ্যাসিস্ট্যান্ট প্রফেসর

গলসী বি.এড. কলেজ, বর্ধমান।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ

বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শাঁওলী চক্রবর্তী

বিভাগীয় প্রধান (বি.এড)

ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

বর্ধমান বিশ্ববিদ্যালয়।

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বর্ধমান বিশ্ববিদ্যালয়

বর্ধমান—৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

বর্ধমান বিশ্ববিদ্যালয়।

প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড

(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬

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2 – year B. Ed Programme
Part – I

Paper III : Contemporary Issues and Development in
Education



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পাঠ-প্রণেতা

ডঃ মহুয়া বন্ধু (চ্যাটার্জী)
(একক- ১,২,৩)

অ্যাসিস্ট্যান্ট প্রফেসর
কালনা কলেজ (বি.এড. বিভাগ)
কালনা, বর্ধমান।

অধ্যাপক তারাপদ চ্যাটার্জী
(একক- ৪,৫,৬,৭,৮)

অ্যাসিস্ট্যান্ট প্রফেসর
গলসী বি.এড. কলেজ, বর্ধমান।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ
বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শাঁওলী চক্রবর্তী

বিভাগীয় প্রধান (বি.এড)
ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,
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বর্ধমান বিশ্ববিদ্যালয়
বর্ধমান-৭১৩ ১০৪
পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ
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প্রচ্ছদ ও মুদ্রণ

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(পশ্চিমবঙ্গ সরকারের উদ্যোগ)
কলকাতা - ৭০০ ০৫৬

 
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Paper IV : Psychology of Learning



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পাঠ-প্রণেতা

অধ্যাপক তুহিন কুমার সামন্ত
(একক- ১,২,৭,৮)

শিক্ষা বিভাগ
বর্ধমান বিশ্ববিদ্যালয়।

ডঃ সোমনাথ দাস
(একক- ৩,৪,৫,৬)

কোর-ফ্যাকাল্টি (বি.এড.)
দূরশিক্ষা অধিকরণ, বর্ধমান বিশ্ববিদ্যালয়।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ
বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শাঁওলী চক্রবর্তী

বিভাগীয় প্রধান (বি.এড)
ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,
বর্ধমান বিশ্ববিদ্যালয়।

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বর্ধমান—৭১৩ ১০৪
পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ
বর্ধমান বিশ্ববিদ্যালয়।

প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড
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কলকাতা - ৭০০ ০৫৬

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General Paper : V

Psychology of Instruction



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পাঠ-প্রণেতা

ডঃ সনৎ কুমার ঘোষ
(একক- ১,২)

অ্যাসিস্ট্যান্ট প্রফেসর
কাটোয়া কলেজ (বি.এড. বিভাগ), কাটোয়া, বর্ধমান

ডঃ মিন্টু হালদার
(একক- ৫,৬,৭,৮)

অ্যাসিস্ট্যান্ট প্রফেসর
মাইকেল মধুসূদন মেমোরিয়াল কলেজ (বি.এড. বিভাগ),
দুর্গাপুর, বর্ধমান

ডঃ সোমনাথ দাস
(একক- ৩,৪)

কোর ফ্যাকাল্টি,
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ডঃ শাঁওলী চক্রবর্তী

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প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ
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প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড
(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬



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2 – year B. Ed Programme
Part – II

General Paper : VI

Guidance & Counselling -
Approaches & Strategies



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পাঠ-প্রণেতা

ডঃ সোমনাথ দাস

(একক- ১,২,৩,৪)

কোর ফ্যাকাল্টি,

দূরশিক্ষা অধিকরণ, বর্ধমান বিশ্ববিদ্যালয়

অধ্যাপক তারাপদ চ্যাটার্জী

(একক- ৫,৬,৭,৮)

গলসী বি.এড. কলেজ, বর্ধমান

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ

বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শাঁওলী চক্রবর্তী

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বর্ধমান-৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

বর্ধমান বিশ্ববিদ্যালয়।

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(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬

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General Paper : VII
School Organisation and Management



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(একক- ৬,৭,৮)

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Burdwan – 713 104, West Bengal, India.

Published by

Director,
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Cover Design & Print

Saraswaty Press Ltd.

(Government of West Bengal Enterprise)
Kolkata – 700 056.

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(বিভাগ-ক, একক- ১,২/ বিভাগ-খ, একক- ১,২,৪,৬,৭)

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পাঠ-প্রণেতা

ডঃ অমল কুমার মাইতি

(বিভাগ-ক, একক- ১,২/ বিভাগ-খ, একক- ১,২)

অধ্যক্ষ

এ.বি.এস. অ্যাকাডেমি, দুর্গাপুর, বর্ধমান

শ্রী অর্ণব কুমার দত্ত

(বিভাগ-খ, একক- ৩,৪,৫,৬)

অ্যাসিস্ট্যান্ট প্রফেসর

দিশারী কলেজ অফ এডুকেশন, বর্ধমান।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

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ডঃ শাঁওলী চক্রবর্তী

বিভাগীয় প্রধান (বি.এড)

ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

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বর্ধমান বিশ্ববিদ্যালয়

বর্ধমান—৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

বর্ধমান বিশ্ববিদ্যালয়।

প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড

(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬

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পাঠ-প্রণেতা

ডঃ নন্দিতা বানার্জী

আসিস্ট্যান্ট প্রফেসর

কালনা কলেজ (বি এড. বিভাগ)

কালনা, বর্ধমান।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

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বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শীওলী চক্রবর্তী

বিভাগীয় প্রধান (বি.এড)

ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

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বর্ধমান-৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

বর্ধমান বিশ্ববিদ্যালয়।

প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড
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কলকাতা-৭০০ ০০৬

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পাঠ-প্রণেতা

ডঃ সনৎ কুমার ঘোষ

অ্যাসিস্ট্যান্ট প্রফেসর

কালনা কলেজ (বি.এড. বিভাগ)

কালনা, বর্ধমান।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ

বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শীওলী চক্রবর্তী

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ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

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বর্ধমান—৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

বর্ধমান বিশ্ববিদ্যালয়।

প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড

(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬

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Part – I

Method Paper : Political Science



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পাঠ-প্রণেতা

ডঃ মিন্টু হালদার

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শিক্ষা বিভাগ

মহিকেল মধুসূদন মেমোরিয়াল কলেজ

দুর্গাপুর, বর্ধমান।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ

বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শাঁওলী চক্রবর্তী

বিভাগীয় প্রধান (বি.এড)

ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

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বর্ধমান—৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

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প্রচ্ছদ ও মুদ্রণ

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পাঠ-প্রণেতা

শ্রী রামকৃষ্ণ মোহান্ত

(বিভাগ-খ, একক- ৩,৪,৫,৬,৭,৮)

অ্যাসিস্ট্যান্ট প্রফেসর

দিশারী কলেজ অফ এডুকেশন, বর্ধমান।

শ্রী অসিত কুমার জানা

(বিভাগ-ক, একক- ১,২)

অ্যাসিস্ট্যান্ট প্রফেসর

ওয়েস্ট পয়েন্ট স্কুল অফ এডুকেশন, বাঁকুড়া।

যুগ্ম সম্পাদক

অধ্যাপক তুহিন কুমার সামন্ত

শিক্ষা বিভাগ

বর্ধমান বিশ্ববিদ্যালয়।

ডঃ শাঁওলী চক্রবর্তী

বিভাগীয় প্রধান (বি.এড)

ডিরেক্টরেট অফ ডিসট্যান্স এডুকেশন,

বর্ধমান বিশ্ববিদ্যালয়।

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বর্ধমান বিশ্ববিদ্যালয়

বর্ধমান—৭১৩ ১০৪

পশ্চিমবঙ্গ, ভারত।

প্রকাশনা

ডিরেক্টর, দূরশিক্ষা অধিকরণ

বর্ধমান বিশ্ববিদ্যালয়।

প্রচ্ছদ ও মুদ্রণ

সরস্বতী প্রেস লিমিটেড

(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬

(Signature)
ASSISTANT PROFESSOR
DEPT. OF EDUCATION (B.ED.)
CENTRE FOR DISTANCE EDUCATION
UNIVERSITY OF BURDWAN

(Signature)
11/11/2016

The Editor
Burdwan
11/11/2016

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বিষয়

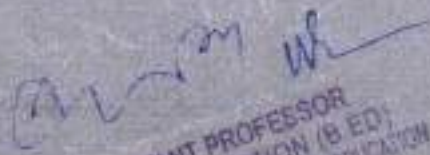
পৃষ্ঠা নং

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11/11/2014


11/11/2014

**2 – year B. Ed Programme
Part – I**

Method Paper : বাংলা



**UNIVERSITY OF BURDWAN
DIRECTORATE OF DISTANCE EDUCATION**

Golapbag, P.O – Rajbati,

Burdwan – 713104

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Asst. Professor

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Burdwan University
Burdwan

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Centre for Distance and Online Education
The University of Burdwan - 713

**2 – year B. Ed Programme
Part – I**

Method Paper : Life Science



**UNIVERSITY OF BURDWAN
DIRECTORATE OF DISTANCE EDUCATION**

**Golapbag, P.O – Rajbati,
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Prepared by

Dr. Somnath Das

Core Faculty, Directorate of Distance Education, Burdwan

প্রচ্ছদ ও মুদ্রণ

ওয়েস্ট বেঙ্গাল টেক্সট বুক কর্পোরেশন লিমিটেড

(পশ্চিমবঙ্গ সরকারের উদ্যোগ)

কলকাতা - ৭০০ ০৫৬


ASSISTANT PROFESSOR
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No. *090*

US *11/11/2016*

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Subrata
11/11/2016

Subrata
11/11/2016

**2 – year B. Ed Programme
Part – I**

Method Paper : Music



**UNIVERSITY OF BURDWAN
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Burdwan - 713104

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11/11/24
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THE UNIVERSITY OF BURDWAN

11/11/24
Department of Education
Burdwan, West Bengal
India

11/11/2024
Director
Centre for Distance and Online Education
The University of Burdwan
Burdwan - 713104

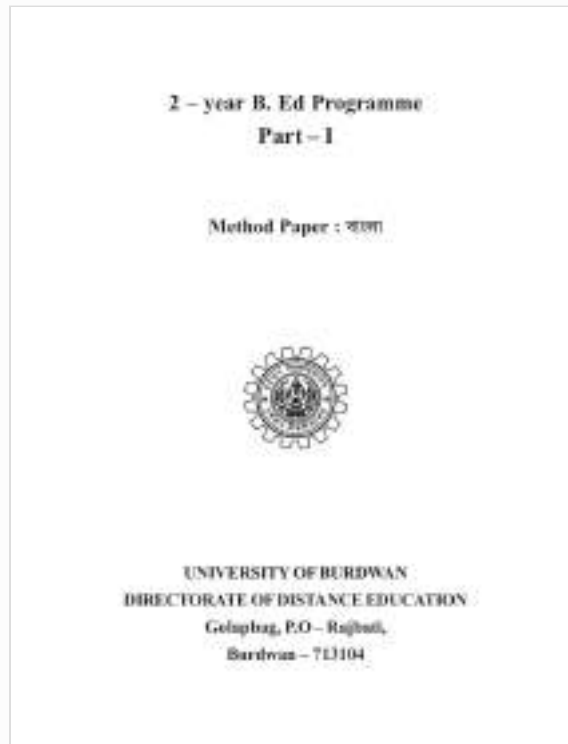


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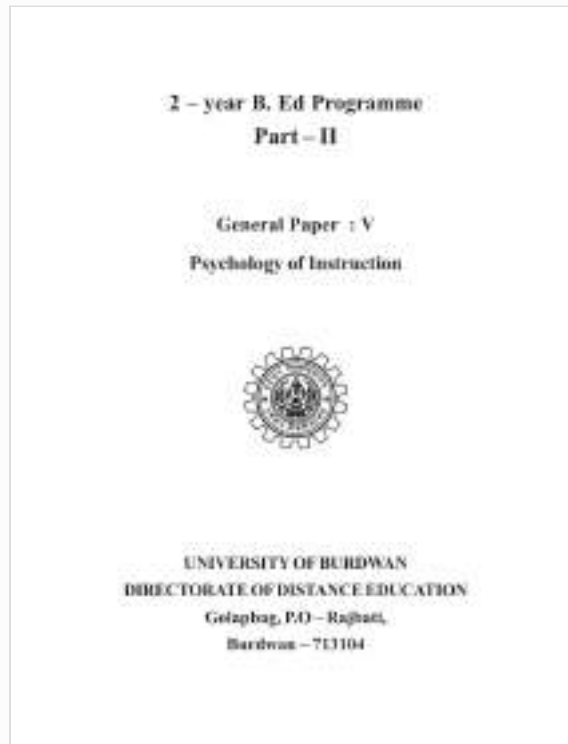


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File size: 21.46M
Page count: 69
Word count: 24
Character count: 73
Submission date: 29-Jul-2022 04:03AM (UTC-0700)
Submission ID: 1876523227



B.ED 4

by Soumen Mondal

Submission date: 29-Jul-2022 03:38AM (UTC-0700)

Submission ID: 1876525573

File name: B_Ed_Part_II_Paper_V_Total_Book_19.03.2019_Curve.pdf (21.46M)

Word count: 24

Character count: 73

(B.Ed. Programme)

Regulatory body Approval for NCTE



Online RTI Request Form Details

RTI Request Details :-

RTI Request Registration number	NCTED/R/E/24/00971
Public Authority	National Council for Teacher Education

Personal Details of RTI Applicant:-

Name	Biswajit Kuiry
Gender	Male
Address	S/o Dhaniram Kuiry , VII & P.O.- Gagi, P.S.- Baghmundi, Dist.- Purulia
Country	India
State	West Bengal
Status	Rural
Educational Status	Literate
	Above Graduate
Phone Number	+91-8768825764
Mobile Number	+91-8768825764
Email-ID	biswajitkuiry1997[at]gmail[dot]com

Request Details :-

Citizenship	Indian
Is the Requester Below Poverty Line ?	No

(Description of Information sought (upto 500 characters))

Description of Information Sought	
1. Burdwan University has given approval from which session of NCTE to conduct B.Ed ODL? 2. Does Burdwan University have NCTE approval to run B.Ed (ODL) for the session of 2024-2025?	
Concerned CPIO	PIO ERC - Pawan Kumar Bairagi
Supporting document <i>(only pdf upto 1 MB)</i>	Supporting document not provided

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Online RTI Status Form

Note: Fields marked with * are Mandatory.

Enter Registration Number	NCTED/R/E/24/00971
Name	Biswajit Kuiry
Received Date	08/05/2024
Public Authority	National Council for Teacher Education
Status	REQUEST DISPOSED OF
Date of action	09/05/2024
Reply :- As per record available, the institution Directorate of Education, university of Burdwan, Plot No- Golapbag, Vill-Burdwan, P.O.-Rajbati, Tehsil/Taluka-Goda, Town/City- Burdwan, Dist- Burdwan, West Bengal- 713104 was granted recognition for B.Ed. (ODL) by ERC vide order no. ERC/7-170.6.42/NCTE/B.Ed.(Open and Distance Learning System)./2014/24431 dated 03.03.2014.	
The institution is recognized including session 2024-2025.(Copy Enclosed)	
View Document	
CPIO Details :-	PIO ERC - Pawan Kumar Bairagi Phone: 01143152358 erc[at]ncte-india[dot]org
First Appellate Authority Details :-	Ms[dot] Pooja Sharma Phone: 011-20893262 neelam[dot]sharma25[at]nic[dot]in
Nodal Officer Details :-	
Telephone Number	011-20892154
Email Id	rti[at]ncte-india[dot]org

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National Council for Teacher Education
 Eastern Regional Committee
 (A Statutory Body of the Govt. of India)
 15, Neelakantha Nagar, Nayapalli, Bhubaneswar-751012
 Phone-(0674) 2562793, 2563252, 2563156, Fax: (0674) 2564873

ERC/7-170.6.42/NCTE/B.Ed.(Open and Distance Learning System)/2014/ 24431

Date: 03/03/2014

Order

WHEREAS in terms of Section 14(1) of the NCTE Act, 1993, Directorate of Distance Education, University of Burdwan, Plot No.-2928, Street No.-Golapbag, Vill.-Burdwan, PO.-Rajbati, Tehsil/Taluka-Goda, Town/City-Burdwan, Dist.-Bardhaman, West Bengal-713104 has submitted an application **(Code No.ERCAPP2090)** to the Eastern Regional Committee of NCTE for grant of recognition for conducting **B.Ed.(Open and Distance Learning System) Course** with an annual intake of 500 by online on (mm/dd/yyyy) 7/31/2013 and hard copy of application submitted on (mm/dd/yyyy)8/12/2013.

2. AND WHEREAS on scrutiny/perusal of the application submitted by the institution, the documents attached therewith, the affidavit and the input received from the visiting team in the form of report and videography, recommendation of the State Government, the Committee is satisfied that the institution/society fulfills the requirements under the provisions of NCTE Act, Rules and relevant Regulations including the Norms and Standards for the Secondary Teacher Education (B.Ed.(Open and Distance Learning System)) programme such as instructional facilities, infrastructural facilities, library, accommodation, financial resources, laboratory etc. for running the programme and has selected/appointed duly qualified teaching staff as per NCTE norms.

3. NOW, THEREFORE, in exercise of the powers vested under Section 14(3)(a) of the NCTE Act, 1993, the Eastern Regional Committee hereby grants recognition to **Directorate of Distance Education, University of Burdwan, Plot No.-2928, Street No.-Golapbag, Vill.-Burdwan, PO.-Rajbati, Tehsil/Taluka-Goda, Town/City-Burdwan, Dist.-Bardhaman, West Bengal-713104** for conducting **B.Ed.(Open and Distance Learning System) Course** of **Secondary** (level) of **two year** duration with an annual intake of **500** from the academic session **2014-2015** under clause 7(11) of NCTE (Recognition Norms & Procedure) Regulations, 2009.

4. The recognition is subject to fulfillment of the following:

- (i) The institution shall comply with the various other norms and standards prescribed in the NCTE regulations, as amended from time to time.
- (ii) The institution shall make admission only after it obtains affiliation from the examining body in terms of clause 8(12) of the NCTE (Recognition Norms & Procedure) Regulations, 2009.
- (iii) The institution shall ensure that the required number of academic staff for conducting the course is always in position.
- (iv) All such other requirements as may be prescribed by other regulatory bodies like UGC, affiliating University/ Body, the State Government etc, as applicable.



P.T.O.

//2//

- (v) The institution shall submit the Regional Committee a Self-Appraisal Report at the end of each academic year along the statement of annual accounts duly audited by a Chartered Accountant.
- (vi) The institution shall maintain & update its Web-site as per provisions of NCTE Regulations and always display following as mandatory disclosure:-
- Copy of the Application Form
 - Land and Building Particulars
 - Staff Profile
 - Recognition letter
 - Information for having fulfilled the norms & standard and other required conditions.

5. If the institution contravenes any of the above conditions or the provisions of the NCTE Act, Rules, Regulations and Orders made or issued there under, the Regional Committee shall withdraw the recognition as under the provisions of Section 17(1) of the NCTE Act.

6. Further, if the institution is not satisfied with the order, they may prefer an appeal under Section 18 of the NCTE Act in the "Online mode" available on NCTE's website www.ncte-india.org within 60 days of the issue of the order.



Regional Director

The Manager to Govt. of India
Department of Publications, (Gazette Section)
Civil Lines, Delhi – 110 054

C.C.

- The Registrar/Head/ Principal/ Correspondent, Directorate of Distance Education, University of Burdwan, Plot No.-2928, Street No.- Golapbag, VIII.-Burdwan, PO.-Rajbati, Tehsil/Taluka-Goda, Town/City-Burdwan, Dist.-Bardhaman, West Bengal-713104.**
- The Secretary to Govt. of West Bengal, Department of Higher Education, 6th Floor, Bikash Bhawan, Salt Lake, Kolkata, West Bengal – 700 091
- The Registrar, The University of Burdwan, Rajbati, Burdwan, West Bengal- 713 104
- The Director of Public Instruction, Govt. of West Bengal, 6th Floor, Bikash Bhawan, Salt Lake, Kolkata, West Bengal-700 091.
- The Secretary, Dept. of School Education and Literacy, Ministry of Human Resource Development, Govt. of India, Shastri Bhawan, New Delhi - 110001.
- The US (Computer), National Council for Teacher Education, Hans Bhawan Wing-II, 1, Bahadur Shah Zafar Marg, New Delhi-110 002.
- Office Order file / Institution file.



Regional Director



Online RTI Request Form Details

RTI Request Details :-

RTI Request Registration number	NCTED/R/E/24/01107
Public Authority	National Council for Teacher Education


Personal Details of RTI Applicant:-

Name	Dr. Sujit Kumar Chowdhury (Registrar, B.U)
Gender	Male
Address	The University of Burdwan , Rajbati, Bardhaman
Country	India
State	West Bengal
Status	Rural
Educational Status	Literate
	Above Graduate
Phone Number	+91-9434546443
Mobile Number	+91-9434546443
Email-ID	registrar[at]buruniv[dot]ac[dot]in

Request Details :-

Citizenship	Indian
Is the Requester Below Poverty Line ?	No

(Description of Information sought (upto 500 characters))

Description of Information Sought	
<p>I pleased to inform you, The University of Burdwan, Directorate of Distance Educati on , Presently the name has been changed Centre for Distance and Online Educati on (West Bengal). Can we do admission in B.Ed. (ODL mode) in academic session 2024-2025 ? UGC-DEB (academic Session 2024-2025) was repeatedly asking us for veiled documents. So please send us some current documents . Please send the valid documents. This is very urgent issue. We will ready for admission for the session of 2024-2025 in our institute. Please help us. Please send us some current documents so that we can get admission in B.Ed. (ODL mode) academic session 2024-2025.</p>	
Concerned CPIO	PIO ERC - Pawan Kumar Bairagi
Supporting document (only pdf upto 1 MB)	

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Online RTI Status Form

Note: Fields marked with * are Mandatory.

Enter Registration Number	NCTED/R/E/24/01107
Name	Dr. Sujit Kumar Chowdhury (Registrar, B.U)
Received Date	30/05/2024
Public Authority	National Council for Teacher Education
Status	REQUEST DISPOSED OF
Date of action	28/06/2024
Reply :- As per available records of ERC, NCTE the requisite documents is attached which is self-explanatory.	
View Document	
CPIO Details :-	PIO ERC - Pawan Kumar Bairagi Phone: 01143152358 erc[at]ncte-india[dot]org
First Appellate Authority Details :-	Ms[dot] Pooja Sharma Phone: 011-20893262 neelam[dot]sharma25[at]nic[dot]in
Nodal Officer Details :-	
Telephone Number	011-20892154
Email Id	rti[at]ncte-india[dot]org

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National Council for Teacher Education

Eastern Regional Committee

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15, Neelakantha Nagar, Nayapalli, Bhubaneswar – 751012

Phone-(0674) 2562793, 2563252, 2563156, Fax: (0674) 2564873

F. ERC/NCTE/APP2090 /B.Ed. (Open and Distance Learning System)/(Revised Order)/2015/32653 Date: 31/05/2015

ORDER

WHEREAS, in exercise of the powers conferred by sub-section (2) of Section 32 of the National Council for Teacher Education Act, 1993 (73 of 1993), and in supersession of the National Council for Teacher Education [Recognition Norms and Procedure] Regulations, 2009, the National Council for teacher Education has notified the Regulations, 2014 on 01.12.2014.

2. **AND WHEREAS** the institution viz. **Directorate of Distance Education, University of Burdwan, Plot NO.-2928, St. No.-Golapbag, Vill.-Burdwan, PO.-Rajbati, Tehsil/Taluka-Goda, Town/City-Burdwan, Dist.-Bardhaman, West Bengal-713104** was granted recognition for conduct of **B.Ed. (Open and Distance Learning System)** course of **two year** duration with an annual intake of **500** from the academic session **2014-2015** vide ERC order no. **ERC/7-170.6.42/NCTE/B.Ed(Open and Distance Learning System)/2014/24431, Dt. 03.03.2014.**

3. **AND WHEREAS**, the institution viz. Directorate of Distance Education, University of Burdwan, Plot NO.-2928, St. No.-Golapbag, Vill.-Burdwan, PO.-Rajbati, Tehsil/Taluka-Goda, Town/City-Burdwan, Dist.-Bardhaman, West Bengal-713104 has consented to come under New Regulations 2014 and sought for **Ten Basic Units** in **B.Ed. (Open and Distance Learning System)** course which require additional facilities.

4. **AND WHEREAS**, it has been decided to permit the institution to have **Ten Basic Units** of 50 students each subject to fulfilling following conditions namely,

- (i) The institution shall create additional facilities that include (a) additional built-up area, (b) additional infrastructure, (c) additional fund, (d) adhere to staff norms as per Regulations, 2014 and inform Regional Committee with required documents by October 31, 2015.
- (ii) The applicant-institution for additional unit will be required to submit the required documents such as land documents, Encumbrance Certificate (EC), Land Use Certificate (LUC) and the Building Plan (BP) in the specified proforma available on the website to the Regional Committee in proof of having provided additional facilities before October 31, 2015. Building Completion Certificate (BCC) may be given along with other documents if available, otherwise it can also be given to the Visiting Team at the time of inspection.

Contd...2

[Handwritten Signature]

- (iii) The Regional Committee shall arrange for verification of documents, inspection of these premises and check adherence to these conditions by 20 Feb, 2016. If it is found by the Regional Committee that the institution fails to comply with these requirements, the institutions shall not be permitted to admit students for the academic year 2016-2017.
5. **Now therefore**, in the light of the above and in terms of Section 14(3) (a) of NCTE Act and in accordance with the Regulations, 2014, the Eastern Regional Committee, NCTE hereby grants recognition to **Directorate of Distance Education, University of Burdwan, Plot NO.-2928, St. No.-Golapbag, Vill.-Burdwan, PO.-Rajbati, Tehsil/Taluka-Goda, Town/City-Burdwan, Dist.-Bardhaman, West Bengal-713104** for conducting **B.Ed. (Open and Distance Learning System)** Programme of **two** years duration with an annual intake of **500** for **Ten Basic Units** of 50 students each from the academic session **2015-2016** subject to fulfilment of the conditions mentioned herein before 31.10.2015.
6. Further, the recognition is subject to fulfilment of other requirements as may be prescribed by other regulatory bodies like UGC, affiliating University/ Body, the State Government etc. as applicable.
7. The institution shall submit to the Regional Committee a Self-Appraisal Report at the end of each academic year along with the statement of annual accounts duly audited by a Chartered Accountant.
8. The institutions shall maintain & update its web-site as per provisions of NCTE Regulations and always display following as mandatory disclosure:-
- Sanctioned programmes along with annual intake in the institution;
 - Name of faculty and staff in full as mentioned in school certificate along with their qualifications, scale of pay and photograph.
 - Name of faculty members who left or joined during the last, quarter;
 - Names of Students admitted during the current session along with qualification, Percentage of marks in the qualifying examination and in the entrance test, if any, date of admission, etc.:
 - Fee charged from students;
 - Available infrastructural facilities;
 - Facilities added during the last quarter;
 - Number of books in the library, journals subscribed to and additions, if any, in the last quarter;
 - The affidavit with enclosure submitted along with application.
 - The institution shall be free to post additional relevant information. If it so desires.

//3//

- k) Any false or incomplete information on website shall render the institution liable for withdrawal of recognition.

If the institution Contravenes any of the above conditions of the provision of the NCTE Act, Rules, Regulations and Orders made and issued there under, the institution will render itself liable to adverse action including withdrawal of recognition by the Regional Committee under the provisions of Section 17 (1) of the NCTE Act.

By Order,


Regional Director

The Manager
Government of India Press
Department of Publications (Gazette Section)
Civil Lines, New Delhi – 110054

To

The Registrar/Head/Principal
Directorate of Distance Education, University of Burdwan,
Plot NO.-2928, St. No.-Golapbag,
Vill.-Burdwan, PO.-Rajbati,
Tehsil/Taluka-Goda, Town/City-Burdwan,
Dist.-Bardhaman, West Bengal-713104

Copy to:

1. The Secretary to the Govt. of West Bengal, Department of Higher Education, 6th floor, Bikash Bhawan Salt Lake, Kolkata, West Bengal - 700091.
2. The Registrar, University of Burdwan, Rajbati, Burdwan, West Bengal - 713104.
3. The Director of Public Instruction, Govt. of West Bengal, 6th floor, Bikash Bhawan, Salt Lake, Kolkata, West Bengal - 700091
4. The Secretary, Dept. of School Education and Literacy, Ministry of Human Resource Development, Govt. of India, Shastri Bhawan, New Delhi – 110001.
5. The Under Secretary (CS) National Council for Teacher Education, Hans Bhawan, Wing-II, 1, Bahadurshah Zafar, New Delhi – 110002.
6. Office Order file/ Institution file.


Regional Director

M-2683
19/9/18

SPERD Post- E037705688 FN

पूर्व क्षेत्रीय समिति
राष्ट्रीय अध्यापक शिक्षा परिषद्
(भारत सरकार का एक विधिक संस्थान)



Eastern Regional Committee
National Council for Teacher Education
(A Statutory Body of the Government of India)

No. F. NCTE/ERC/ERCAPP2029/B.Ed./2018/ 57918

Dt. 17.09.2018

To
✓ Prof. Tafajol Hossain,
Registrar (Officiating),
Directorate of Distance Education,
University of Burdwan,
Plot No.-2928, Street No.- Golapbag,
Vill.- Burdwan, PO.- Rajbati,
Tehsil/Taluka- Goda, Town/City- Burdwan,
Dist.- Burdwan,
West Bengal-713104.

Subject: Recognition status of B.Ed. Course under Distance Mode of the University of Burdwan from West Bengal from 2018-2019 onward, as per UGC (ODL) Regulation 2017-reg.

Reference: Your letter No. DDE/Sectt/B.Ed./178/2018-19/44 dated 31.08.2018; together with a copy of the letter F. No.9-1/2018 (DEB-III) dated 06.08.2018 received from Sh. Smita Bidani, Education Officer, University Grants Commission, Distance Education Bureau, 35-Feroze Shah Road, New Delhi-110001.

Sir/Madam,

I am to refer to your letter mentioned under reference on the above subject and say that the institution viz. "Directorate of Distance Education, University of Burdwan, Plot No.-2928, Street No.-Golapbag, Vill.-Burdwan, PO.-Rajbati, Tehsil/Taluka-Goda, Town/City-Burdwan, Dist.-Bardhaman, West Bengal-713104 granted recognition for B.Ed. (ODL Mode) course vide order No. 24431 dated 03.03.2014 with an intake 500 form the academic session 2014-2015 and subsequently a revised order vide No. 32653 dated 31.05.2015 from the academic session 2015-2016 as per laid down NCTE Regulation, 2014. As per this order of ERC, the recognition shall be continued till any further order to be issued from this office. Therefore, the aforesaid course is recognized continuously from 2014-2015 onward until further orders.

Directors, DDE
Please take n.a.
Jh
20.09.18

Director, DDE
Please draft
a suitable
reply
Jh
05.09.18

Yours faithfully,

Pradeep Kumar Yadav
Regional Director

Copy to:-

Sh. Smita Bidani, Education Officer, University Grants Commission, Distance Education Bureau, 35-Feroze Shah Road, New Delhi-110001 for information vide your letter mentioned under reference.

Regional Director

Recd on
22.09.18
Registrar is requested
to send a letter to
Ugc.
Jh
24.09.18



Online RTI Request Form Details

RTI Request Details :-

RTI Request Registration number	NCTED/R/E/24/00989
Public Authority	National Council for Teacher Education

Personal Details of RTI Applicant:-

Name	kalyan mandal
Gender	Male
Address	golapbag,burdwan,west bengal
Country	India
State	West Bengal
Status	Urban
Educational Status	Literate
	Above Graduate
Phone Number	+91-7478720277
Mobile Number	+91-7478720277
Email-ID	kalyanmandal2015[dot]km[at]gmail[dot]com

Request Details :-

Citizenship	Indian
Is the Requester Below Poverty Line ?	No

(Description of Information sought (upto 500 characters))

Description of Information Sought	
1) Does burdwan university have NCTE approval to run B.ed (ODL MODE) the session of 2024-2025 ? 2) Can the Burdwan University start admission process in June-July session of academic year 2024-25?	
Concerned CPIO	PIO ERC - Pawan Kumar Bairagi
Supporting document <i>(only pdf upto 1 MB)</i>	Supporting document not provided

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Online RTI Status Form

Note: Fields marked with * are Mandatory.

Enter Registration Number	NCTED/R/E/24/00989
Name	kalyan mandal
Received Date	10/05/2024
Public Authority	National Council for Teacher Education
Status	REQUEST DISPOSED OF
Date of action	13/05/2024
Reply :- Point No. 1 Yes Point No. 2 For admission process, Please approach the concerned university.	
CPIO Details :-	PIO ERC - Pawan Kumar Bairagi Phone: 01143152358 erc[at]ncte-india[dot]org
First Appellate Authority Details :-	Ms[dot] Pooja Sharma Phone: 011-20893262 neelam[dot]sharma25[at]nic[dot]in
Nodal Officer Details :-	
Telephone Number	011-20892154
Email Id	rti[at]ncte-india[dot]org

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