

**Savitribai Phule Pune University**

**Revised Syllabus**

**Master of Business Administration  
(MBA)**

**Choice Based Credit System and Grading System**

**Two Year Full Time Four Semester**

**POST GRADUATE PROGRAMME**

**MBA I Year Curriculum Applicable w.e.f. AY 2016-17**

**MBA II Year Curriculum Applicable w.e.f. AY 2017-18**

## 1. Title

**Name of the Programme:** Master of Business Administration (MBA).

**Nature of the Programme:** MBA is two year full time post-graduate degree programme.

**2. Preamble:** The revised curriculum for MBA is developed keeping in mind the *national priorities* and *international practices*. It also attempts to align the programme structure and course contents with student aspirations & recruiter expectations. This syllabus also attempts to align with National Goal of “Make in India”, “Start – Up and Stand – Up India” and “Digital India”.

**2.1 Need for Revision of the Curriculum:** The MBA programme curriculum of the Savitribai Phule Pune University was last revised in the AY 2013 and there was a need for revision of the curriculum in view of the dynamism in the industry practices, evolution in technology and the evolving expectations of key stakeholders viz. students, the industry and faculty members at large. It also has relevance due to changed technological, social, cultural and economic environment of the nation.

Specifically, the triggers for the comprehensive revamp of the curriculum are -

- a) **New Skills & Competencies desired due to dynamic business environment:** Jobs of today were perhaps not created about 5 years ago. This aspect has a direct linkage with contents and structure of syllabus across the *Knowledge, Skills and Attitude (KSA) dimensions*, which calls for frequent and meaningful updating of the curriculum.
- b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the *communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude* of the MBA graduates. *Newer and innovative evaluation methods* are necessary to address these concerns of the industry.
- c) **Application Orientation:** There is a pressing need to *imbibe application oriented thinking*, based on sound knowledge of management theories, principles and concepts. Management education needs to move out of the classrooms and instead focus on *group activity, field work, experiential learning, etc.* This can be achieved only through a radical change in the evaluation pattern and course delivery methodology.
- d) **Changing mindset of the Learner:** The profile of the students for the management programme, their learning styles and the outlook towards higher education has undergone a gradual transformation. The expectations of the students from the MBA programme have changed over the last decade.
- e) **Integrate a basket of skill sets:** B-Schools are expected to imbibe varied aspects of ‘learning beyond the syllabus through innovative curriculum design, contemporary syllabus, effective delivery and comprehensive evaluation.
- f) **Entrepreneurial aspirations and preparedness for the same:** The youth now aspires to become masters of their own and wish to start up their new ventures. These will create further growth opportunities.

Specifically the following skill sets are in focus:

- i. Reading & Listening Skills
- ii. Problem Definition & Problem Solving Skills
- iii. Application of Technology Tools
- iv. Mastery of Analytics (Quantitative Aspects)
- v. Sensitization to Cross-Functional skills
- vi. Sensitization to Cross-Cultural skills
- vii. Sensitization to Global perspectives
- viii. Peer-based Learning - Working in groups
- ix. Learning by application and doing – Experiential learning
- x. Team building basics and its orientation

**2.2 MBA Programme Objectives:** The MBA programme prepares a student for a career in diverse sectors of the industry domestically and globally. The MBA programme facilitates learning in theory and practice of different functional areas of management and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-corporate sector as well.

Students also expect to become entrepreneurs. Their aspirations also require a broad based learning encompassing the end to end processes involved in developing entrepreneurial skills. Institutes, Faculty and Students need to move away from the excessive focus on industry and look at needs and demands of broader sections of the society also.

**Specifically the objectives of the MBA Programme are:**

1. To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
4. To harness entrepreneurial approach and skillsets.

**2.3 Highlights of the New Curriculum:** The New Curriculum intends to add immense value to all stakeholders by effectively addressing their requirements in more than one way by:

1. Enhancing *the brand value of the MBA programme of the Savitribai Phule Pune University*.
2. Providing the much needed flexibility to individual Institutes to carve a niche for themselves.
3. Emphasizing the *centrality of the student and teacher-student relationship* in the learning process.
4. Focusing on '*Concurrent Evaluation*' i.e. continuous evaluation throughout the programme.
5. Empowering the Institutes through *cafeteria approach – by providing Generic Core, Subject Core, Generic Elective, and Subject Elective Courses*. This shall provide in-built flexibility in the curriculum to help the institutes to offer tailor made courses preferred by students, from a wider basket of courses.
6. Evaluating *all Half Credit Courses completely on Concurrent Evaluation* pattern.
7. Emphasizing *Experiential Learning* aspect through Half Credit Courses.
8. Supplementing traditional classroom teaching/learning with focus on *group activity, field work, experiential learning, self-study, projects, Industry Exposure Programmes* etc.
9. Incorporating new specializations viz. Retail Management, Services Management, International Finance, Travel & Tourism, Media & Communication and Entrepreneurship Development thereby providing wider choice to the students.
10. A thorough revamp of Systems and Operations Specializations to make them more meaningful and attractive to BCA, BCS, BE students.
11. Providing opportunity to students to choose courses from other electives to explore *cross-functional issues*.
12. Emphasizing on *Research, Inter-personal, Analytical, Cross-Cultural, Entrepreneurial Skills, and Global aspects* of managerial careers throughout the curriculum.

**3. Pattern:** The Programme comprises of 4 Semesters and adopts the Choice Based Credit System (CBCS) and Grading System.

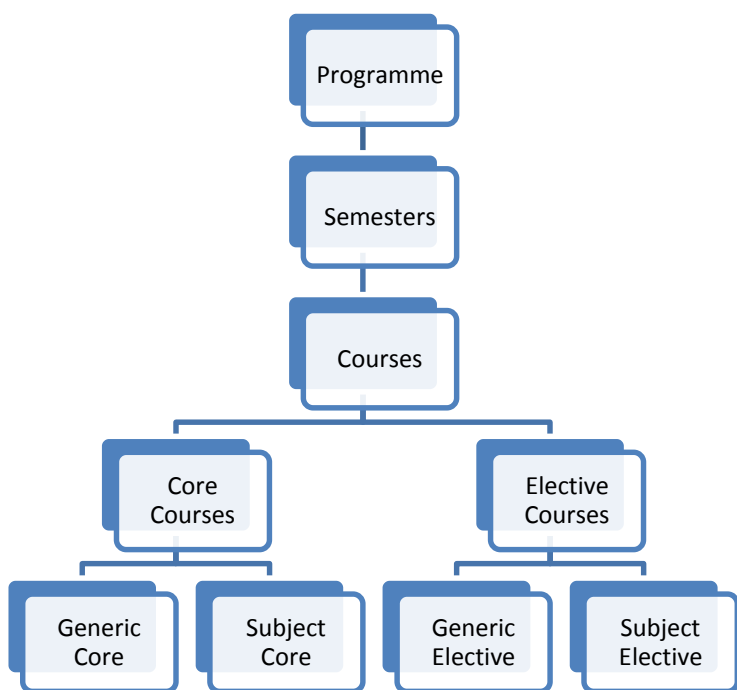
**3.1 Choice Based Credit System:** Choice Based Credit System (CBCS) offers wide ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works on the fundamental premise that students are mature individuals, capable of making their own decisions.

**CBCS enables a student to obtain a degree by accumulating required number of credits prescribed for that degree.** The number of credits earned by the student reflects the knowledge or skill acquired him / her. Each course is assigned a fixed number of credits based on the contents to be learnt & the expected effort of the student. The grade points earned for each course reflects the student's proficiency in that course. CBCS is a process of evolution of educational reforms that would yield the result in subsequent years and after a few cycles of its implementation.

**3.1.1 Key features of CBCS:**

1. **Enriching Learning Environment:** A student is provided with an academically rich, highly flexible learning system blended with abundant provision for skill practice and activity orientation that he/she could learn in depth without sacrificing his/her creativity. There is a definite movement away from the traditional lectures and written examination.
2. **Learn at your own pace:** A student can exercise the option to decide his/her own pace of learning-*slow, normal or accelerated plan*. Students can select courses according to their aptitude, tastes and preferences.
3. **Continuous Learning & Student Centric Concurrent Evaluation: CBCS** makes the learning process continuous and the evaluation process is not only made continuous but also made learner-centric. The evaluation is designed to recognize the capability and talent of a student.
4. **Active Student-Teacher Participation:** CBCS leads to quality education with active teacher-student participation. This provides avenues to meet student's scholastic needs and aspirations.
5. **Industry Institute Collaboration:** CBCS provides opportunities for meaningful collaboration with industry and foreign partners to foster innovation, by introduction of electives and half credit courses through the cafeteria approach. This will go a long way in capacity building of students and faculty.
6. **Interdisciplinary Curriculum:** Cutting edge developments generally occur at the interface of two or more discipline. Interdisciplinary approach enables integration of concepts, theories, techniques, and perspectives from two or more disciplines to advance fundamental understanding or to solve problems whose solutions are beyond the scope of a single discipline.
7. **Employability Enhancement:** CBCS shall ensure that students enhance their skill/employability by taking up project work, entrepreneurship and vocational training.
8. **Faculty Expertise:** CBCS shall give the Institutes the much needed flexibility to make best use of the expertise of available faculty.

### 3.1.2 Programme Structure in Choice Based Credit System:



**3.2 Time Schedule:** An academic year is divided into two terms – I and II. Each term has one semester. Term I shall have SEM I and III, whereas Term II shall have SEM II and IV. In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examinations and evaluation purposes.

For students, each week has 40 working hours spread over 5/6 days a week consisting of lectures, tutorials, assignments, class participation, library work, special counseling, Sports, project work, field visit, youth welfare and social activities.

**3.3 Course:** A “Course” is a component of programme, i.e. in the new system; papers will be referred to as courses. Each course is identified by a unique course code. While designing curriculum, course can have defined weightage. These weightages are called credits.

Each course, in addition to having a syllabus, has learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/ laboratory work/ field work/ project work/vocational training /viva voce etc. or a combination of some of these.

**3.3.1 Core Courses:** The Curriculum comprises of Core Courses and Elective Courses.

Core courses are the foundation courses of management education. They are compulsory for all the students. Core courses are of two types: Generic Core & Subject Core.

**Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as **Hard Core Courses**.

**A Hard core course may be a Theory, Practical, Field based or Project Work based subject which is a compulsory component in the Programme Structure.**

**Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations). These are also known as **Soft Core Courses**.

Following Specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Information Technology Management (IT)
4. Operations Management (OPE)
5. Human Resources Management (HR)
6. International Business Management (IB)
7. Supply Chain Management (SCM)
8. Rural & Agribusiness Management (RABM)
9. Family Business Management (FBM)
10. Technology Management (TM)
11. Banking and Insurance Management (BIM)
12. Healthcare Management (HM)
13. Entrepreneurship Development (ED)
14. Services Management (SM)
15. Retail Management (RM)
16. Digital Media & Communication Marketing(MC)
17. Tourism and Hospitality Management (THM)
18. Defence Management (DM)

Students shall study 2 Full Credit Courses & 4 Half Credit Courses in Semester III and IV each for specialization courses i.e. a total of 16 specialization courses of which 4 are full credits and 8 are half credits.

- Generic Core courses in Semester I provide *foundations of management*.
- Generic Core courses in Semester II focus on *functional areas*.

- Generic Core courses in the Semester III and IV are *integrative* in nature along with the Subject Core subjects.

**3.3.2 Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:

- Very Specialized or advanced course focusing on a specific aspect
- Supportive to the discipline of study
- Providing an extended scope
- Enabling an exposure to some other discipline/domain
- Nurturing candidate's proficiency/skill.

**Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

**Subject Elective:** A 'Discipline centric' elective is called 'Subject Elective.'

- Generic Elective courses, in Semester I and II facilitate self-development and skill building.
- Subject Elective courses, in the Semester III and IV are focused on a specialization.

**Open Elective:** A subject elective course chosen generally from an unrelated discipline/ subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in a discipline / subject may be treated as an Open Elective by other discipline / subject and vice versa.

**Choice of Cross Functional Half Credit Courses (Subject Elective chosen as Open Elective):** Out of the 8 half credit subject elective courses (to be taken collectively in Semester III and IV); *a student may choose 2 half credit subject courses from another elective* (i.e. other than his chosen elective). The student may exercise this choice either in Semester III and/or in Sem IV. The final say in this matter shall rest with the Director of the Institute.

*Generic and Subject Electives will provide flexibility to each Institute to offer courses based on: -*

- Intended positioning of the Institute
- Targeted Industry Linkages – sectoral requirements and networking at the Institute Level
- Student Composition – rural/urban, commerce/engineering/others, fresh/experienced, etc.
- Present & Future Faculty Competencies – generic and specialization areas
- Locational Aspects - rural/urban/ semi-urban

*An Institute may offer varied combinations of Half Credit courses to various groups of students enrolled in a particular academic year / enrolled for a particular specialization based on student interests and competencies, faculty availability.*

**3.4 Pre-requisites for successful implementation of CBCS:** The success of the CBCS also requires certain commitments from both the students and the teachers.

- The student should be regular and punctual to his classes, studious in carrying out the assignments and should maintain consistency in his tempo of learning. He should make maximum use of the available library, internet and other facilities.
- The teachers are expected to be alert and punctual and strictly adhere to the schedules of teaching, tests, seminars, evaluation and notification of results.
- All teachers should notify the tentative schedule of teaching and tests of the entire semester, including the dates of tests, dates of score notification and all other schedules, which can be planned in advance.
- The teachers are expected to adhere to unbiased and objective evaluation and marking of concurrent evaluation scores (internal examinations) which will not only maintain the confidence of the students, but, at the same time, ensure that merit is given due credit.
- Transparency, objectivity and quality are the key factors that will sustain a good CBCS system.
- At the post-graduate level, and in a professional programme, the syllabus is to be looked upon as the bare minimum requirement to be fulfilled and sufficient emphasis shall be laid on contemporary aspects, going beyond the syllabus.**

### 3.5 Credits

**Credit:** The definition of 'credits' can be based on various parameters—such as the learning hours put in, learning outcomes and contact hours, the quantum of content/syllabus prescribed for the course.

The credit system requires that a student progresses in the academic programmes not in terms of time (years or semesters), but in terms of courses.

Each course is assigned a certain credit, depending on the estimated effort put in by a student. When the student passes that course, he/she earns the credits associated with that course.

In the Credit system the emphasis is on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L) + Tutorials (T) + Practical / Project Work (P) i.e. LTP Pattern**.

The effort of the learner for each Credit Point may be considered under two parts –

- a) One part consisting of the hours actually spent in class room / practical / field work instructions and
- b) The other part consisting of notional hours spent by the Learner in self-study, in the library, peer interactions, case study, writing of journals and assignments, projects etc. for the completion of that course.

Every course offered shall have three components associated with the teaching-learning process of the course, viz.

- a) Lecture – L : Classroom sessions delivered by faculty in an interactive mode
- b) Tutorial- T : Session consisting of participatory discussion/ self-study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture sessions
- c) Practice - P: Practice session /Project Work consisting of Hands-on experience / Field Studies / Case studies that equip students to acquire the much required skill component.

*In terms of credits, for a period of one semester of 15 weeks:*

- a) every ONE hour session per week of L amounts to 1 credit per semester
- b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

*The teaching / learning as well as evaluation are to be interpreted in a broader perspective as follows:*

- a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, Self-study, etc.
- b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, Research papers, Term papers, etc.

A course shall have either or all the three components, i.e. a course may have only lecture component, or only practice component or a combination of any two or all the three components.

The total credits earned by a student at the end of the semester upon successfully completing a course are 'L + T + P'. The credit pattern of the course is indicated as L: T: P.

If a course is of 3 credits then the different credit distribution patterns in L: T: P format could be 3:0: 0, 1:2: 2, 2: 0: 2, 2: 2: 0, etc. In no instance the credits of a course can be greater than the number of hours (per week for 15 weeks) allotted to it.

**Full Credit Course:** A course with weightage of 3 credits is considered as a full course. (Except for Summer Internship Project and Dissertation which are full credit courses with 4 Credits each.)

**Half Credit Course:** A course with weightage of 2 credits is considered as a half course.

The MBA programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

### **3.6 Adoption of Credit and Grading System**

*As per national policy and international practices, we have adopted the Credit and Grading System for the MBA programme w.e.f. AY 2013-14.*

#### **3.6.1 Rationale for adoption of the Credit and Grading System:**

a) **Learner's Perspective:** The current practice of evaluation of student's performance at the end of a semester is flawed. The students are expected to express their understanding or mastery over the content included in their curriculum for a complete semester within a span of three hours and their efforts over the semester are often completely ignored. It also promotes to an unhealthy practice of cramming before the examinations and focusing on marks rather than on learning.

b) **Evaluation Perspective:** The present system of evaluation does not permit the flexibility to deploy multiple techniques of assessment in a valid and reliable way. Moreover, the current practice of awarding numerical marks for reporting the performance of learners suffers from several drawbacks and is a source of a variety of errors. Further, the problem gets compounded due to the variations in the marks awarded in different subjects. The 'raw score' obtained by the learner, is, therefore, not a reflection of his true ability.

In view of the above lacunae, it is desirable that the marking system used for the declaration of results is replaced by the grading system. The system of awarding grades provides a more realistic picture of learner's ability than the prevailing marking system. *Excellence in quality education can be achieved by evaluating the true ability of the learners with the help of continuous evaluation.*

#### **3.6.2 Salient features of the grading system:**

1. In this system, students (learners) are placed in ability bands that represent a range of scores. This ability range may be designated with alphabetical letters called as 'GRADE'.
2. Grading reflects an individual learner's performance in the form of a certain level of achievement.
3. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F
4. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner.
5. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

**3.6.3 Basics of Credit and Grading System:** Grading is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.

Grading is carried out in a variety of ways. The classification of grades depends upon the reference point.

With 'Approach towards Grading' as the reference point, Grading may be classified as:

- a) **Direct grading:** When the performance exhibited by the examinees is assessed in qualitative terms and the impressions so obtained by the examiners are directly expressed in terms of letter grades, it is called, '*Direct Grading*'.



- b) **Indirect grading:** When the performance displayed by the examinees is first assessed in terms of marks and subsequently transformed into letter grades by using different modes, it is called, '*Indirect Grading.*'

With 'Standard of Judgment', as the reference point Grading may be classified as:

- a) **Absolute grading:** The method that is based on a predetermined standard which becomes a reference point for the learner's performance is called 'Absolute Grading'. This involves direct conversion of marks into grades irrespective of the distribution of marks in a subject.
- b) **Relative grading:** Relative Grading is popularly known as grading on the curve. The curve refers to the normal distribution curve or some symmetric variant of it. This method amounts to determining in advance approximately what percentage of learners can be expected to receive different grades, such as O,A,B,C,D,E,F. In this grading system the grade is not determined by the learner's performance but on the basis of group performance.

Absolute grading has several advantages such as –

- a) the procedure is simple and straightforward to use,  
b) each grade is distinctly understandable,  
c) the learner has the freedom to strive for the attainment of the highest possible grade and  
d) It enables the learners to know their strengths and weaknesses.

The few limitations in Absolute Grading method are that –

- a) The distribution of scores is taken at its face value regardless of the errors of measurement creeping in due to various types of subjectivity.  
b) Besides, the cut-offs of different categories are also arbitrarily decided.

It is proposed to use the **Indirect and Absolute Grading System for the MBA programme**, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the Learners can be reflected after considering the Credit Points for any given course. However, the **overall evaluation shall be designated in terms of Grade.**

**3.7 Session Duration:** Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way. Batch size for tutorials shall be 50% of the normal class size, subject to a minimum of 30 students.

**3.8 Courses Offered:** Institutes are free to offer only a *select number of specializations* from amongst the list provided by the University. Likewise, institutes may provide only a *sub-set of the generic electives, subject electives* as prescribed semester-wise in the Programme structure.

However, it shall be mandatory for the Institutes to provide all information relating to the specializations offered, generic electives, subject electives, their respective credits, evaluation pattern, etc. to all the students so as to enable them to make an informed choice. Such information should be hosted on the website/prospectus of the Institute in sufficient advance, prior to commencement of the classes. Other information such as the credits, the prerequisites, and syllabus shall also be hosted on the website of the institute.

**3.9 Registration:** *It is mandatory for every student, to register every semester, for the courses opted under CBCS system, for that semester.*

Such registration forms the basis for a student to undergo concurrent evaluation, online evaluation and end-semester examination. Application forms for University examinations are to be filled up based on the choices finalized during the registration process and submitted to the University along with the prescribed examination fee.

### 3.9.1 Registration Process:

- i. Each student, on admission shall be assigned to a **Faculty Advisor** who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile and career objectives.
- ii. With the advice and consent of the Faculty Advisor the student shall register for a set of courses he/she plans to take up for the Semester.
- iii. The student should meet the criteria for prerequisites, if defined for a course, to become eligible to register for that course.
- iv. The Institute shall follow a selection procedure on a first come first served basis, determining the maximum number of students, giving counseling to the students, etc., to avoid overcrowding to particular course(s) at the expense of some other courses.
- v. It is expected that a student registers for 26 credits in SEM I and II each, 27 Credits in SEM III each and balance 21 credits in Sem IV.
- vi. However fast learners (under accelerated plan), may be permitted to register for 2 full credit / 3 half credit courses in excess of the normal credits defined for a semester. However, registration for Repeat courses (backlogs) is allowed in excess of this limit.
- vii. Likewise, slow learners, may be permitted to register for 2 full credit / 3 half credit courses less than the normal credits defined for a semester.
- viii. A candidate may register for a minimum of say, 20 credits per semester, but it is possible that he/she may earn less than 20 credits in a semester. It may be theoretically possible that he/she may just earn ZERO credits in a semester. However, he/she should register for credits less than or equal to permissible maximum and more than or equal to permissible minimum per semester, excluding the courses of earlier semester(s), for which he/she has not earned the credits (uncleared courses) if any.
- ix. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the earlier term for Semester II, III and IV. i.e. The fresh inducted batch shall register for various courses at the end of the first week of their Sem I after their induction. They will register for Semester II courses immediately at the end of Semester I and likewise for subsequent semesters. In Semester I the registration window shall be open for sufficiently long duration to take care of late admissions.
- x. The maximum number of students to be registered in each elective course shall depend upon the physical facilities available. Every effort shall be made by the Institute to accommodate as many students as possible.
- xi. Students who do not earn credits for an elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so. In such a case they shall be said to have **dropped the original course and opted for a new one**. Alternatively, they are permitted to continue with the same elective course (generic / subject / open) i.e. If a student secures a F Grade in say course no 111 for which he has opted in Sem I, during the successive attempt he may drop course 111 and take up another course from 107 to 115, or continue with 111.
- xii. Normally, every Lecture-based course shall, be delivered by one teacher.
- xiii. The Institute may not offer a course if a minimum of 20% of students is not registered for that course.

**4. Eligibility:** The eligibility for admissions shall be defined by the Competent Authority viz. AICTE / DTE Maharashtra State for the relevant academic year.

### 5. Examination:

**Pattern of Examination:** The evaluation scheme comprises of:

- a) University Evaluation
- b) Concurrent Evaluation

For each full credit course –

- a) 70 marks shall be evaluated by the University and
- b) 30 marks shall be evaluated by the respective Institute.

For each half credit course –

a) 50 marks shall be evaluated by the respective Institute.  
*There shall not be any University evaluation for half credit courses.*

(Evaluation Scheme for Summer Internship Project is detailed separately.)

### **5.1 University Evaluation**

There shall be University evaluation for each full credit course as per the time table announced by the University. The evaluation by the University for Full Credit Courses shall comprise of two parts:

- a) Online Examination for 20 marks.
- b) Written Examination (subjective – concept plus case study / application oriented type) for 50 marks.

#### **5.1.1 Online Examination**

The Savitribai Phule Pune University shall conduct an online examination for each full credit course. This examination will be *objective* in nature and shall carry a *weightage of 20 marks per full credit course*. Students will appear for the online examinations in their respective institutes. Online examination shall constitute a *separate head of passing* for the full credit courses for which such online examination is scheduled passing shall be at 30%. The student does NOT have a facility of Grade Improvement, in online examination, if he/she has secured any grade other than F.

***The Online Examination will be conducted prior to one week before the start of theory examination of each semester.*** The Controller of Examinations of the Savitribai Phule Pune University shall announce the *online examination window of 6 days per semester* i.e. a window of 6 days for Semester I and another window of 6 days for Semester III (in term I and likewise for term II. The number of days will vary as per number of courses) for the examination, *in consultation with the Dean – Faculty of Management*. The online test shall be conducted for all 4 semesters during each term.

*There shall NOT be any retest for those students who are absent for the online exam during the declared examination window period.* Any student, who *is absent* for the online test during the regular term, can take the online test for the specific course in the next term and his grades evaluation shall be updated accordingly in the revised **Grade Card**.

**The date declared by DTE for commencement of classes as per CAP process shall be the reference date for Semester I.** Only for Semester I, in case of unforeseen circumstances the Controller of Examinations (CoE), Savitribai Phule Pune University, in consultation with the Dean of the Faculty of Management may postpone the examinations for Semester I.

**For Semester II, III and IV the reference date shall be the term commencement date declared by the SPPU.**

The *syllabus for the online examination shall be all 5 units in each full credit course*. The duration of online examination for each course shall be of 25 minutes.

There shall be **one mark for each correct response**. There shall be no negative marking for wrong response. **There shall be 20 questions – each carrying one mark. All the questions shall be compulsory.** The questions shall be of different variety within the objective format. In the extreme event of a student answering all the questions incorrectly, the final score of such a student for that course for the online examination shall be 0 (ZERO).

The Faculty of Management shall devise objective question bank comprising questions of varying degree of difficulty, and of different types, in sufficiently large number for each course for the exclusive purpose of the online examination. *The objective question paper shall be developed in real time, randomly using an ERP / Learning Management System.*

The Institutes shall ensure the provision of necessary IT infrastructure and internet bandwidth, backup power supply, for the smooth conduct of such online examination.

The score of each candidate for each course shall be known immediately after the conclusion of the online test and the Institute shall display the scores of all students for the online test within 3 days of the completion of the test.

**5.1.2 Instructions to External Paper Setters / Chairman/ Examiners:** The syllabus for each course is organized in 5 units. The end-semester University evaluation shall cover the entire syllabus prescribed for the course. For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course, the question pattern shall be as follows:

**Pattern of Question Paper:**

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions. i.e. There shall be 2 questions from each unit of the curriculum with an internal option.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

ILLUSTRATIVE PATTERN OF QUESTION PAPER	
Q. 1 (A).....	based on Unit 1
OR	
Q.1 (B) .....	based on Unit 1
OR	
Q.2. (A) .....	based on Unit 2
OR	
Q.2 (B) .....	based on Unit 2
OR	
Q.3 (A) .....	based on Unit 3
OR	
Q.3 (B) .....	based on Unit 3
OR	
Q.4 (A) .....	based on Unit 4
OR	
Q.4 (B) .....	based on Unit 4
OR	
Q.5 (A) .....	based on Unit 5
OR	
Q.5 (B) .....	based on Unit 5

Questions shall assess knowledge, application of knowledge, and the ability to synthesize knowledge. The paper setter shall ensure that questions covering all skills and all units are set. She/he shall also *mandatorily submit* a detailed scheme of evaluation along with the question paper. Questions shall be of three categories of difficulty level – low difficulty, average difficulty and high difficulty.

*The duration of written examination shall be 2½hours. Students shall be provided a single answer sheet of 16 pages.*

**5.2 Concurrent Evaluation:** A continuous assessment system in semester system (also known as internalassessment/comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.

The continuous assessment provides a feedback on teaching learning process. The feedback after being analyzed is passed on to the concerned student for implementation and subsequent improvement.As a part of concurrent evaluation, the learners shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Concurrent evaluation components should be designed in such a way that the faculty can *monitor the student learning & development and intervene wherever required*. The faculty must share the outcome of each

concurrent evaluation component with the students, soon after the evaluation, and guide the students for betterment.

Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills & Attitude (KSA) dimensions based on variety of assessment tools.

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz
17. Student Driven Activities
18. News paper reading

There shall be a *minimum of three concurrent evaluation components per full credit course and five concurrent evaluation components for each half credit course*. The faculty shall announce in advance the units based on which each concurrent evaluation shall be conducted. Each component shall ordinarily be of 10 marks. The Institute shall however have the liberty to conduct additional components (beyond three/five). However the total outcome shall be scaled down to 30/50 marks for full credit and half credit courses respectively. Marks for the concurrent evaluation must be communicated by the Institute to the University as per the schedule declared by the University. Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

At the end of Concurrent Evaluation (out of 30/50 marks) the student does NOT have a facility of Grade Improvement, if he/she has secured any grade other than F.

**5.2.1 Safeguards for Credibility of Concurrent Evaluation:** The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

- a) Involving faculty members from other management institutes.
- b) Setting multiple question paper sets and choosing the final question paper in a random manner.
- c) One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
- d) Involvement of Industry personnel in evaluating projects / field based assignments.
- e) Involvement of alumni in evaluating presentations, role plays, etc.
- f) 100% moderation of answer sheets, in exceptional cases.

**5.3 Summer Internship Project:** At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional

orientation. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology.

SIP may be a research project – based on primary/ secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

1. Introduction/ Executive Summary.
2. Objectives of the Study.
3. Company/ Organization profile (including Organization Chart).
4. Research Methodology (Statement of Problem, Hypothesis (if any), Research Design).
5. Data analysis, Data Interpretation & Hypothesis Testing.
6. Relevant activity charts, tables, graphs, diagrams, etc.
7. Suggestions & Recommendations.
8. Conclusions.
9. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
10. Appendix (Questionnaire, Data Sheets etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

*5.4 Dissertation:* In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

The student can undergo desk research or field research and can follow the guidelines mentioned in the SIP for preparation of their final hard copy.

**5.5: Standard of Passing:**

**Degree Requirements:**

- a) **Earned Credits:** A candidate who has successfully completed all the Core courses and accumulated, through elective courses, not less than minimum number of Credits prescribed shall be eligible to receive the Degree. The degree requirements for the MBA programme are completion of 100 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the MBA degree.
- c) **Aggregate:** If a student fails to secure **aggregate 40% marks** out of 100 [concurrent evaluation (30) + online evaluation (20) + university evaluation (50)], such students will have to appear for University theory examination (50) only.

**The performance of a student will be evaluated in terms of two indices, viz.**

- a) *Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
- b) *Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

**Semester Grade Point Average (SGPA):** At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

**SGPA =** Grade Points divided by the summation of Credits of all Courses.

$$SGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{-----for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

**Cumulative Grade Point Average (CGPA):** Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

**Cumulative Grade Point Average (CGPA) for the Entire Course**

$$CGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{----- for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

**5.5.1 Assessment and Grade Point Average**

- a. The system of evaluation will be as follows: Each CA and ESE (ETE) will be evaluated in terms of marks. The marks for CA and ESE (ETE) will be added to convert into a grade and later a grade point average. There is no grade independently for CA or ESE (ETE).
- b. Result of a student will be declared for each semester after the ESE (ETE) only.
- c. The student will get a Grade Sheet with total grades earned and a Grade Point Average, after earning the minimum number of credits towards the completion of a PG program (subject to 3.9).
- d. Marks/Grade/Grade Point w.e.f. AY 2015-16 (10 Point Scale):

<b>Marks</b>	<b>Grade</b>	<b>Grade Point</b>
<b>80-100</b>	<b>O: Outstanding</b>	<b>10</b>
<b>70-79</b>	<b>A+: Excellent</b>	<b>9</b>
<b>60-69</b>	<b>A: Very Good</b>	<b>8</b>
<b>55-59</b>	<b>B+: Good</b>	<b>7</b>
<b>50-54</b>	<b>B: Above Average</b>	<b>6</b>
<b>45-49</b>	<b>C: Average</b>	<b>5</b>
<b>40-44</b>	<b>P: Pass</b>	<b>4</b>
<b>0-39</b>	<b>F: Fail</b>	<b>0</b>
<b>-</b>	<b>Ab: Absent</b>	<b>0</b>

**Following will be applicable for all those who are admitted before the AY 2015-16 till they complete the PG program (subject to 3.9).**

<b>Marks</b>	<b>Grade</b>	<b>Grade Point</b>
<b>100-75</b>	<b>O: Outstanding</b>	<b>06</b>
<b>74-65</b>	<b>A: Very Good</b>	<b>05</b>
<b>64-55</b>	<b>B: Good</b>	<b>04</b>
<b>54-50</b>	<b>C: Average</b>	<b>03</b>



<b>49-45</b>	<b>D: Satisfactory</b>	<b>02</b>
<b>44-40</b>	<b>E: Pass</b>	<b>01</b>
<b>39-0</b>	<b>F: Fail</b>	<b>00</b>

e. Final Grade w.e.f. the AY 2015-16 (10 Point Scale):

<b>Grade Point Average</b>	<b>Grade</b>
<b>09.00-10.00</b>	<b>O</b>
<b>08.50-09.00</b>	<b>A+</b>
<b>07.50-08.49</b>	<b>A</b>
<b>06.50-07.49</b>	<b>B+</b>
<b>05.50-06.49</b>	<b>B</b>
<b>04.25-05.49</b>	<b>C</b>
<b>04.00-04.24</b>	<b>P</b>
<b>00.00-03.99</b>	<b>F</b>

**Remark: B+ is equivalent to 55% marks and B is equivalent to 50% marks.**

**Following will be applicable for all those who are admitted before the AY 2015-16 till they complete the PG program (subject to 3.9).**

<b>Grade Point Average</b>	<b>Grade</b>
<b>05.00-6.00</b>	<b>O</b>
<b>04.50-04.99</b>	<b>A</b>
<b>03.50-04.49</b>	<b>B</b>
<b>02.50-03.49</b>	<b>C</b>
<b>01.50-02.49</b>	<b>D</b>
<b>00.50-01.49</b>	<b>E</b>

f. 'B' Grade is equivalent to atleast 55% of the marks as per circular No.UGC- 298/[4619]UNI- 4 dated December 11, 1999. (Not applicable for 10 point scale)

g. A seven point grade system [guided by the Government of Maharashtra Resolution No. NGV-1298/[4619]/UNI.4 dt. December 11, 1999 and the University regulations] will be followed uniformly for Science, Arts, Mental, Moral and Social Sciences. The corresponding grade table is detailed in II.14 above. (Not applicable for 10 point scale)

h. If the GPA is higher than the indicated upper limit in the three decimal digit, then higher final grade will be awarded (e.g. a student getting GPA of 4.492 may be awarded 'A' grade). (Not applicable for 10 point scale)

i. There will be only final compilation and moderation at GPA (Final) level done at the Department. While declaring the result, the existing relevant ordinances are applicable. There is also a provision for verification and revaluation, subject to the applicable rules at that point of time.

j. For grade improvement, 2 year program student will have to reappear for ESE (ETE) only in the courses comprising a minimum of 30 credits in case of Science, Engineering, Technology, Management and Pharmacy; 20 credits for other faculties and 12 credits in case of one year degree program. These courses will be from the parent Department only in which the student has earned the credits. A student can opt for the Grade Improvement Program only after the declaration of earning minimum number of credits and completion of the PG Program (subject to 3.9) within the period of two years from the completion of program.

k. The formula for GPA will be based on Weighted Average. The final GPA will not be printed unless a student passes courses for the minimum 100 credits, 80 credits or 64 credits as the case may be.

l. The description for the grades is as follows:

**O: Outstanding:** Excellent analysis of the topic, (80% and above)

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject, Neat and systematic organization of content, elegant and lucid style;

**A+ : Excellent :** Excellent analysis of the topic (70 to 79%) Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

**A: Very Good:** Good analysis and treatment of the topic (60 to 69%) Almost accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Fair and systematic organization of content, effective and clear expression;

**B+: Good:** Good analysis and treatment of the topic (55 to 59%)

Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

**B: Above Average:** Some important points covered (50 to 54%)

Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, good language or expression;

**C: Average:** Some points discussed (45 to 49%)

Basic knowledge of the primary material, some organization, acceptable language or expression;

**P: Pass:** Any two of the above (40 to 44%)

**F: Fail:** None of the above (0 to 39%)

- One credit is equivalent to 20-25 marks for evaluation purpose.
- There will be an evaluation of each course by students at the end of every semester.

**5.5.2 Scaling Down of Concurrent Evaluation Scores:** The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute (i.e. out of 30 marks), in the Full Credit Courses, in Sem I to Sem IV, shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the end semester University Examination by 25% for the respective course. i.e. (percentage of marks scored out of 50 in university evaluation) – (percentage of marks scored out of 30 in concurrent evaluation) should not exceed 25%. Scores of Online Examination are not part of the scaling down formula.

The marks obtained by the student in Half Credit Courses are **not subject to** scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Summer Internship Project (Course 304) shall **not be** subjected to Scaling down.

**5.5.3 Attendance:** The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all-round the semester. *Therefore, there shall not be any preparatory leave before the University examinations.*

**5.6 ATKT Rules:** A student shall earn the credits for a given course in **maximum four attempts**. If a student drops a course (generic elective / subject elective) and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once during these four attempts available to him. A student may drop at the most 2 courses out of the 16 elective courses and select other courses in lieu of dropped courses. i.e. Dropping a course can be done only twice.

**Maximum Duration for completion of the Programme:** The candidates shall complete the MBA Programme within 4 years from the date of admission, by earning the requisite credits. The student will be finally declared as failed if she/he does not pass in all credits within a total period of four years. After that, such students will have to seek fresh admission as per the admission rules prevailing at that time.

**5.7 Award of Grade Cards:** The Savitribai Phule Pune University under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

**NOTE:**

The Grade Card for the final semester shall indicate the following, amongst other details:

- a) Grades for concurrent evaluation (out of 30 for Full Credit Courses & out of 50 for Half Credit Courses) , Online evaluation (out of 20 for Full Credit Courses only) and University evaluation (out of 50 for Full Credit Courses only), separately, for all courses offered by the student during the entire programme along with the grade for the total score.
- b) SGPA for each semester.
- c) CGPA for final semester.
- d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation (Semester Wise).
- e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.
- f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
- g) The final GPA shall not be printed unless the student earns the minimum 100 credits required for earning the MBA Degree.
- h) B Grade is equivalent to atleast 55% marks.
- i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A. The grade card shall also provide, on the reverse, the 10-point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.

**5.8 Grade Improvement:** A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement facility, may apply under Grade Improvement Scheme within five years from passing that Examination. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement. He /she shall appear for University Evaluation of at least 1/3<sup>rd</sup>Generic / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

**5.9 External Students:** MBA being a full time programme, there is no provision of external students.

**5.10 Verification / Revaluation:** Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the Savitribai Phule Pune University. There shall be Revaluation of the answer scripts of Semester-End examination but not of internal assessment papers as per Ordinance no.134 A & B.

**5.11 Additional Specialization:** A student may enroll for additional specialization *after passing out the regular MBA programme*. Such students will get exemption from all the generic core and generic elective courses in First Year (Semester I and II) and generic core courses in Second Year (Semester III and IV). Such students shall have to appear for the subject core and subject elective courses i.e. 2 Full Credit Courses & 4 Half Credit Courses in Semester III and IV each. i.e. a total of 12 subject electives (specialization) courses of which 4 are full credits and 8 are half credits.

1. **Structure of the Programme:** The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

**Total Credits: 100 Credits (3000 Marks), Total Courses = 38**

- a) 20 Full Credit Courses \* 3 credits per course = 60 Credits (2000 Marks)
- b) 1 Full Credit Course SIP (Full Credit) = 4 Credits (100 Marks)
- c) 16 Half Credit Courses \*2 credits per course = 32 Credits (800 Marks)
- d) 1 Dissertation (Full Credit) = 4 Credits (100 Marks)

The spread of courses across the 4 semesters for a normal learner is given below.

**Table III: Break Up & Spread of Courses**

**Spread of Full & Half Credit Courses:**

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)
I	6	4
II	6	4
III	5	4
III	1 (SIP for 4 Credits)	-
IV	3	4
IV	1 (Dissertation for 4 Credits)	-
Total	22	16

**Break Up of Full Credit Courses:**

Semester	Number of Generic Core Courses (A)	Number of Subject (Specialization) Core Courses (B)	Total Number of Full Credit Courses (100 Marks) (C = A + B)
I	6	0	6
II	6	0	6
III	4**	2	6**
IV	2	2	4
Total	18	4	22

\*\* includes SIP & Dissertation for 4 Credits & 100 Marks each.

**Break Up of Half Credit Courses:**

Semester	Number of Generic Elective Courses (A)	Number of Subject Elective (Specialization) Courses (B)	Total Number of Half Credit Courses (50 Marks) (C = A + B)
I	4	0	4
II	4	0	4
III	0	4	4

IV	0	4	4
Total	8	8	16

**Detailed Programme Structure is provided in Annexure I.**

**6.1 Pedagogy:** It is expected that the faculty members adopt a variety of teaching methodologies, such as case studies, role-play, problem-solving exercises, group discussion, computer simulation games, etc. during the programme delivery. Use of technology and innovative techniques beyond the lecture method is desirable.

MBA being a post-graduate professional Programme, students are also expected to assimilate certain topics through self-study.

**6.2 Medium of Instruction:** The medium of Instruction & Evaluation shall be English.

**6.3. Equivalence of previous syllabus with the proposed syllabus:** The equivalence of the previous syllabus with the proposed syllabus shall be announced separately.

**6.4. University Terms:** The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

**6.5. Course wise detailed syllabus:** Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided in Annexure II.

**6.6. Qualifications of Teacher:** The qualifications of the full time teacher for the MBA Programme shall be as per the norms prescribed by AICTE and SPPU from time to time.

**6.7. Teacher Capacity Building:** The faculty of management shall organize suitable programmes for capacity building of teachers.

**7. Modus Operandi of Evaluation under Credit System- 2 years programs**

**7.1** Each regular student will normally appear for all the 25% credits in a semester out of the minimum number of credits required to obtain a degree.

**7.2** A student who wishes to register to the third /fourth semester should have gained at least 50% credits out of the total number of credits offered at the first and second semester of the first year.

**7.3** Evaluation of each credit will be in two parts, namely CA and ESE (ETE).

**7.4** A course may be of 1 or 2 or 3 or 4 or 5 credits.

**7.5** The evaluation of a course means the evaluation of total number of credits of that course. As such, all the credits taken together of a particular course will be evaluated in two parts CA and ESE (ETE).

**7.6** Weightage for CA would be 50% and for ESE (ETE) would be 50%.

**7.7** A course will be evaluated in the form of 50 marks for CA and 50 marks for ESE (ETE).

**7.8** A student will gain all the credits of a course after having obtained minimum 40 marks from CA (minimum 15 out of 50) and ESE (ETE) (minimum 15 out of 50) taken together and will get the respective grade and

grade points in the respective course. Otherwise, a student will get grade F (Fail) in that respective course and will not gain any credits or grade points towards that course.

**7.9 CA:** The teacher would evaluate a student towards a course through interaction throughout the semester which would include one or more (but not less than 4 including compulsory written test/s) of the following mechanisms with their maximum weightage out of 50 marks and this essentially enables the teacher to get positive feedback about a student's overall understanding/ability and in nutshell enhances the teaching-learning process.

- a. Written test – Max 2 with not more than 15 marks for each
- b. Assignment – Max 2 with not more than 5 marks for each
- c. Seminar presentation – 5 marks (not for all the students)
- d. Group discussion – 5 marks (not for all the students)
- e. Extension work – 5 marks (not for all the students)
- f. An open book test – 10 marks (to be conducted in a classroom for not more than 3 questions)
- g. Report/Note on research paper/s or study tours – 5 marks (not for all the students and to be presented in the respective class)
  - A teacher may propose any other mean towards CA (other than written test) that may suit for a particular course and implement only after the approval of the Departmental Committee constituted and approved by the HoD/Principal/Director.

**7.10** If a student could not attend the CA written test due to some unavoidable reasons then the teacher may consider a request for retest in writing with furnishing the reason of absence.

**7.11** If a student failed to gain the credits of any course (declared F grade in that course) then the student can reattempt the course with CA (if the course is conducted in that semester) and ESE (ETE) both or with ESE (ETE) only (if one has scored 15 in CA) in the subsequent ESEs(ETEs) (max. two such attempts) within a period of 4 years (5 for 3 years programs) from the date of admission for the first semester.(subject to 3.9)

**7.12** In case a student failed to earn the minimum number of credits required for obtaining a degree within the stipulated period of 4 years (5 years for 3 years programs) then such a student will be declared INCOMPLETE EXIT and in such a case the student can seek a fresh admission as per the admission rules prevailing at that time.

**7.13** The policies and procedures determined by the SPPU from time to time will be followed for the conduct of examinations and declaration of the result of a candidate.

**7.14** ESE (ETE): Each credit will be evaluated for a maximum period of 45 minutes. The following would be an outline for setting the question paper for ESE (ETE).

Credits	Duration	Questions to be attempted	Number of subquestions	Marks for subquestions
1	45 min	1 out of 2	3 (for 2 subquestions)	4+3+3 or 5+3+2 or

				4+4+2
2	90 min	3 out of 5	3 (for 3 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5
3	150 min	4 out of 6	2 (for 4 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5
4/5	180 min	5 out of 8	3 (for 6 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5

**Note: A question paper for PG program course of 3/4/5 credits under any Faculty other than Science, Engineering, Technology, Management and Pharmacy may contain a question of 10 marks(1 out of 2) without a subquestion.**

## 8. Examination Rules

8.1 Assessment shall consist of CA-Continuous assessment and ESE (ETE)-End of Semester(Term) Examination with an equal weightage of 50%.

8.2 The concerned teacher is responsible for conduct and evaluation towards CA and shall announce at the beginning of the course about the mechanisms under which CA would take place. However, the ESE (ETE) shall cover the entire syllabus prescribed for that course.

8.3 The CA towards 50% marks will be a continuous activity and at least two written tests (for 60-80% marks out of CA marks) must be conducted in addition to at least two following mechanisms (for 20-40% marks out of CA marks) for a full course of 4/5 credits.

Journal/Lecture/Library notes, Short Quizzes, Seminar presentation, Assignments, Extension Work, An Open Book Test (book to be decided by the concerned teacher), Mini Research Project by an individual student or a group of students

A teacher may devise a mechanism other than written test in addition to above in order to flourish the course contents.

a) It is mandatory for a teacher to hand over the assessed answer sheets to the respective students well before the commencement of the ESE (ETE).

b) It is also mandatory to declare the score gained by all the students in a course towards CA on the notice board duly signed by the concerned teacher of the course and the HoD/Principal/Director.

8.4 ESE (ETE) for the remaining 50% marks will be conducted by SPPU.



8.5 A student has to obtain 40 % marks taken together of CA and ESE (ETE) with a minimum of 30% in each of these separately.

8.6 A student will have to obtain a minimum aggregate of 40% marks in each course to be counted for the minimum number of credits required for the completion of the program.

8.7 If a student misses an internal assessment examination he/she will have a second chance with the endorsement of the HoD/Principal/Director in consultation with the concerned teacher. Such a second chance shall not be the right of the student.

8.8

a) If a student is declared as “PASS” in a course (Grade other than F), then the student cannot choose/reappear that course unless appearing under “CLASS/GRADE IMPROVEMENT” for ESE (ETE) only.

CA is not available for a course in which the student has been declared as “PASS”.

b) If a student is declared as “FAIL” (Grade F) in a course, then the student is allowed to choose such a course, with CA and ESE (ETE) both, only in a semester in which the course is conducted, irrespective of the previous score in CA. Otherwise, the student may appear only for ESE (ETE) in that course in any of the following/forthcoming semester, provided that the student has scored at least 15% of the total 100% (or 30% of the 50% of the total marks) in CA.

**Explanation:**

**X=100%**

CA Score	ESE/ ETE Score	CA+ ESE/ ETE	Result
$\geq 15\%$ of X	$\geq 15\%$ of X	$\geq 40\%$ of X	Pass / Earned Credits with Grade
$\geq 15\%$ of X	$\geq 15\%$ of X	$< 40\%$ of X	Fail/ No Credits Earned

c) In case of 3.8(b), the maximum duration available to register/reappear for a course will be as follows.  
# 2 years PG Program – Up to 4 (four) years (i.e. if a student is registered/admitted for first semester in 2013-14, then the student is allowed to register/reappear up to second semester in 2016-17)

# 3 years PG Program – Up to 5 (five) years (i.e. if a student is registered/admitted for first semester in 2013-14, then the student is allowed to register/reappear up to second semester in 2017-18)

d) In the case of 3.8(b), the number of attempts (excluding registered for first time) available to Register/reappear for the course would be 3(three) only, subject to 3.8(c).

e) In an exceptional case, if there are sufficient number of students who wish to register for a course for CA and ESE (ETE) both in which they are failed, then such a course can be conducted in the immediate following semester only, in addition to the courses conducted in that semester. However, there cannot be more than two such courses at a time in that semester.

8.9 The student will be finally declared as failed if the minimum numbers of credits are not earned within a total period of Four and Five years respectively for 2 years PG Program and 3 years PG Program. After that, such a student will have to seek fresh admission as per the admission rules prevailing at that time.

8.10 A student cannot register for the third/fourth semester, if she/he fails to complete 50% credits of the total credits expected to be ordinarily completed within two semesters.

8.11 There shall be a revaluation of the answer scripts of ESE (ETE) as per Ordinance No.134 A & B, but not of CA.

8.12 While marks will be given for all examinations, they will be converted into grades. The Semester End Grade sheets will be generated by using marks and grades and the final grade sheets and transcripts shall have grade points average and total percentage of marks (up to two decimal points). The final grade sheet will also indicate the PG Department/Center to which the candidate is registered.

## Annexure I - Detailed Programme Structure

**Table IV – A: Generic Core Courses**

	<b>Generic Core Courses</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
101	Accounting for Business Decisions	3	I	30	20	50	100
102	Economic Analysis for Business Decisions	3	I	30	20	50	100
103	Legal Aspects of Business	3	I	30	20	50	100
104	Business Research Methods	3	I	30	20	50	100
105	Organizational Behaviour	3	I	30	20	50	100
106	Basics of Marketing	3	I	30	20	50	100
201	Marketing Management	3	II	30	20	50	100
202	Financial Management	3	II	30	20	50	100
203	Human Resource Management	3	II	30	20	50	100
204	Decision Science	3	II	30	20	50	100
205	Operations & Supply Chain Management	3	II	30	20	50	100
206	Management Information Systems	3	II	30	20	50	100
301	Strategic Management	3	III	30	20	50	100
302	Enterprise Performance Management	3	III	30	20	50	100
303	Startup and New Venture Management	3	III	30	20	50	100
304	Summer Internship Project	4	III	50	00	50	100
401	Managing for Sustainability	3	IV	30	20	50	100
402	Dissertation	4	IV	50	00	50	100

**Note:** Each Generic Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Course 304 - SIP shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

Course 402 – Dissertation shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

**Table IV – B: Generic Elective Courses**

	<b>Generic Elective Courses</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
107	Management Fundamentals	2	I	50	50
108	Business Communication Lab	2	I	50	50
109	MS Excel & Advanced Excel Lab	2	I	50	50
110	Selling & Negotiation Skills Lab	2	I	50	50
111	Business, Government & Society	2	I	50	50
112	Leadership Lab	2	I	50	50
113	Personality Development Lab	2	I	50	50
114	Foreign Language - I Lab	2	I	50	50
115	Enterprise Analysis - Desk Research	2	I	50	50
207	Emotional Intelligence and Managerial Effectiveness Lab	2	II	50	50
208	Statistical Software Lab	2	II	50	50
209	MS Project Lab	2	II	50	50
210	Life Skills Lab	2	II	50	50
211	Geopolitics & the World Economic System	2	II	50	50
212	Business Systems & Procedures	2	II	50	50
213	Computer Aided Personal Productivity Tools Lab	2	II	50	50
214	Foreign Language - II Lab	2	II	50	50
215	Industry Analysis - Desk Research	2	II	50	50

**Note:** Each Generic Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects.

50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

There shall not be any evaluation by the University (online / subjective) for all Half Credit Courses.

**Table IV – C: Subject Core Courses**

	<b>Subject Core Courses (Marketing)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305MKT	Contemporary Marketing Research	3	III	30	20	50	100
306MKT	Consumer Behaviour	3	III	30	20	50	100
403MKT	Services Marketing	3	IV	30	20	50	100
404MKT	Sales and Distribution Management	3	IV	30	20	50	100
	<b>Subject Core Courses (Finance)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 FIN	Direct Taxation	3	III	30	20	50	100
306 FIN	Financial System of India , Markets and Services	3	III	30	20	50	100
403 FIN	Indirect Taxation	3	IV	30	20	50	100
404 FIN	International Finance	3	IV	30	20	50	100
	<b>Subject Core Courses (Information Technology)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 IT	I T Management and Cyber Laws	3	III	30	20	50	100
306 IT	E-Business and Business Intelligence	3	III	30	20	50	100
403 IT	Software Project Management	3	IV	30	20	50	100
404 IT	Enterprise Resource Planning (ERP)	3	IV	30	20	50	100
	<b>Subject Core Courses (Operations Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 OPE	Planning & Control of Operations	3	III	30	20	50	100
306 OPE	Inventory Management	3	III	30	20	50	100
403 OPE	Operations Strategy and Research	3	IV	30	20	50	100
404 OPE	Total Quality Management	3	IV	30	20	50	100
	<b>Subject Core Courses (Human Resources Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 HR	Labour & Social Security Laws	3	III	30	20	50	100
306 HR	Human Resource Accounting & Compensation Management	3	III	30	20	50	100

403 HR	Employment Relations	3	IV	30	20	50	100
404 HR	Strategic Human Resource Management	3	IV	30	20	50	100

	<b>Subject Core Courses (International Business Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 IB	International Business Economics	3	III	30	20	50	100
306 IB	Export Documentation and Procedures	3	III	30	20	50	100
403 IB	International Business Environment	3	IV	30	20	50	100
404 IB	Indian Economy and Trade Dependencies	3	IV	30	20	50	100
	<b>Subject Core Courses (Supply Chain Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 SCM	Essentials of Supply Chain Management	3	III	30	20	50	100
306 SCM	Logistics Management	3	III	30	20	50	100
403 SCM	Strategic Supply Chain Management	3	IV	30	20	50	100
404 SCM	Knowledge Management in Supply Chains	3	IV	30	20	50	100
	<b>Subject Core Courses (Rural &amp; Agribusiness Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305RABM	Agriculture and Indian Economy	3	III	30	20	50	100
306RABM	Rural Marketing I	3	III	30	20	50	100
403RABM	Rural Credit and Finance	3	IV	30	20	50	100
404RABM	Rural Marketing II	3	IV	30	20	50	100
	<b>Subject Core Courses (Family Business Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305FBM	Essentials of Family Business Management – I	3	III	30	20	50	100
306 FBM	Managing Innovation - I	3	III	30	20	50	100
403 FBM	Essentials of Family Business Management – II	3	IV	30	20	50	100
404 FBM	Managing Innovation – II	3	IV	30	20	50	100
	<b>Subject Core Courses (Technology)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation</b>	<b>Total Marks</b>

	<b>Management)</b>					<b>(Subjective)</b>	
305TM	Fundamentals of Technology Management	3	III	30	20	50	100
306TM	Managing Innovation – I	3	III	30	20	50	100
403TM	Technology Competition and Strategy	3	IV	30	20	50	100
404TM	Managing Innovation – II	3	IV	30	20	50	100
	<b>Subject Core Courses (Banking and Insurance Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305BIM	Banking Concepts and Operations	3	III	30	20	50	100
306BIM	Principles and Practices of Insurance	3	III	30	20	50	100
403BIM	Banking Regulations and Legal Aspects	3	IV	30	20	50	100
404BIM	Trends in Insurance Management	3	IV	30	20	50	100
	<b>Subject Core Courses (Healthcare Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305HM	Introduction to Healthcare Management	3	III	30	20	50	100
306HM	Information Technology in Healthcare	3	III	30	20	50	100
403HM	Introduction to Medical / Healthcare Terminology	3	IV	30	20	50	100
404HM	Strategic Planning and Healthcare Management	3	IV	30	20	50	100

	<b>Subject Core Courses (Entrepreneurship Development)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 ED	<b>Change, Creativity, Innovation and Entrepreneurship</b>	3	III	30	20	50	100
306 ED	<b>Finance for Entrepreneurs</b>	3	III	30	20	50	100
403 ED	<b>Social Entrepreneurship</b>	3	IV	30	20	50	100
404 ED	<b>Investing in Science &amp; Technology</b>	3	IV	30	20	50	100

	<b>Subject Core Courses (Services Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
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305SER	Services Business Management	3	III	30	20	50	100
306SER	Services Performance Management	3	III	30	20	50	100
403SER	Strategic Services Marketing	3	IV	30	20	50	100
404SER	Sectoral Services Management	3	IV	30	20	50	100

	<b>Subject Core Courses (Retail Management)</b>	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305RM	Introduction to Retailing	3	III	30	20	50	100
306RM	Retail Stores & Operation Management	3	III	30	20	50	100
403RM	E- commerce and Digital marketing in Retail	3	IV	30	20	50	100
404RM	International Retailing	3	IV	30	20	50	100

	<b>Subject Core Courses (Digital Media Communication Marketing)</b>	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305MC	Integrated Marketing Communication	3	III	30	20	50	100
306MC	Internet Marketing I	3	III	30	20	50	100
403MC	Strategic Brand Management	3	IV	30	20	50	100
404MC	Internet Marketing II	3	IV	30	20	50	100

	<b>Subject Core Courses (Tourism and Hospitality Management)</b>	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305THM	Fundamentals of Hospitality Management	3	III	30	20	50	100
306THM	Tourism and Travel Management	3	III	30	20	50	100
403THM	Strategic Hospitality Management	3	IV	30	20	50	100
404THM	Tourism Planning and Development	3	IV	30	20	50	100



	<b>Subject Core Courses (Defense Management (DF))</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Online Evaluation</b>	<b>University Evaluation (Subjective)</b>	<b>Total Marks</b>
305 DFM	Evolution of Strategic Thought of Defence	3	III	30	20	50	100
306 DFM	Strategic Defence Management	3	III	30	20	50	100
403 DFM	Defence Economics	3	III	30	20	50	100
404 DFM	National Power and Defence Policy	3	III	30	20	50	100

**Note:** Each Subject Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

**Table IV – D: Subject Elective Courses**

	<b>Subject Elective Courses (Marketing Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307MKT	Integrated Marketing Communications	2	III	50	50
308MKT	Product Management	2	III	50	50
309MKT	Strategic Brand Management	2	III	50	50
310MKT	Personal Selling Lab	2	III	50	50
311MKT	Qualitative Marketing Research	2	III	50	50
312MKT	Customer Relationship Management	2	III	50	50
313MKT	Marketing and the Law	2	III	50	50
314MKT	Finance for Marketing Professionals	2	III	50	50
315MKT	Marketing of Financial Services - I	2	III	50	50
316MKT	Tourism Marketing	2	IV	50	50
317MKT	Agricultural Marketing	2	IV	50	50
318MKT	Business to Business Marketing	2	IV	50	50
405MKT	Retail Marketing	2	IV	50	50
406MKT	Rural Marketing	2	IV	50	50
407MKT	Service Operations Management	2	IV	50	50
408MKT	International Marketing	2	IV	50	50
409MKT	Export Documentation & Procedures	2	IV	50	50
410MKT	Marketing Strategy	2	IV	50	50
411MKT	Marketing Decision Models	2	IV	50	50
412MKT	Marketing of High Technology Products	2	IV	50	50
413MKT	E-Marketing and analytics	2	IV	50	50
414MKT	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
415MKT	Marketing of Financial Services - II	2	IV	50	50
416MKT	Cross Cultural Relationship Marketing	2	IV	50	50

	<b>Subject Elective Courses (Financial Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 FIN	Strategic Cost Management	2	III	50	50
308 FIN	Corporate & International Financial Reporting	2	III	50	50
309 FIN	Corporate Finance	2	III	50	50
310 FIN	Corporate Financial Restructuring	2	III	50	50
311 FIN	Equity Research, Credit Analysis & Appraisal.	2	III	50	50
312 FIN	Rural Financial Institutions	2	III	50	50
313 FIN	Banking Operations - I	2	III	50	50
314 FIN	Treasury Management	2	III	50	50

315 FIN	Futures and Options	2	III	50	50
316 FIN	Financial Instruments & Derivatives	2	III	50	50
405 FIN	Behavioral Finance	2	IV	50	50
406 FIN	Financial Modeling Using Excel	2	IV	50	50
407 FIN	Financial Risk Management	2	IV	50	50
408 FIN	Online Trading of Financial Assets	2	IV	50	50
409 FIN	Banking Operations – II	2	IV	50	50
410 FIN	Wealth & Portfolio Management	2	IV	50	50
411 FIN	Fixed Income Securities & Technical Analysis	2	IV	50	50
412 FIN	Commodity Markets	2	IV	50	50
413 FIN	Financing Rural Development	2	IV	50	50
414 FIN	Principles of Insurance	2	IV	50	50

	<b>Subject Elective Courses (Information Technology Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 IT	Software Engineering	2	III	50	50
308 IT	Mobile Computing with Android	2	III	50	50
309 IT	RDBMS with Oracle	2	III	50	50
310 IT	Software Quality Assurance	2	III	50	50
311 IT	E-Learning	2	III	50	50
312 IT	Software Marketing	2	III	50	50
313 IT	IT for Retailing	2	III	50	50
314 IT	Technical Writing	2	III	50	50
405 IT	Web Designing and Multimedia	2	IV	50	50
406 IT	Network Technologies and Security	2	IV	50	50
407 IT	Database Administration	2	IV	50	50
408 IT	Software Testing	2	IV	50	50
409 IT	Information Security and Audit	2	IV	50	50
410 IT	Data Warehousing and Data Mining	2	IV	50	50
411 IT	Geographical Information System	2	IV	50	50
412 IT	E-Governance	2	IV	50	50
413 IT	Internet Marketing	2	IV	50	50
414 IT	Microsoft Office 2010 Lab	2	IV	50	50

	<b>Subject Elective Courses (Operations Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 OPE	Productivity Management	2	III	50	50

308 OPE	Maintenance Management	2	III	50	50
309 OPE	Facilities Planning	2	III	50	50
310 OPE	Manufacturing Resource Planning	2	III	50	50
311 OPE	Technology Management	2	III	50	50
312 OPE	Six Sigma	2	III	50	50
313 OPE	Designing Operations Systems	2	III	50	50
314 OPE	Toyota Production System	2	III	50	50
315 OPE	Project Management	2	III	50	50
316 OPE	Theory of Constraints	2	III	50	50
405 OPE	Quality Management Standards	2	IV	50	50
406 OPE	World Class Manufacturing	2	IV	50	50
407 OPE	Business Process reengineering	2	IV	50	50
408 OPE	Enterprise Resource Planning	2	IV	50	50
409 OPE	Financial Perspectives in Operations Management	2	IV	50	50
410 OPE	Service Operations Management	2	IV	50	50
411 OPE	Business Process Management	2	IV	50	50
412 OPE	Challenges and Opportunities in Operations Management	2	IV	50	50
413 OPE	Lean Manufacturing	2	IV	50	50

	<b>Subject Elective Courses (Human Resources Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 HR	Employee Health, Safety & Welfare	2	III	50	50
308 HR	Compensation Management	2	III	50	50
309 HR	HR Audit	2	III	50	50
310 HR	Human Resource Information System	2	III	50	50
311 HR	Outsourcing of HR	2	III	50	50
312 HR	Public Relations & Corporate Communication	2	III	50	50
313 HR	Quality Management System	2	III	50	50
314 HR	Lab in Recruitment and Selection	2	III	50	50
315 HR	Lab in Job Design and Analysis	2	III	50	50
316 HR	Lab in Training	2	III	50	50
317 HR	Lab in Labour Laws – I	2	III	50	50
318 HR	Lab in Personnel Administration & Appln Procedures	2	III	50	50
405 HR	Organizational Design and Development	2	IV	50	50
406 HR	Global HRI	2	IV	50	50
407 HR	Employee Reward Management	2	IV	50	50
408 HR	Change Management	2	IV	50	50

409 HR	Conflict & Negotiation Management	2	IV	50	50
410 HR	Lab in CSR	2	IV	50	50
411 HR	Lab in Industrial Relations	2	IV	50	50
412 HR	Lab in Legal Compliances	2	IV	50	50
413HR	Lab in Mentoring and Coaching	2	IV	50	50
414 HR	Emerging Trends in HR	2	IV	50	50
415 HR	Designing HR Policies	2	IV	50	50
416 HR	Competency Mapping	2	IV	50	50

	<b>Subject Elective Courses (International Business Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 IB	International Management	2	III	50	50
308 IB	International Marketing	2	III	50	50
309 IB	International Marketing Research	2	III	50	50
310 IB	International Financial Management	2	III	50	50
311 IB	Global IT Management	2	III	50	50
312 IB	Global Logistics & Supply Chains	2	III	50	50
313 IB	Designing Organizations for Uncertain Environment	2	III	50	50
314 IB	Legal Dimensions of International Business	2	III	50	50
315 IB	Global Strategic Management	2	III	50	50
316 IB	International Relations & Management	2	III	50	50
317 IB	Foreign Language for International Business – I	2	III	50	50
405 IB	Environment & Global Competitiveness	2	IV	50	50
406 IB	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
407 IB	Cross-Cultural Relationship Marketing	2	IV	50	50
408 IB	Foreign Exchange Management	2	IV	50	50
409 IB	E Commerce	2	IV	50	50
410 IB	Enterprise Resource Planning	2	IV	50	50
411 IB	Global HR	2	IV	50	50
412 IB	WTO and Intellectual Property Rights	2	IV	50	50
413 IB	Global Competitiveness and Strategic Alliances	2	IV	50	50
414 IB	International Diversity Management	2	IV	50	50
415 IB	Foreign Language for International Business – II	2	IV	50	50

	<b>Subject Elective Courses (Supply Chain Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 SCM	Managing Material Flow in Supply Chains	2	III	50	50

308 SCM	Inventory Management	2	III	50	50
309 SCM	Purchasing & Supplier Relationship Management – I	2	III	50	50
310 SCM	Six Sigma	2	III	50	50
311 SCM	Supply Chain Planning	2	III	50	50
312 SCM	Supply Chain Coordination	2	III	50	50
313 SCM	Decision Modeling for Supply Chains	2	III	50	50
314 SCM	Theory of Constraints	2	III	50	50
315 SCM	Supply Chain Practices – I	2	III	50	50
405 SCM	Green Logistics & Supply Chains	2	IV	50	50
406 SCM	Enterprise Resource Planning	2	IV	50	50
407 SCM	Purchasing & Supplier Relationship Management – II	2	IV	50	50
408 SCM	Supply Chain Risk Management	2	IV	50	50
409 SCM	Project Management	2	IV	50	50
410 SCM	Supply Chain Performance Measurement	2	IV	50	50
411 SCM	Supply Chain Management - Financial Perspectives	2	IV	50	50
412 SCM	Global Logistics	2	IV	50	50
413 SCM	Supply Chain Practices– II	2	IV	50	50

	<b>Subject Elective Courses (Rural &amp; Agribusiness Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307RABM	Rural Development I	2	III	50	50
308RABM	Special Areas in Rural Marketing	2	III	50	50
309RABM	Commodity Markets – I	2	III	50	50
310RABM	Agricultural Marketing & Price Analysis – I	2	III	50	50
311RABM	Microfinance	2	III	50	50
312RABM	Agricultural Marketing	2	III	50	50
313RABM	Rural Research Methods	2	III	50	50
314RABM	Rural Banking	2	III	50	50
315RABM	AgriSupply Chains Management	2	III	50	50
316RABM	ICT for Agriculture Management	2	III	50	50
317RABM	Tourism Marketing – I	2	III	50	50
318RABM	Millennium Development Goals	2	III	50	50
405RABM	Rural Development II	2	IV	50	50
406RABM	Special Areas in Agro produce Management	2	IV	50	50
407RABM	Commodity Markets – II	2	IV	50	50
408RABM	Agricultural Marketing and Price Analysis – II	2	IV	50	50
409RABM	Agricultural Finance and Project Management	2	IV	50	50
410RABM	Management of Agricultural Input Marketing	2	IV	50	50

411RABM	Intellectual Property Management	2	IV	50	50
412RABM	Food Retail Management	2	IV	50	50
413RABM	Agri-Entrepreneurship	2	IV	50	50
414RABM	Management of Agribusiness Cooperatives	2	IV	50	50
415RABM	Tourism Marketing – II	2	IV	50	50
416RABM	Agriculture & WTO	2	IV	50	50

	<b>Subject Elective Courses (Family Business Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 FBM	Business Plan	2	III	50	50
308 FBM	Private Equity	2	III	50	50
309 FBM	Franchising	2	III	50	50
310 FBM	Social Entrepreneurship	2	III	50	50
311 FBM	Intrapreneurship	2	III	50	50
312 FBM	Trends in Entrepreneurship	2	III	50	50
313 FBM	Small Scale Industries Management	2	III	50	50
314 FBM	Entrepreneurial Case Study	2	III	50	50
405 FBM	Creativity and Change in Organizations	2	IV	50	50
406 FBM	Accounting for Small Business	2	IV	50	50
407 FBM	Management of Intellectual Property Rights	2	IV	50	50
408 FBM	Managing , Growing and Exiting the new Venture	2	IV	50	50
409 FBM	Project Management	2	IV	50	50
410 FBM	Environment and Laws	2	IV	50	50
411 FBM	Information, Disaster and Health Management	2	IV	50	50
412 FBM	Business Incubation	2	IV	50	50

	<b>Subject Elective Courses (Technology Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307TM	Technology Forecasting	2	III	50	50
308TM	Strategies for information goods and network economies – I	2	III	50	50
309TM	Advanced Manufacturing Technology	2	III	50	50
310TM	Product Strategies for High Technology Companies – I	2	III	50	50
311TM	Foundations of Knowledge Management	2	III	50	50
312TM	Business Intelligence and Analytics	2	III	50	50
313TM	Designing Organizations for Uncertain Environment	2	III	50	50
314TM	Technology Transfer and Commercialization	2	III	50	50
315TM	Digital Marketing	2	III	50	50
405TM	Innovation, Product Development and Commercialization	2	IV	50	50

406TM	Strategies for information goods and network economies – II	2	IV	50	50
407TM	Technology Use and Assessment	2	IV	50	50
408TM	Product Strategies for High Technology Companies – II	2	IV	50	50
409TM	Systems & Technologies for Knowledge Management	2	IV	50	50
410TM	Strategic Management of Intellectual Property Rights	2	IV	50	50
411TM	Change , Creativity & Innovation	2	IV	50	50
412TM	Seminar on Managing Emerging technologies	2	IV	50	50
413TM	Marketing of High Technology Products	2	IV	50	50

	<b>Subject Elective Courses (Banking and Insurance Management )</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307BIM	Treasury Management	2	III	50	50
308BIM	Practice of Life Insurance	2	III	50	50
309BIM	Retail & Universal Banking	2	III	50	50
310BIM	Practice of General Insurance	2	III	50	50
311BIM	E- Banking	2	III	50	50
312BIM	Financial Inclusion	2	III	50	50
313BIM	Corporate Insurance Management	2	III	50	50
314BIM	Marketing of Financial Services	2	III	50	50
315BIM	Marketing of Insurance Services	2	III	50	50
316BIM	Rural Banking and Micro-finance	2	III	50	50
317BIM	Personal Financial Planning	2	III	50	50
318BIM	Property Insurance	2	III	50	50
405BIM	Advance Technology in Banking & Insurance	2	IV	50	50
406BIM	Practice of Marine Insurance	2	IV	50	50
407BIM	Fire and Consequential Loss Insurance	2	IV	50	50
408BIM	Health Insurance & Medi-claim Insurance	2	IV	50	50
409BIM	Agricultural Insurance	2	IV	50	50
410BIM	Agency Management	2	IV	50	50
411BIM	International Banking	2	IV	50	50
412BIM	Vehicle Insurance	2	IV	50	50
413BIM	Life Insurance Products	2	IV	50	50
414BIM	Commercial Banking and Cooperative Banking	2	IV	50	50
415BIM	Central Banking	2	IV	50	50
416BIM	Innovations in Banking and Insurance Industry	2	IV	50	50

	<b>Subject Elective Courses (Healthcare Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
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307HM	Healthcare System in India – Public and Private	2	III	50	50
308HM	Healthcare System in the US / UK	2	III	50	50
309HM	Healthcare Data Analytics Part - I	2	III	50	50
310HM	Healthcare Operations Part - I	2	III	50	50
311HM	Health Insurance Industry	2	III	50	50
312HM	Healthcare clinical and Non clinical services	2	III	50	50
405HM	Healthcare Organizational Behavior	2	IV	50	50
406HM	Healthcare Organizational Leadership	2	IV	50	50
407HM	Healthcare Operations Part - II	2	IV	50	50
408HM	Healthcare Data Analytics Part - II	2	IV	50	50
409HM	Healthcare Services	2	IV	50	50
410HM	Indian Health Statistics and Information of Health in India	2	IV	50	50

	<b>Subject Elective Courses (Entrepreneurship Development)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307ED	Women Entrepreneurship	2	III	50	50
308ED	Managing Inventory	2	III	50	50
309ED	Planning for Operational Efficiency	2	III	50	50
310ED	Manufacturing Resource Planning	2	III	50	50
311ED	Legal Compliances for Entrepreneurs	2	III	50	50
312ED	Managing Entrepreneurial Profile	2	III	50	50
313ED	Quality Management System	2	III	50	50
314ED	Microfinance	2	III	50	50
315ED	IT for Entrepreneurs	2	III	50	50
316ED	Supply Chain Management	2	III	50	50
317ED	Using Excel for Business Intelligence	2	III	50	50
318ED	Leadership Skills for Entrepreneurs	2	III	50	50
405ED	Digital Entrepreneurship	2	IV	50	50
406ED	Understanding Logistics for International Business	2	IV	50	50
407ED	Legal Issues in International Business	2	IV	50	50
408ED	International Marketing	2	IV	50	50
409ED	Avenues for Entrepreneurs	2	IV	50	50

410ED	IPR Strategies	2	IV	50	50
411ED	Managing for Growth	2	IV	50	50
412ED	Agri-Entrepreneurship	2	IV	50	50
413ED	Documentation for International Business	2	IV	50	50
414ED	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
415ED	Project Management & Feasibility Analysis	2	IV	50	50
416ED	Corporate Entrepreneurship	2	IV	50	50

	<b>Subject Elective Courses (Services Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307SER	Project Management in Services	2	III	50	50
308SER	Relationship Management in Services	2	III	50	50
309SER	Information Technology Enabled Services Management	2	III	50	50
310SER	Service Value Chain Management Lab	2	III	50	50
311SER	Service Technology Lab	2	III	50	50
312SER	Service Leadership Lab	2	III	50	50
405SER	Global Scenario of Services	2	IV	50	50
406SER	Corporate Governance & Legal Framework in Services	2	IV	50	50
407SER	Computer Application in Service Management	2	IV	50	50
408SER	Services Operations Management	2	IV	50	50
409SER	Service Excellence	2	IV	50	50
410SER	Documentation Management in services	2	IV	50	50

	<b>Subject Elective Courses (Retail Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307RM	Retail Merchandise Management	2	III	50	50
308RM	Warehouse Management	2	III	50	50
309RM	Retail selling skill	2	III	50	50
310RM	IT for Retailing	2	III	50	50
311RM	Food Retail Management	2	III	50	50
312RM	Managing retail store	2	III	50	50
405RM	Retail Logistics Management	2	IV	50	50
406RM	Retail Customer Service	2	IV	50	50
407RM	Retail Pricing	2	IV	50	50
408RM	Retail customer buying behavior and CRM	2	IV	50	50

409RM	Retail promotion	2	IV	50	50
410RM	Retailing Strategy	2	IV	50	50
	<b>Subject Elective Courses (Digital Media Communication Marketing)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307MC	Mass Communication Media and Culture - I	2	III	50	50
308MC	Public Relations – I	2	III	50	50
309MC	Event Management	2	III	50	50
310MC	Communications Theory – I	2	III	50	50
311MC	Media Planning & Buying	2	III	50	50
312MC	Digital Consumer and Digital Branding	2	III	50	50
313MC	Social Media Marketing	2	III	50	50
314MC	Email Marketing	2	III	50	50
315MC	Mobile Marketing	2	III	50	50
405 MC	Mass Communication Media and Culture – II	2	IV	50	50
406 MC	Public Relations – II	2	IV	50	50
407 MC	Global Marketing Communications	2	IV	50	50
408 MC	Communications Theory – II	2	IV	50	50
409 MC	Media and the Laws	2	IV	50	50
410 MC	Digital Analytics for Marketers	2	IV	50	50
411 MC	Data Mining for Marketing Insights	2	IV	50	50
412 MC	Affiliate Marketing	2	IV	50	50
413 MC	Measuring Brand Equity	2	IV	50	50

<b>Course Code</b>	<b>Subject Elective Courses(Tourism and Hospitality Management)</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurr ent Evaluati on</b>	<b>Total Marks</b>
307THM	Hospitality and Tourism Laws	2	III	50	50
308 THM	Financial Management for Hospitality Management	2	III	50	50
309 THM	Accounting for Hospitality Management	2	III	50	50

310 THM	Information and Communication Technology for Hospitality	2	III	50	50
311 THM	Services Management	2	III	50	50
312 THM	Accommodation Management	2	III	50	50
313 THM	Facilities and Securities Management	2	III	50	50
314 THM	Culture and Ethics Management	2	III	50	50
405 THM	Hotel Administration Management	2	IV	50	50
406 THM	Data Analytics Lab	2	IV	50	50
407 THM	Economic Analysis for services	2	IV	50	50
408 THM	Event Management	2	IV	50	50
409 THM	Logistics and Supply Chain Management	2	IV	50	50
410 THM	Food and Beverages Management	2	IV	50	50
411 THM	Professional Skills Development Lab	2	IV	50	50
412 THM	Statistics for Hospitality and Tourism	2	IV	50	50

	<b>Subject Elective Courses (Defense Management (DFM))</b>	<b>Credits</b>	<b>Semester</b>	<b>Concurrent Evaluation</b>	<b>Total Marks</b>
307 DFM	Legal aspects of Security & Defence Management	2	III	50	50
308 DFM	Defence–Marketing Management I	2	III	50	50
309 DFM	Defence Acquisition Planning Procedure	2	III	50	50
310 DFM	Defence Manpower Management I	2	III	50	50
311 DFM	Defence Information System Management	2	III	50	50
312 DFM	Defence Operation Management	2	III	50	50
313 DFM	Defence Supply Chain Management –I	2	III	50	50
314 DFM	Negotiating in Business & Organisation	2	III	50	50
315 DFM	International Business Economics - I	2	III	50	50
316 DFM	Export Documentation & Procedure	2	III	50	50
317 DFM	Defence mechanism of India	2	III	50	50
405 DFM	Defence – Marketing Management II	2	IV	50	50
406 DFM	Economics of Organisations & Strategy	2	IV	50	50
407 DFM	Defence - Manpower Management II	2	IV	50	50
408 DFM	Defence –Enterprise Resource Planning	2	IV	50	50
409 DFM	Cyber Laws	2	IV	50	50
410 DFM	Defence Quality Management Standards	2	IV	50	50
411 DFM	Defence Supply Chain Management -II	2	IV	50	50
412 DFM	Defence Procurement Procedure	2	IV	50	50
413 DFM	Managing Strategic Innovations - Defence Management	2	IV	50	50
414 DFM	International Business Economics – II	2	IV	50	50
415 DFM	International Law	2	IV	50	50

**Note:** Each Subject Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects. 50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

**Note:** Number of Sessions provided in the detailed syllabus in Annexure II for each course are indicative and not prescriptive in nature. They indicate the clock hours allocated for teaching and evaluation/project. However under the CBCS LTP pattern faculty has the liberty to modify the same in the best interest of the learners.

*Note:*

- a) *In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation /project sessions. Kindly note that the numbers indicated are indicative and not prescriptive.*
- b) *Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*