

# **PROGRAMME PROJECT REPORT (PPR)**

## **For Online Programme**

**Name of the Programme:**       **MASTER OF COMMERCE  
(M.Com)**

**Duration:**       Minimum 2 years  
                  Maximum 4 years

**Recognition:** This Programme is recognized by the UGC-DEB.

### **A.     PROGRAMME'S MISSION & VISION**

**Mission:** The mission of M.Com programme is to obtain and acquire all the skills knowledge related to commerce curriculum. Any kind of developing economy, the learning and understanding of commerce discipline attributes are more significant. At the same time the learning process of commerce subjects should be systemised one. In this juncture, the university takes various promotional activities to develop the commerce curriculum, especially online mode education. It has reach to all kind of young minds throughout the country. It is intended to develop teaching and research skills among students to create academic expertise suiting to contemporary needs of society.

**Vision:**

- To provide affordable quality education, by equipping students with knowledge and skills in commerce education.
- Based on specialization, Candidates having M.Com. degree can find employment in financial services, marketing, project management. They also often work in general management and business consulting firms.
- Students get good communication skills and completion abilities and teamwork skills that is must and necessary for banking and finance lines.
- M.Com. graduate can become a Company Secretary who is responsible for efficient running of the company's administration in regard with the compliance with legal and regulatory requirement and for ensuring the decisions made my board of directors are implemented.

### **B.     RELEVANCE OF THE PROGRAM WITH HEI'S MISSION AND GOALS**

Kuvempu University is an affiliating State University in Karnataka. Established in 1987, it is the University with a distinctive academic profile, blending in itself commitment to rural ethos and a modern spirit. It has 37 Post-Graduate departments of studies in the faculties of Arts, Science, Commerce and Education. It also has 4 constituent colleges at Shankaraghatta and Shimoga, and two outlying regional Post-Graduate Centers at Kadur and Chikkamagalur.

The Vision and Mission of the University are:

**Vision:**

Kuvempu University shall strive to become an international center of excellence in teaching and research to provide high quality value based education to all through various modes to meet the global challenges.

**Mission:**

Foster creativity in teaching, learning and research to build a knowledge base and promote quality initiative.

Provide access to education to all.

Develop human resources to meet the societal needs.

The Distance Education and Online Programmes are a part of the University's outreach programmes for the rural masses and also to foster University-Society relationship with the motto of "**Education for All**", to provide quality education at the doorsteps of desirous individuals who want to take up higher education, for the discontinued who could not take up formal education, housewives and employees who want to improve and enhance their knowledge. The University firmly believes that education and seeking knowledge is a **Lifelong Learning** concept.

Offering higher education through Distance and Online Modes is an important step taken by Kuvempu University so as to help the student community in their zeal to pursue higher education both at UG and PG Level. The University felt the necessity of this when a large number of students, who wanted seats for PG. Studies, could not be accommodated in our regular P.G. Programmes. The University believes that Distance and Online Education Modes are an equally good avenue to be made available to interested students/ Learners. With these views, Kuvempu University started offering courses through distance mode since 2002-2003. At present it is offering 31 Programmes (earlier called Courses) in various faculties at the U.G., P.G. and PG Diploma levels. These courses were approved by the erstwhile DEC-IGNOU, and now by the UGC-DEB.

Further, the University believes that the Online mode of education is also an important platform to reach out to the wider population and it is the need of the present situation wherein, the internet and communication technologies are available to the majority of the population in the country.

**Goals & Objectives of Online Mode Education Programmes**

- Reach out to larger sections of the society, who are willing to seek education through non-formal platforms.
- Capacity Building by using the non-formal mode platform.
- Concentrate on planning & constant upgradation of facilities to meet new challenges in education through Online Mode.
- Provide counseling & consultancy to students.
- Offer area/ region wise educational requirements.
- Skill Development and Enhancement.
- To impart quality training through interactive learning module.
- Interactive Pedagogy of teaching-learning and flexible learning environment.
- Provide supportive academic environment and effective teaching.

### **C. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS:**

This course is especially meant for college students who are presently at the entry level and want to expand their knowledge and career. In M.Com., students are given a choice to major in any of the given specializations. Students who want to go for further studies or courses like in research or doctorate level can get a bonus with this course. Many Companies and organizations in today's life are looking for specialized and expert marketers to get higher profit in a smarter way. Here are some Courses in marketing that you can pursue to start a career in marketing.

- Students of M.Com. can even apply for jobs within the Govt. sector. UPSC is a major recruiter of M.Com. students providing a good post and package.
- After completing M.Com., candidates can go for various courses. Some of the best available courses include: Doctorate Degree.
- The Doctorate of Philosophy can be done in many majors like Financial Studies, Commerce, Statistics etc.
- M.Com. graduate can seek jobs include: Auditing/ Banking and finance/ Electronic marketing/ Funds management/ Management consulting/ Stock Broking.

### **D. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE**

The program is generally focused on different disciplines like accounting, actuarial science, business management, corporate governance, human resource management, economics, statistics, finance, marketing or supply chain management. There are many more career options present for you in the field of finance as well. Here is the list of finance course that you can pursue for a better career.

On successful completion of Master's degree in Commerce, a student can apply for the UGC-NET or JRF exam; the success in these exams makes teaching or research as good options. M.Com. degree serves as a basis for further higher studies and research in this field such as Ph.D. and M.Phil. Degree in Banking & Finance.

M.com graduates are also eligible for all the certificate courses in Banking, Stock Market, Derivatives, Income Tax etc. This will also give them a specialized skill which will be of greater advantage as compared to other graduates. M.Com. presents a lot of career opportunities to the candidates. Banks and Financial organizations/companies are the major employers of these candidates. In India, Government organizations are the major employers of M. Com Graduates. Central Government companies offer numerous opportunities.

### **E. INSTRUCTIONAL DESIGN:**

#### **(i) Programme Formulation:**

Proposal from the concerned PG department to commence the programme was placed before Monitoring Committee of the DDE/Syndicate. Then it will be referred to the BOS concerned for the formulation and approval of the syllabus scheme pattern, time allotment

for each paper, marks allotment, scheme of examination etc., then it was placed in the Faculty meeting and then Academic Council (the highest body) of the University for its approval. After approval by both the bodies, the programme was introduced. The academic advisory body of DDE refers the matter to the concerned subject/parent department council for preparation of study material. The concerned subject faculty will coordinate with the DDE and the department council, as he/she is on the member in it. Workshops for preparing study material in SLM mode are regularly conducted (with the help of IGNOU experts).

- (ii) **Curriculum design:** The Programme is of 2 years duration with four semesters. The maximum period allowed to complete the programme by a learner is 4 years (double the duration). The Programme structure is as below.

## Master of Commerce, M. Com (Online Programme)

### Course Matrix (2020-21)

Course Code	Semester and Course	Teaching Sessions	Credits	Maximum Marks			Examination Duration
				Continuous Assessment	Semester-end Examination	Total	
<b>SEMESTER – I</b>							
HC101	Organisational Theory and Behaviour	12	4	20	80	100	3
HC103	Accounting Theory and Analysis	12	4	20	80	100	3
HC104	Human Resource Management	12	4	20	80	100	3
<b>Soft Core Stream - Students can opt any two course among the following Course</b>							
SC101	Advanced Management Accounting	6	2	20	80	100	3
SC102	Financial Markets and Services	6	2	20	80	100	3
SC103	Credit Management in Banks	6	4	20	80	100	3
SC104	Principles and Practices of Insurance	6	4	20	80	100	3
<b>Semester – I, Total</b>		<b>48</b>	<b>16</b>	<b>100</b>	<b>400</b>	<b>500</b>	
<b>SEMESTER – II</b>							
HC201	Business Environment and Government Policy	12	4	20	80	100	3
HC202	Advanced Marketing Management	12	4	20	80	100	3
HC203	Business and Corporate Taxation	12	4	20	80	100	3
<b>Soft Core Stream - Students can opt any two course among the following Courses</b>							

SC201	Advanced Financial Management	6	2	20	80	100	3
SC202	Business Ethics and Corporate Governance	6	+	20	80	100	3
SC203	Managerial Communication	6	=	20	80	100	3
SC204	Investment Management	6	4	20	80	100	3
	<b>Semester – II, Total</b>	<b>48</b>	<b>16</b>	<b>100</b>	<b>400</b>	<b>500</b>	
<b>SEMESTER – III</b>							
HC301	E-Commerce	12	4	20	80	100	3
HC302	Advanced Cost Management	12	4	20	80	100	3
HC303	Business Research Methodology	12	4	20	80	100	3
<b>Elective Specialization - Students can opt any Two Specialization Course among the following Groups</b>							
SC301E	Group A - Accounting: Indian Accounting Standards (Ind AS) - I	12	4 + 4 = 8	20	80	100	3
SC302E	Group B - Taxation: Indirect Taxation – I (GST)	12		20	80	100	3
SC303E	Group C - Finance: Risk Management and Financial Derivatives	12		20	80	100	3
SC306E	Group F - Marketing Management: Consumer Behaviour and Marketing Research	12		20	80	100	3
	<b>Semester – III, Total</b>	<b>60</b>	<b>20</b>	<b>100</b>	<b>400</b>	<b>500</b>	
<b>SEMESTER – IV</b>							
HC401	International Business	12	4	20	80	100	3
HC402	Entrepreneurship Development	12	4	20	80	100	3
HC403	Project Report	12	4	20 (Viva-Voce)	80	100	-
<b>Elective Specialization - Students have to study same Elective Specialization Stream which they opted in 3<sup>rd</sup> Semester</b>							
SC401E	Group A - Accounting: Indian Accounting Standards (Ind AS) - II	12	4 +	20	80	100	3
SC402E	Group B - Taxation : Indirect Taxation – II (GST and Customs)	12		20	80	100	3
SC403E	Group C - Finance: Global	12		20	80	100	3

	Business Finance		4				
SC406E	Group F - Marketing Management: Services Marketing	12	= 8	20	80	100	3
	<b>Semester – IV, Total</b>	<b>60</b>	<b>20</b>	<b>130</b>	<b>420</b>	<b>500</b>	

- Any one group from the available elective specialisation stream shall be selected by a student at the time of commencement of Third Semester. Once an elective specialisation stream has been selected, no change in the option will be allowed later in the Fourth Semester. The students must take the same elective specialisation stream in the Fourth Semester.

**(iii) Medium of Instruction:**

The medium of instruction shall be English.

**(iv) Detailed syllabi:** Given as Appendix-01

**(v) Faculty and Supporting Staff Requirement**

Full time faculty in regular department and DDE will be involved in Online programmes. Coordinator of the programme, who is a regular faculty member and the Research and Teaching Assistant (RTA) will be in-charge of the Programme, who will address the day to day academic and learner/student support aspects of the Programme.

Regarding supporting staff, DDE has a separate and well equipped wing/office to take care of all the administration and delivery aspects of Online Programmes.

There is a separate DDE and OL wing in the Office of the Registrar (Evaluation) for all the evaluation and certification aspects headed by a Deputy/Assistant Registrar.

The DDE and Evaluation wings are fully computerized and technical staff assist in all the activities.

**(vi) Instructional Delivery Mechanism**

Instructional delivery mechanism is through e-learning / online materials prepared by the experts in the subjects concerned. E-materials (SLM) are prepared in-house by the faculty of the department and the faculty from sister universities.

The e-material provided is the general guide and covers the course content in order to make the learner to understand core content of the course concerned. Learner are advised to make use of the reference books in the list of books provided along with the syllabus.

**E-tutorials and discussion forums:** There will be e-tutorials for a required / minimum no. of days normally. A minimum of 15 days for instruction by experienced and scholarly faculty will be arranged for each paper. There shall be interaction built around

lectures, discussions, individual and group activities. A test will be conducted for the candidates in each paper at the end of e-tutorials programme.

**Student support service:** Students can interact with the Office/Faculty through e-mails and personal visits. SMS alert facility for the students regarding dissemination of information relating to conduct of e-tutorials and Project submission deadlines etc. Student Support Service is provided through online mode and grievance handling mechanism is adopted with the help of supporting technical staff. All necessary and relevant information are uploaded in the dedicated website: [www.kuvempu.ac.in](http://www.kuvempu.ac.in) (Distance and Online section). Internal Assignments with Guidelines, previous years question papers, notifications timetables and results are available from the website.

## **F. PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION:**

As outlined in Section-B, Kuvempu University has a policy to provide opportunity to maximum number of eligible and desirous candidate from all sections of the Society including a class having of low-level of disposable income, rural dwellers, women unskilled men minorities etc.

- (i) **Eligibility for the Programme:** Bachelor of Commerce (B. Com) or Bachelor of Business Administration (BBA) or any other equivalent degree.

All the candidates who fulfill eligibility criteria are admitted to the programme. If university decides for maximum number of candidates for the Programme, admissions are made first come first basis.

### **(ii) Admission Process**

- Notification issued by the Directorate of Distance Education and Online Programmes in Regional and National Newspapers and in the official website.
- Uploading of the Application by the candidate through Online only.
- Payment of fee through digital or e-payments (various options like net banking etc.).
- Submission of the printout of the application by the candidate to DDE along with original documents for eligibility, date of birth etc., and along with fee paid document.
- Verification of applications- for fulfillment of eligibility criteria (marks cards) documents, fee paid details.
- Approval of the admission and issue of e-learning / study material to the students.

### **(iii) Fee Structure**

Detailed fee structure (semester wise) shall be notified separately by the Directorate of Distance Education. Fee structure in subject to upward revision annually, with the approval of the authority of the university.

**Financial Assistance:**

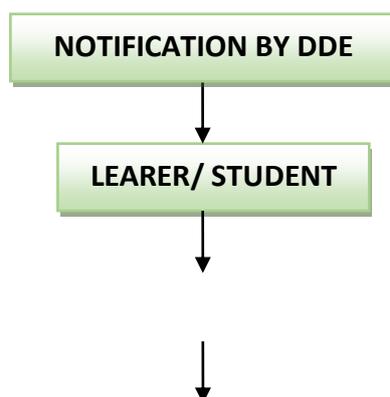
- SC/ST and OBC Students can avail scholarship/fee reimbursement from the concerned State Departments/Agencies
- Fee Concession to Physically Handicap Candidates.
- Fee concession to Employees of the University and their dependents.
- Fee concession to Ex- servicemen.
- Scholarships and education supports extended by various Governmental and Non-Governmental agencies.

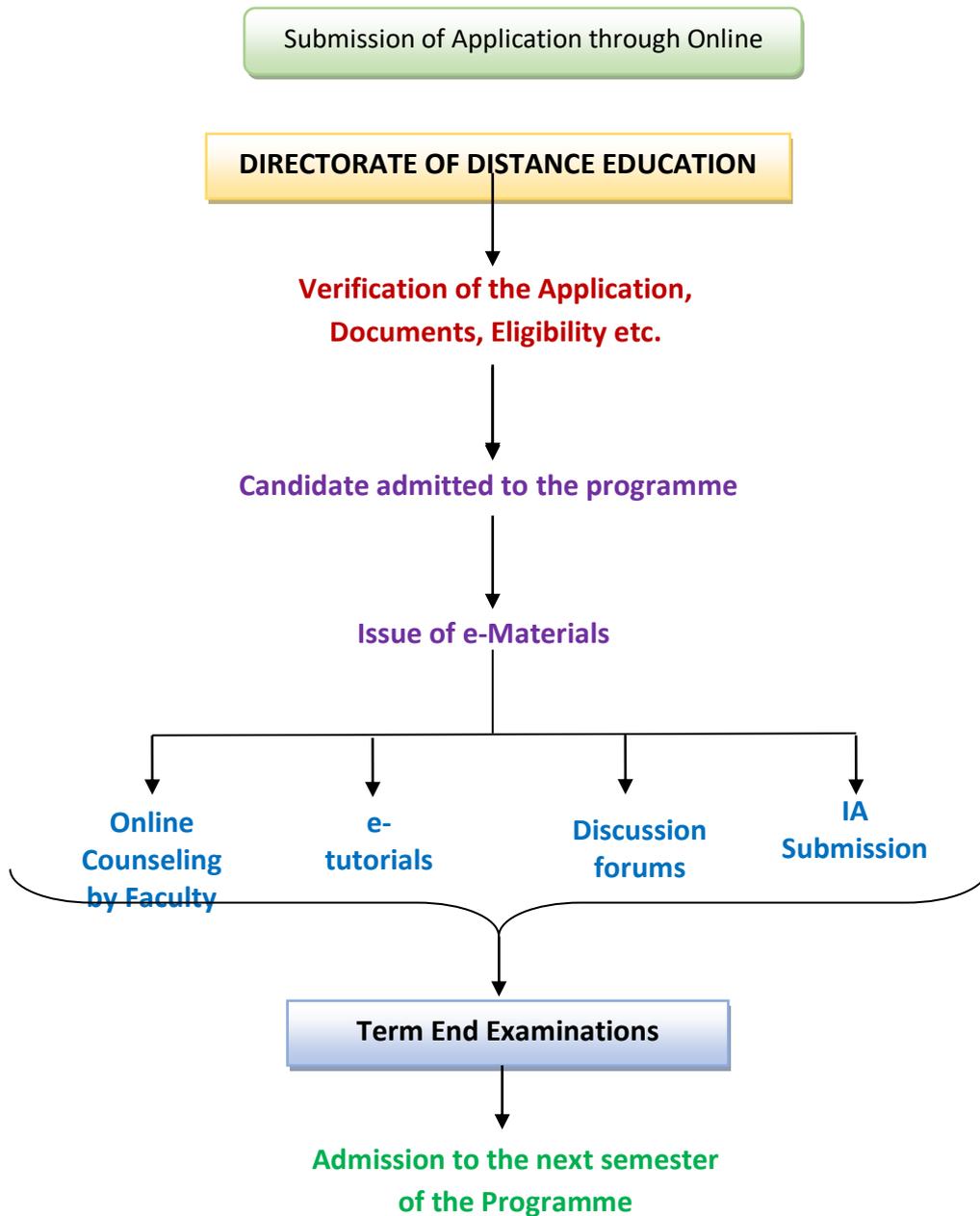
**(iv) Academic Calendar / Activity Planner (General)****Session:1 – July Cycle**

SN	Name of the Activity	From (Month)	To (Month)
1	Admissions	July I week	September end
2	Distribution of Learning Material	July	September
3	Counseling/ e-tutorials / discussion forums	September	November
4	Assignment Submissions	November	November
5	Evaluation of assessments	November	November
6	Examination	December	December
7	Declaration of Results	January end	February
		(of next calendar year)	
8	Registration to next semester	January I week	February end

**Session:2 – January Cycle**

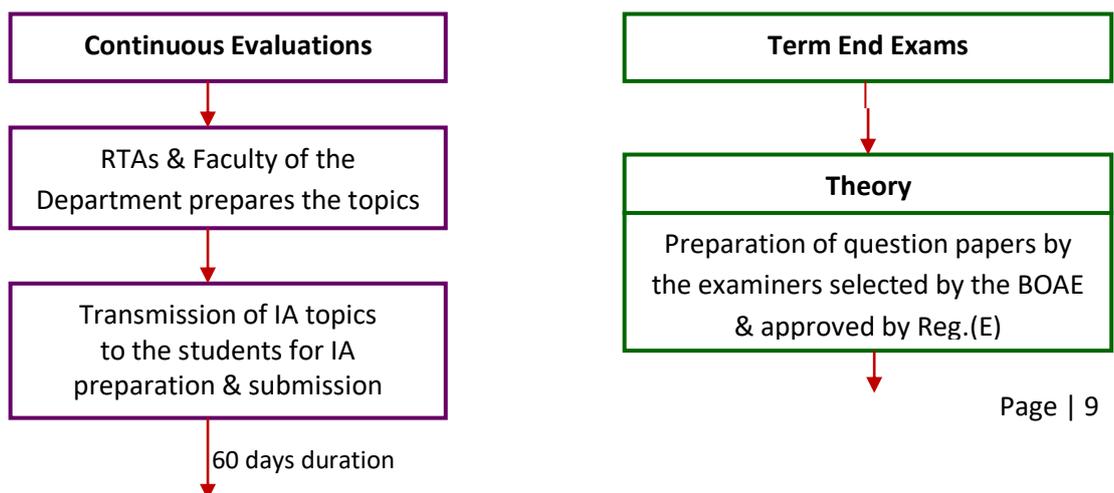
SN	Name of the Activity	From (Month)	To (Month)
1	Admissions	January I week	February end
2	Distribution of Learning Material	January	February
3	Counseling/ e-tutorials / discussion forums	March	April
4	Assignment Submissions	March	April
5	Evaluation of assessments	May	May
6	Examination	June	June
7	Declaration of Results	July	August
8	Registration to next semester	July I week	August end

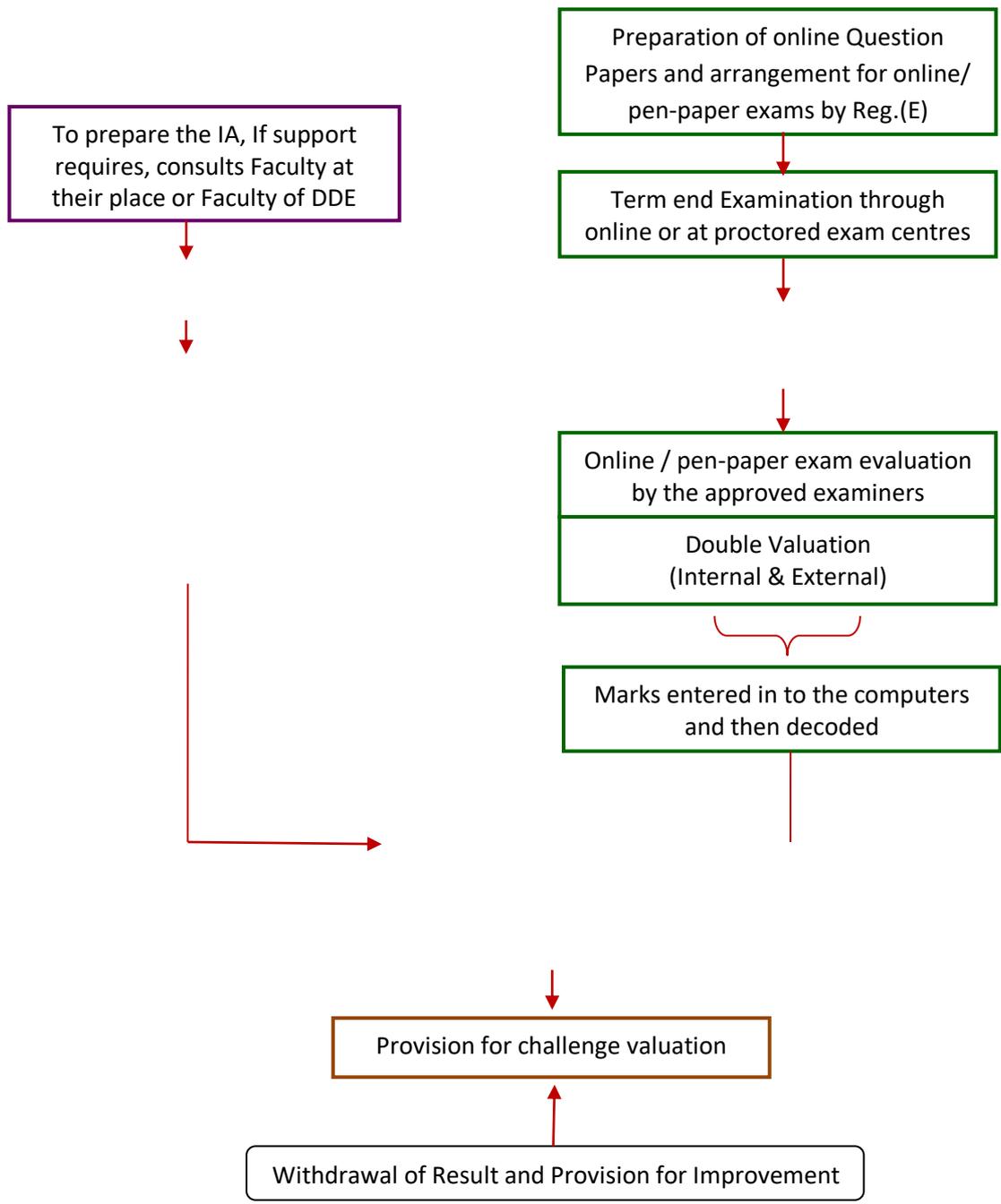
**Generalised Academic Flow Chart for the Distance Mode Learners**



(v) **Evaluation of Learner Progress**

Evaluation Process is given here in the form of Flowchart.





**Internal Assessments:**

- As a part of continuous assessment the Learner will be provided with online/offline assignments in the booklets provided by DDE and learners to submit them to the Directorate of Distance Education within the specified date. The Topics & Instructions for I.A. will be notified in the Students Corner section of the website and also issued to the learners through online.
- It is mandatory to submit the I.A. in the same year of registration. However, if the candidate failed to take up the term end examination, for any reason, such candidate can submit the I.A. in the next year with prior permission from the DDE.

- All students are expected to complete the above assessments before taking the Term end Examination.
- There is no provision for resubmission of I.A.

**Provision for class tests and workout exercises:** during e-tutorials and discussion forums.

**(vi) Term End (written) Examination:**

**Duration:** Duration: 3 hours, **Maximum marks:** 80

**Questions pattern:** There shall be multi-choice descriptive or objective type questions in each of the courses. The marks for each questions may vary based on objective type/ short answer / long answer questions.

**Declaration of class:** At the completion of Programme/ evaluation the class will be awarded on the basis of the aggregate of marks at both previous and final examinations taken together.

Pass Class	:	40% of marks or above but below 50% of marks.
Second class	:	50% of marks or above but below 60% of marks.
First Class	:	60% of marks or above.

Separate Ranks and Medals are awarded to Online Learners. Policy for awarding ranks and medals are same as the one followed for the Regular mode Programme.

**Reappearing for Exams:** Unsuccessful candidates at the Term End Examinations of a particular year are required to reappear for those courses/examinations only as per the syllabus of that year. The repeaters are therefore advised to preserve the syllabus and e-material until they pass the final year of the course. Learners can upload their repeater application directly through Online after the notification issued for the same.

Learners will have to complete all the exams within double the duration of the programme (and not the number of attempts). The double the duration is reckoned from the year and the session of registration.

A candidate is permitted to register for the final year examination irrespective of the number of courses failed at the previous theory exams.

**(vii) Other Policy/Provisions**

**Renewal of Registration:** Students who have not registered for the subsequent semesters immediately after the completion of first / pervious semester due to any personal/unforeseen reason, they can reregister in the sub- sequent years/ sessions. They have to pay a Programme fee plus nominal re-registration fee based on number of sessions lapsed. However they should complete the Programme within the maximum permissible period, ie., 4 years.

**Bonafide student certificate:** Those candidates who require Bonafide Certificate/ Study Certificate can obtain by submitting a written request or a filled in prescribed application form (available from the University website) along with specified fee paid either through digital / e-payment provisions.

**Change of Address:** Any change in the address of the students should be intimated to the Directorate immediately along with the specified fee payment. No change of address will be entertained once the students receive their examination hall ticket. The Directorate of Distance Education is not responsible for missing correspondence due to change of address without getting address changed at DDE.

**Name Correction:** Change of Name, if only wrongly entered by the learner in the online, he/she has to make a written request along with relevant documents as proof of change of name, and by paying specified fee.

**Duplicate Registration Card:** For issue of duplicate Admission/Registration/ Enrollment card specified fee will be charged.

**Transfer Certificate:** A Transfer Certificate is not required for admission to any of the KUDDE courses. The Directorate will also not issue Transfer Certificate at the time of completion of the course. However, for Lateral Entry admissions a migration and transfer certificate will be required from such students.

**Change of Examination Centre:** DDE will not entertain any change of proctored examination center unless there is a proof of change of address and it is permissible.

**Discrepancies in Marks cards and certificates:** In case of any discrepancies observed in the marks card/ certificates etc., candidates have to bring it to the notice of the Registrar (Evaluation), through online within a period of 3 months from the date of issue of the document. Certification issues / requests are addressed through **Pariksha Mitra** banner in the University website.

**Miscellaneous:** All the original certificates submitted by the candidates in connection with their admission, registration will be returned to them from the Office of the DDE along with the registration certificate. In case any of their certificates are not received back, they must bring the same to the notice of The Director, DDE, Kuvempu University, immediately.

**Preservation of Answer Scripts / IA Scripts:** The pen-paper mode examination/ assignments answer scripts of term-end Exams will be preserved for a maximum duration of 6 months from the date of announcement of results/ revaluation / challenge valuation results. Any query or request for verifications may be submitted through online within the notified period only.

Any discrepancy observed regarding IA marks a written / online request may be submitted to DDE within three months from the date of issue of results. Later request may not be accepted.

Students are advised to refer the website for notifications regarding preservation of various documents, issued from time to time.

Notwithstanding any conditions mentioned above the University reserves the right to change, alter, and amend any of the above clauses/conditions. In matters of fees for unforeseen issues / certificates/ endorsements the University may fix the amount subject to the existing fee structure or change it from time to time.

**Post-Examination Related Issues:** Submission of applications for - Convocation (Degree) Certificates, Duplicate Marks Cards, Provisional Pass Certificate (PPC), Name Correction, Consolidated Marks Cards, removal of NCL, Academic Transcript, verification of genuineness of Marks Cards and Certificates, and Processing Certificates can be done through online. Learners can directly apply online for the same. For all enquiries and clarifications regarding said issues Learners can contact the DDE Section in the Office of the Registrar (Evaluation). Contact details, telephone and e-mail ID, of the Helpdesk at the O/o the Registrar (Evaluation) are given in the website.

## **G. LIBRARY RESOURCES**

A well established library facility shall be made available with the support of the university library. In the campus we have modern and well equipped library in Kuvempu University with excellent infrastructure facilities for reading, browsing and reference to the students, teachers and research scholars. The library has kept pace with modernisation by introducing CD ROM data base, internet and e-mail facilities. It is also a nodal centre for INFLIBNET, access is available to 10,000 + e-journals online under the UGC- infonet Consortia. There is a well developed digital library and campus network interconnecting all the Post-Graduate departments and offices in the campus.

Further, Learners can access the Open and Online learning platforms such as Swayam, MOOCs and such other UGC approved provisions. DDE shall arrange to send the e-materials to the learners directly.

## **H. COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS**

Cost Estimated of the Programme is based on following components

– calculated for an admission of 100 Students:

<b>SN</b>	<b>Component</b>	<b>App.Estimate (in Lakh Rupees)</b>
1	e-content/ SLM Development – Course Writer honorarium, Review setting, editing, SLM conversion etc.	4.32
2	Publicity, Awareness Information Decimation Programmes *	0.15
3	Conduction of Counselling, e-tutorials, etc.	2.22
4	Student Support Services *	0.30
5	TA/DA Meeting Expenses *	0.17
6	Continuous Evaluation / IA	0.18
7	Examination and Certification	2.33
8	Office Automation/ICT/ Communication Related	0.34

	Infrastructure*	
9	Library / Digital resources*	0.22
10	Staff Salaries/ Remunerations/ Other Honorariums – Teaching, Non-Teaching/Technical/Supporting*	2.00
11	Office Infrastructure*	0.24
12	Proctored Examination Centre Expenses*	0.26
13	Others – Office Contingence, Post/Courier, Vehicle Maintenance, Fee reimbursement and such others.*	0.58

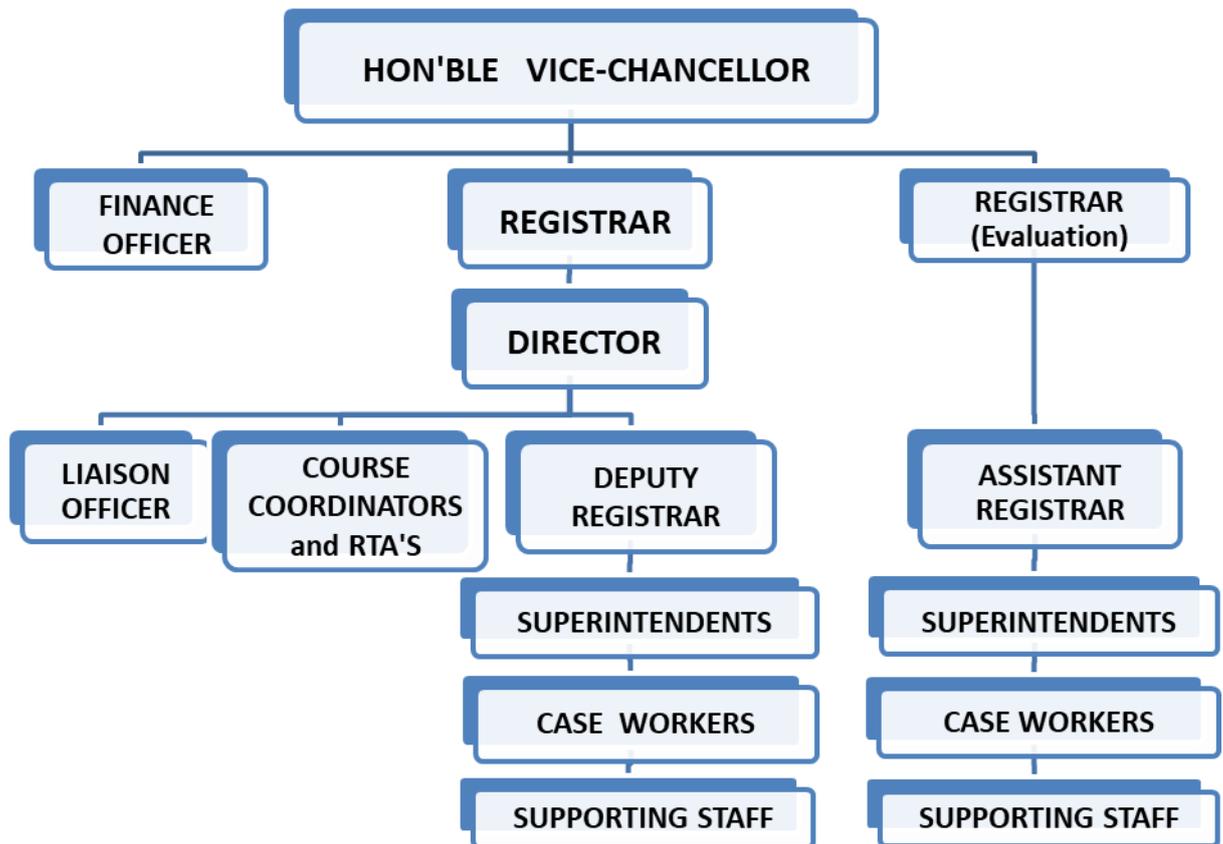
Note: \* costs that will be incurred collectively for all the Programmes, but given here are the fractions of the total, considering 100 students admission to the Programme.

## **I. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES**

### **(a) Organizational Structure, Management and Monitoring Mechanism**

The Organizational Structure of the Kuvempu University Directorate of Distance Education (KUDDE) is given below in the form of flowchart.

For the administrative and policy decisions, and reviewing and monitoring of the ODL and OL activities, Kuvempu University has a Monitoring Committee (MC) Chaired by the Honorable Vice-Chancellor. The Registrar, Registrar (Evaluation), Finance Officer, Deans of all the Faculties, Chief Librarian, One Syndicate Member, One Academic Council Member and the Regional Director of the IGNOU, are its members. The Director, DDE is the Organising Member. The operational plans, goals and policies are decided by the MC, and all the decisions and policy matters are placed before the Monitoring Committee before implementation. The Committee normally meets twice a year to review the ODL Programmes and activities.



Academic Advisory Committee (AAC) of the DDE will review the academic programme performance, content delivery mechanism. Issues regarding course content and syllabi revision of all the Programme offered in ODL mode are discussed and decided in AAC. The Registrar will be the Chairman of the AAC, and Registrar (Evaluation), Chairpersons of all BOSs of the concerned Departments will be the members. The Director/ Deputy Director of the DDE is the Organising Member.

All the major decisions including financial, planning and implementation which are discussed in the MC meeting are placed before the Syndicate of the University and after its approval they will come into force.

The decisions taken by the AAC are placed through the concerned bodies like, BOS/ Examination wing (for evaluation and certification issues) and finally placed before the Academic Council of the University for its approval.

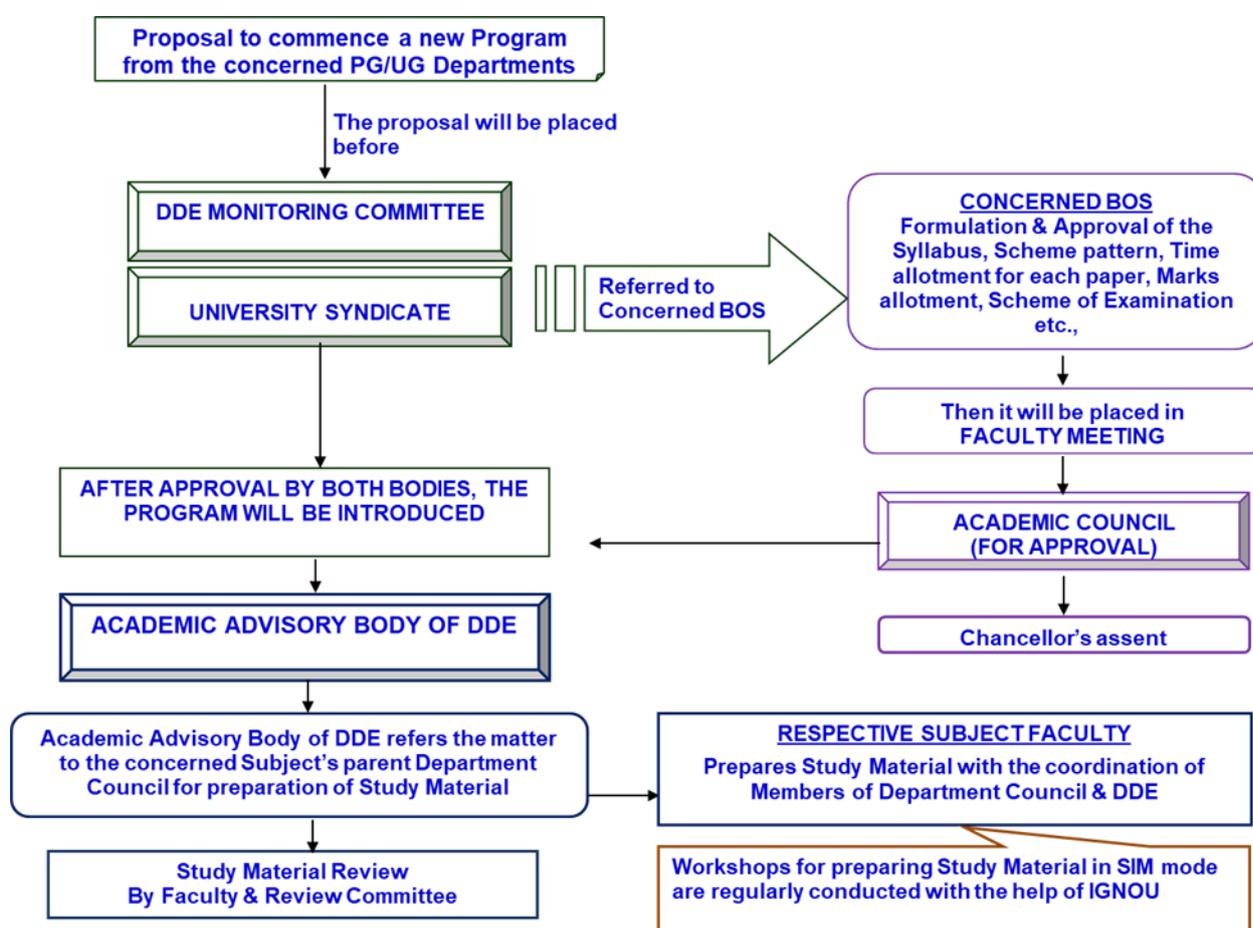
For the internal quality assurance mechanism there is a separate body of Centre for Internal Quality Assurance Cell headed a Director and senior faculty members from faculties will be the members of the committee.

**(b) Programme Development and Approval Processes.**

Proposal from the concerned PG/ UG department to commence a new Programme will be placed before Monitoring Committee of the DDE/ Syndicate. Then it will be referred to the concerned BOS for formulation and approval of the syllabus and Program Project

Report. Programme structure, time allotment for each paper, marks allotment, scheme of examination etc. are fixed by the BOS, then it will be placed in the Faculty meeting and then Academic Council for its approval. After approval by both the bodies, the programme will be introduced. The Academic Advisory Body of DDE refers the matter to the concerned Subject's/ parent Department Council for preparation of e-Material. The concerned subject faculty will coordinate with the DDE and the Department Council, as he/ she is one of the member in it. Workshops for preparing e-Material in SLM mode are regularly conducted and preparation of course material in SLM mode is in progress.

The various steps involved in programme development, approval and implementation are depicted in the flowchart given below.



**(c) Programme Monitoring and Review**

As a part of the regular monitoring mechanism, feedback from the Learners is obtained at the end of each of the face-to-face programmes - both through discussion and through written feedback form. Feedback form includes mainly three aspects – about appropriateness/ usefulness of learning (study) materials, effectiveness of orientation/ each semester sessions and internal assessments/continuous assessment process. Learner can give their opinion, suggestions and complaints, if any, through the online feedback form. Issues raised in feedback are addressed at appropriate level.

There is also Learner Support Service and Grievance Cell in DDE in order to address the day-to-day issues faced by the Learners. The Faculty / Research and Teaching Assistants at DDE and the Coordinators of the concerned subjects/ courses are available for the learner support services. These apart, regular meetings of concerned faculty are conducted in order to plan the programme delivery and practical session's activity.

It is the policy of the KUDDE to make available the expert faculty of the PG Departments/ Colleges (for UG) and experts from the sister universities in the state who are regular faculty in the respective subjects for the ODL and online programmes.