

Master of Business Administration (MBA) – Revised Syllabus 2019

**2 year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern**

MBA I effective from AY 2019-20

MBA II effective from AY 2020-21

1.0 Preamble: The revised MBA Curriculum 2019 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System initiated in the AY 2013. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a **few years** after graduation¹).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program. These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of the programme** are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of a particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

- a) Disciplinary knowledge and skills
- b) Generic skills
- c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course**.

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

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

¹ Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.

- 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,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

- 2.3 Session:** 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 and ensure effective learning.
- 2.4 Course Announcement:** The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.
- 2.5 Course Registration:** It is mandatory for every student, to register every semester, for the courses opted for that semester. 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, career goals and courses taken in the earlier semesters. 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. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary* aspects of management *theories, models and frameworks* with the *real world practices* and the *sector specific nuances* to *provide solutions to real world business, policy and social issues* in a *dynamic and complex world*.
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills*, excel in *cross-functional, multi-disciplinary, multi-cultural teams*, and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity*.
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership*.
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning*.
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.

3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): It is expected that **Institutes define the PSOs for each specialization / major-minor combination**. PSOs shall also vary based upon the **customized combination** of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Comprehensive Concurrent Evaluation (CCE)	End Semester Evaluation (ESE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
ADDITIONAL COURSE TYPES						
1	Enrichment Courses (ENR)	1	Elective	25	0	25

2	Foundation Courses (FOU)	1	Elective	25	0	25
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

4.1 Course Types

- 4.1.1 **Foundation Course:** These courses focus on developing the basic abilities that support the understanding of other courses.
- 4.1.2 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.3 **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.
- 4.1.4 **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 / electives). These are also known as Soft Core Courses.
- 4.1.5 **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/skills.
- 4.1.6 **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.
- 4.1.7 **Generic Elective – University Level:** These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building. The course outcomes for such courses can be better assessed through traditional End Semester Evaluation.
- 4.1.8 **Generic Elective – Institute Level:** These elective courses are aimed to develop inter-personal, technical and other skills aspect of competence building. The course outcomes for such courses can be better assessed through Comprehensive Concurrent Evaluation.
- 4.1.9 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.10 **Open Elective:** A subject elective course chosen generally from another Discipline / specialization / subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in one specialization area may be treated as an Open Elective by another specialization area and vice-a-versa.
- 4.1.11 **Enrichment Course:** This is a course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment / Add-on Course shall be a 1 Credit Course. The course is of the nature of Course of Independent Study (CIS) and is designed for learners who have the ability and inclination to work independently with limited guidance, supervision and interaction with the faculty member(s).
- 4.1.12 **Alternative Study Credit Courses:** These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real world challenges.
- 4.1.13 **Massive Open Online Courses (MOOCs)²:** Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

² AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

	Course#	Semester I		Semester II		Semester III		Semester IV		Credits	CCE Marks	ESE Mark
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)												
A	1	GC - 1	1	GC - 7	1	GC - 11	1	GC - 14		66 Credits	1050	1050
	2	GC - 2	2	GC - 8	2	GC - 12	2	GC - 15				
	3	GC - 3	3	GC - 9	3	GC -13 (SIP)	3	SC - 5				
	4	GC - 4	4	GC - 10	4	SC - 3	4	SC - 6				
	5	GC - 5	5	SC - 1	5	SC - 4						
	6	GC- 6	6	SC - 2								
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL												
B	7	GE UL - 1	7	GE UL - 4	6	GE UL – 7	5	GE UL - 10		22 Credits	0	550
	8	GE UL - 2	8	GE UL - 5	7	GE UL – 8	6	GE UL - 11				
	9	GE UL - 3	9	GE UL - 6	8	GE UL – 9						
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE – IL / SE - IL												
C	10	GE IL - 1	10	GE IL - 4	9	SE IL -3	7	SE IL -6		22 Credits	550	550
	11	GE IL - 2	11	SE IL -1	10	SE IL -4	8	SE IL -7				
	12	GE IL - 3	12	SE IL -2	11	SE IL -5						
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FOUNDATION COURSES (OPTIONAL)												
D	FOUNDATION 1 FOUNDATION 2 FOUNDATION 3 FOUNDATION 4 FOUNDATION 5 FOUNDATION 6		FOUNDATION 7 FOUNDATION 8 FOUNDATION 9 FOUNDATION 10		0 to 10 Credits							
ENRICHMENT COURSES (OPTIONAL)												
E	ENRICHMENT 1 ENRICHMENT 2 ENRICHMENT 3 ENRICHMENT 4 ENRICHMENT 5 ENRICHMENT 6		ENRICHMENT 7 ENRICHMENT 8 ENRICHMENT 9 ENRICHMENT 10		ENRICHMENT 11 ENRICHMENT 12		ENRICHMENT 13 ENRICHMENT 14		0 to 14 Credits			
ALTERNATIVE STUDY CREDIT COURSES (OPTIONAL)												
F	ASCC 1 ASCC 2 ASCC 3		ASCC 4 ASCC 5 ASCC 6		ASCC 7 ASCC 8 ASCC 9		ASCC 10 ASCC 11		0 to 22 Credits			

Note:

1. The basic programme structure comprises of Block A, B & C above.
2. Variations to the basic programme structure shall be defined at the institute level using any permissible combination of A,B,C,D,E and F blocks depicted above, taking into consideration institutional vision-mission-focus areas, industry demand, student learning capabilities, faculty competencies, availability of learning resources, etc. PSOs shall be appropriately defined by the institute.

LEGEND:

#	Block	CIE - ESE (Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (6 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
			TOTAL	110	43	
OPTIONAL COURSES (In Lieu of C1 / C2 ONLY)						
4.1	D	25 - 0 (1 Credit)	FOUNDATION COURSES	0 -10	0 - 10	ELECTIVES
4.2	E	25 - 0 (1 Credit)	ENRICHMENT COURSES	0- 14	0 - 14	ELECTIVES
4.3	F	50 - 0 (2 Credits)	ALTERNATIVE STUDY CREDIT COURSES	0 -22	0 -11	ELECTIVES

5.0 Specializations offered: The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Rural & Agribusiness Management (RABM)
2. Pharma & Healthcare Management (PHM)
3. Tourism & Hospitality Management (THM)
4. International Business Management (IB)

Note:

1. Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
2. Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.

3. The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

5.1 Open Elective(s):

1. Learners who intend to learn specific courses from other specialization(s) can opt for Subject Elective (SE - IL) courses from other specializations in lieu of the Subject Elective (SE - IL) courses from their native specialization.
2. These open electives MAY BE from two different specializations.
3. Open Electives can be opted for only in Sem III and Sem IV.
4. Students can opt for maximum 1 Subject Elective (SE - IL) course in Sem III and Sem IV each. i.e. Students can opt for maximum 2 Open Electives (total 4 credits).

5.2 Major Specialization + Minor Specialization Combination:

1. For a **Major + Minor Specialization combination** the learner shall **complete**
 - a) Major Specialization – Courses: Total 9 (4 Subject Core courses and 5 Subject Elective courses)
 - b) Minor Specialization – Courses: Total 4 (2 Subject Core courses and 2 Subject Elective courses)
2. For a **Major + Minor Specialization combination** the learner shall **earn**
 - a) Major Specialization – Credits: Total 22 (12 Credits from Subject Core + Minimum 10 Credits from Subject Electives)
 - b) Minor Specialization – Credits: Total 10 (6 Credits from Subject Core + Minimum 4 Credits from Subject Electives)
3. The 10 credits of the MINOR specialization shall be from a single specialization, out of which 6 credits shall be mandatorily earned through the Subject Core Courses.
4. The Major + Minor specialization combination is OPTIONAL.
5. Students shall be permitted to opt for **ANY Major + ANY Minor** specialization combination, subject to institutional norms and guidelines, issued from time to time.
6. A student opting for Major + Minor specialization combination shall opt for Foundation Courses / Enrichment Courses / Alternative Study Credit Courses **ONLY in lieu of Generic Elective (GE - IL) Courses**.
7. Institutes may stipulate additional criteria of minimum SGPA / CGPA, number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major minor combination. Such criteria may also involve the potential employability criteria for a particular specialization / Major + Minor specialization combination.

5.3 Options & Guidelines for Choice of Specialization:

1. Students can opt for a single specialization (i.e. Major Only – 5 choices)
2. Students can opt for a two specializations (i.e. Major + Minor Combination – 1(Major) + 8(Minor) choices)
3. Specializations which are offered ONLY as MINOR shall be offered in SECOND YEAR ONLY. (4 choices)
4. Courses for the Minor specialization shall be taken up in the second year ONLY (in either Sem III or Sem IV or in a combination of Sem III and IV).
5. The Major specialization of a student shall be determined by the Subject Core (SC) courses and the Subject Elective (SE - IL) courses chosen in Sem II.
6. All courses (Subject Core (SC) courses and the Subject Elective (SE - IL) courses) chosen in Sem II shall belong to the same specialization.
7. The learners shall generally complete 6 Subject Core courses (2 each in semester II, III, IV) and 7 Subject Elective courses (2, 3, 2 each in semester II, III, IV respectively). In this case he /she shall be awarded MBA (Functional Area Specialization) degree, e.g. MBA (Marketing), MBA (Finance), etc.
8. The learners shall complete 4 Subject Core courses and 5 Subject Elective courses of Major specialization and 2 Subject Core courses and 2 Subject Elective courses of Minor specialization. In this case he /she shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc.

5.4 Foundation Courses:

1. All the Foundation Courses shall be of 1 credit each.
2. Maximum credits for Foundation Courses **shall not exceed 10 (Ten) Credits**.

3. Foundation Courses can be opted for ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses.³
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) ONLY.
5. Foundation Courses CANNOT be opted for in Sem III and in Sem IV.
6. It is NOT MANDATORY for a learner to opt for Foundation Courses. However, Faculty members may advise a student to enroll for Foundation Course(s) after a methodical assessment of the relevant competencies of the student.
7. Foundation Courses shall be offered ONLY to those students who lack the basic competencies in the specific course. The institute shall conduct a methodical assessment of the relevant competencies of the student to identify the learners who need to take up foundation courses. Records of the evaluation shall be preserved.
8. Institutes may stipulate additional criteria for students desirous to take up Foundation Courses.
9. Foundation Courses shall be taught by the course teacher in workshop mode / project mode.
10. The course teacher shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
11. Pre- and post-test: A test or other assessment activity shall be administered to the students both at the beginning of the foundation course and at the end of the foundation course, with the intention of demonstrating improved skills upon completion. The tests shall be essentially SKILL based.
12. Best of the two assessments shall be treated as the final evaluation.
13. The list of Foundation Courses is mentioned in Annexure I.

5.5 Enrichment Courses:

1. All the Enrichment Courses shall be of 1 credit each.
2. Maximum credits for Enrichment Courses **shall not exceed 14 (Fourteen) Credits**.
3. Enrichment Courses can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁴.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) or Semester III (minimum zero Credits – maximum two credits) or Semester IV (minimum zero Credits – maximum two credits).
5. It is NOT MANDATORY for a learner to opt for Enrichment Courses. However, Faculty members may advise a student to enroll for Enrichment Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Enrichment Courses.
7. Enrichment Courses shall be executed as **Course of Independent Study (CIS)** in guided self study mode.
8. A faculty guide shall be assigned for such courses. The learner shall select the Enrichment Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
9. Since enrichment course is a guided self study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
10. The learners shall document and submit details such as questionnaires, interview schedules, interview transcripts, observation sheets, photographs, testimonials from the organizations / persons interacted with, permission letters, acceptance letters, field work sampling plans, etc.
11. Enrichment Courses can be carried out in the campus library / in the campus IT lab / in a local community setting / in a start-up / in a government undertaking / in a NGO / in a cooperative / in a corporate entity.
12. The Enrichment Courses are organized in different Proficiency Tracks. Learners shall normally opt for enrichment courses from **NOT MORE THAN 3 Proficiency Tracks**.
13. **Enrichment Courses are of the following types:**
 - a) **Seminar** - Involves Desk Research of distributed learning material and information resources and submission and presentation of an analytical report. Maximum credits for Enrichment Courses of Seminar type shall not exceed 10 (Ten) Credits.

³ Except for a learner who opts for Major + Minor Specialization combination

⁴ Except for a learner who opts for Major + Minor Specialization combination

- b) **Review** – Involves Desk Research of a small set of specific published reports/ databases and submission and presentation of an analytical report. Maximum credits for **Enrichment Courses of Seminar type** shall not exceed 10 (Ten) Credits.
- c) **Case Study Development and Presentation** – Involves desk research and field work leading to the development, presenting and publishing of a case study. Maximum credits for **Enrichment Courses of Case Study Development and Presentation type** shall not exceed 10 (Ten) Credits.
- d) **Project** – Involves field work leading to presentation of a comprehensive report based on the experiential learning. Maximum credits for **Enrichment Courses of Project type** shall not exceed 10 (Ten) Credits.
- e) **Lab / Workshop** - Involves experiential learning through focused skill building activity. Maximum credits for **Enrichment Courses of Lab / Workshop type** shall not exceed 10 (Ten) Credits.
- f) **Clinic / Fest** – Involves experiential learning through organizing an event / campaign. Maximum credits for **Enrichment Courses of Clinic / Fest type** shall not exceed 4 (Four) Credits.
- g) **Personal Interest Course** - Involves experiential learning through club activities at the Institute Level. Maximum credits for **Enrichment Courses of Personal Interest Course type** shall not exceed 4 (Four) Credits.
14. A well documented and comprehensive spiral bound report / publication, with appropriate referencing, is essential for all the enrichment courses. Relevant Audio, Video Material, should be included as a part of the report.
15. The Evaluation for the Enrichment Courses shall be as follows –
 - a) Proposal and Scope of Work – 5 Marks
 - b) Report – 10 Marks
 - c) Presentation – 5 Marks
 - d) Viva Voce – 5 Marks
16. The presentation shall be similar to an open defence. The Viva Voce shall be carried out by minimum two faculty members including the guide.
17. The sum total of the number of Foundation Courses and the number of Enrichment Courses opted by a student in a particular semester should generally be an even number.
18. The list of Enrichment Courses is provided in Annexure I.

5.6 Alternative Study Credit Courses:

1. All the ASCC shall be of 2 credits each.
2. Maximum credits for ASCC **shall not exceed 22 (Twenty two) Credits.**
3. Alternative Study Credit Courses (ASCC) can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses⁵.
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum six credits) or Semester III (minimum zero Credits – maximum six credits) or Semester IV (minimum zero Credits – maximum four credits). i.e. a learner may skip Generic Elective (GE - IL) courses all together and earn the required 22 credits entirely through ASCC.
5. It is NOT MANDATORY for a learner to opt for Alternative Study Credit Courses. However, Faculty members may advise a student to enroll for Alternative Study Credit Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Alternative Study Credit Courses.
7. **A MINIMUM of 60% of the total credits earned by a learner through ASCC shall either be from MOOCs or from Professional Certification Programmes.**
8. Thus a learner may skip all Generic Elective (GE - IL) courses and skip all Subject Elective (SE - IL) courses and earn the required 22 credits entirely through ASCC.
9. The same TYPE of ASCC can be opted for multiple number of times. Norms for the same are prescribed in the relevant section later in this syllabus document. For e.g. A student may undertake 11 “Professional Certification Programs” and earn 22 credits or complete 11 MOOCs and earn 22 Credits. 4 WEEKS MOOC shall be treated as 1 credit , 8 WEEKS MOOC shall be treated as 2 credits & 12 WEEKS MOOC shall be treated as 3 credits.
10. ASCC shall be executed in online study mode / field work or project mode / certification mode.
11. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.

⁵ Except for a learner who opts for Major + Minor Specialization combination

12. The learner shall select the ASCC that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
13. There is no defined syllabus for the ASCC courses. Institutes shall define the syllabus and announce the same on the website.
14. Since ASCC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
15. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Sem IV.
16. The list of ASCC is provided in Annexure I.

5.7 Combination of Options: A learner may opt for any combination of earning the 22 credits assigned to Generic Elective (GE - IL) courses and Subject Elective (SE - IL) courses through

- e) Generic Elective (GE - IL) courses
- f) Subject Elective (SE - IL) courses
- g) Open Elective Courses
- h) Major + Minor specialization combination
- i) Foundation Courses
- j) Enrichment Courses
- k) Alternative Study Credit Courses

SUBJECT TO THE minimum and maximum limits of credits prescribed and, subject to institutional norms and guidelines, issued from time to time.

6.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. 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.** SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. 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.

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)

8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Sem III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

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

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

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

7.0 Comprehensive Concurrent Evaluation (CCE) / Concurrent Internal Evaluation (CIE):

1. The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCE with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Comprehensive Concurrent Evaluation with or without modifications.
3. The course teacher shall display, on the notice board, the approved CCE scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each CCE item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one CCE item.
8. CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.

9. The assessment outcome of each CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed CCE *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial CCE items at its discretion.
12. At the end of the term aggregate CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one of more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

5. Case Study
6. Caselet
7. Situation Analysis
8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

15. Learning Diary
16. Scrap Book / Story of the week / Story of the month
17. Creating a Quiz
18. Designing comic strips
19. Creating Brochures / Bumper Stickers / Fliers
20. Creating Crossword Puzzles
21. Creating and Presenting Posters
22. Writing an Advice Column
23. Library Magazines based assessment
24. Peer assessment
25. Autobiography/Biography
26. Writing a Memo
27. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

28. Book Review
29. Drafting a Policy Brief
30. Drafting an Executive Summary
31. Literature Review
32. Term Paper
33. Thematic Presentation
34. Publishing a Research Paper
35. Annotated Bibliography

36. Creating Taxonomy
37. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

38. Online Exam
39. Simulation Exercises
40. Gamification Exercises
41. Presentation based on Google Alerts
42. Webinar based assessment
43. Creating Webpage / Website / Blog
44. Creating infographics / infomercial
45. Creating podcasts / Newscast
46. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of CCE: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of CCE Documents: Records of CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years**. Likewise records of assessments to decide the learning needs of students for opting for **Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option** etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 End Semester Evaluation (ESE):

1. The End Semester Evaluation (Summative Evaluation) for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Savitribai Phule Pune University.
2. The ESE shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)

Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

9.0 Programme Flexibility:

9.1 Average Credits per semester, Fast & Slow Learners:

1. It is expected that a student registers for 30 credits in Semester I, II, III each and balance 20 credits in Semester IV.
2. **Fast learners** (under accelerated plan), may be permitted to register for upto 6 additional credits per semester, subject to fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
3. **Slow learners**, may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 4 academic years since the first admission to the MBA programme.

9.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

9.3 Horizontal or Lateral Credit Transfer:

1. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
2. Horizontal or Lateral Credit Transfer shall be permitted **between the MBA and the MCA programme of SPPU** for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.
3. The list of such courses eligible for Horizontal or Lateral Credit Transfer **between the MBA and the MCA programme of SPPU** shall be announced by the BOS/Faculty.
4. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
5. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) only.

9.4 Block Credit Transfer:

1. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.
2. Block credit transfer shall be permitted for all **national and international professional certifications** achieved by the learner provided the **courses learning outcomes (CLOs)** are related to the **MBA programme's PEOs and POs** and are opted by the students **during the period of his enrolment for the MBA programme**. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
3. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) courses ONLY.

9.5 Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **SWAYAM, NPTEL, EdX, Coursera, Udemy** as a part of ASCC.
2. Priority shall be given to the SWAYAM platform. If a course is not available of SWAYAM, other online platforms may be used.
3. Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs.
4. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.

5. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
7. Online courses of SWAYAM or equivalent platform shall be allowed if:
 - a) There is non-availability of suitable teaching staff for running a course in the Institution or
 - b) The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.
8. Evaluation of MOOCs through SWAYAM:
 - 8.1 In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).
 - 8.2 The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.
 - 8.3 After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.
 - 8.4 The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the proviso that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.
 - 8.5 A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.
9. Evaluation of MOOCs through EdX, Coursera, Udemy:
 - 9.1 The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.
 - 9.2 Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

9.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes as a part of ASCC. These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 20% of the total credits (22 Credits) shall be earned through the Professional Certification Programmes.
3. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the Professional Certification Programmes.
4. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.
5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.
7. Indicative list is provided below -
 - i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
 - ii. Foreign Language Certification Equivalent to A1/A2 or above
 - iii. Google / Microsoft / Oracle / Sun Certification
 - iv. NSE / BSE / NISM Certification
 - v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification

- vi. Six Sigma Certification
- vii. ISO Certification (as an auditor)
- viii. Tally ERP Certification
- ix. NLP Certification

9.7 Start-up: Launching and Sustaining' program⁶: AICTE has launched the 'Start-up: Launching and Sustaining' program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfill two out of the five measurable outcomes as below:

- a) **Funding:** Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
- b) **Employment Created:** At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
- c) **Revenues Generated:** At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
- d) **Surplus Generated:** At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
- e) **Patent Application or Granted:** The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program. It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.

SPPU may suitably verify the details of fulfilment of the two out of the five measurable outcomes listed above.

9.8 Additional Specialization:

- 1. A student who has earned the MBA with a MAJOR Specialization may enroll for additional specialization after passing out the regular MBA programme.
- 2. Additional specialization can be pursued in the MAJOR Specialization ONLY. i.e. Additional specialization cannot be pursued in the Specializations which are listed as MINOR ONLY.
- 3. Such students will be exempted from appearing for all the generic core and generic elective courses.
- 4. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for.
- 5. Students opting for MAJOR + MINOR specialization combination are NOT eligible to enroll for additional specialization.

10.0 Passing Standards:

- 1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
- 2. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

⁶ As per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016

10.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However 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. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

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

10.2 Scaling Down of CCE Scores: The marks obtained by the student for the CCE shall be scaled down, to the required extent, if percentage of the marks of CCE exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

10.3 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 110 credits.

10.4 Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum FOUR attempts.
2. Dropping a course and opting for another equivalent course can be done ONLY in the case of Generic Elective (GE - UL) , Generic Elective (GE - IL) and Subject Elective (SE - IL).
3. If a student drops a course 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.
4. 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 per course during these four attempts available to him.
5. A student may drop at the most 4 courses (GE – UL / GE – IL / SE – IL).

10.5 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme **within 4 years** from the date of admission.

10.6 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) cannot be selected for Grade Improvement.

11. Miscellaneous

11.1 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

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

11.3 LTP indicated in the syllabus is indicative.

11.4 Numbers indicated against each unit indicate L+T. These are indicative in nature. Course teachers may modify based on teaching & assessment, evaluation methods adopted.

11.5 Text Books and Reference Books refer to latest edition.

12. Detailed Course List for each category of courses is provided in Annexure I.

13. Detailed syllabus of each course is provided in Annexure II.

ANNEXURE I

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

* Six Credits

GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks CCE , 50 Marks ESE			
Course #	Course Code	Course	Semester
Any 3 courses to be selected from the following list in Semester I			
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
Any 3 courses to be selected from the following list in Semester II			
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
Any 3 courses to be selected from the following list in Semester III			
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Knowledge Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
Any 2 courses to be selected from the following list in Semester IV			
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Technology Competition and Strategy	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	Corporate Social Responsibility & Sustainability	IV

GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES – 2 Credits Each			
50 Marks CCE , 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 3 courses to be selected from the following list in Semester I			
113	GE - IL - 01	Verbal Communication Lab	I
114	GE - IL - 02	Enterprise Analysis & Desk Research	I
115	GE - IL - 03	Selling & Negotiation Skills Lab	I
116	GE - IL - 04	MS Excel	I
117	GE - IL - 05	Business Systems & Procedures	I
118	GE – IL- 06	Managing Innovation	I
119	GE – IL- 07	Foreign Language – I	I
Maximum 1 course to be selected from the following list in Semester II			
213	GE – IL - 08	Written Analysis and Communication Lab	II
214	GE – IL - 09	Industry Analysis & Desk Research	II
215	GE – IL - 10	Entrepreneurship Lab	II
216	GE – IL - 11	SPSS	II
217	GE – IL - 12	Foreign Language – II	II

SUBJECT CORE (SC) COURSES: Specialization – Marketing Management (MKT)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 MKT	SC – MKT- 01	Marketing Research	II
206 MKT	SC – MKT- 02	Consumer Behaviour	II
304 MKT	SC – MKT- 03	Services Marketing	III
305 MKT	SC – MKT- 04	Sales & Distribution Management	III
403 MKT	SC – MKT- 05	Marketing 4.0	IV
404 MKT	SC – MKT- 06	Marketing Strategy	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Marketing Management (MKT)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 MKT	SE – IL - MKT- 01	Integrated Marketing Communications	II
218 MKT	SE – IL - MKT- 02	Product & Brand Management	II
219 MKT	SE – IL - MKT- 03	Personal Selling Lab	II
220 MKT	SE – IL - MKT- 04	Digital Marketing - I	II
221 MKT	SE – IL - MKT- 05	Marketing of Financial Services - I	II
222 MKT	SE – IL - MKT- 06	Marketing of Luxury Products	II
Maximum 3 courses to be selected from the following list in Semester III			
312 MKT	SE – IL - MKT- 07	Business to Business Marketing	III
313 MKT	SE – IL - MKT- 08	International Marketing	III
314 MKT	SE – IL - MKT- 09	Digital Marketing - II	III
315 MKT	SE – IL - MKT- 10	Marketing of Financial Services - II	III
316 MKT	SE – IL - MKT- 11	Marketing Analytics	III
317 MKT	SE – IL - MKT- 12	Marketing of High Technology Products	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 MKT	SE – IL - MKT- 13	Customer Relationship Management	IV
410 MKT	SE – IL - MKT- 14	Rural & Agriculture Marketing	IV
411 MKT	SE – IL - MKT- 15	Tourism & Hospitality Marketing	IV
412 MKT	SE – IL - MKT- 16	Retail Marketing	IV
413 MKT	SE – IL - MKT- 17	Retailing Analytics	IV
414 MKT	SE – IL - MKT- 18	Marketing to Emerging Markets & Bottom of the Pyramid	IV

SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 FIN	SC – FIN - 01	Financial Markets and Banking Operations	II
206 FIN	SC – FIN - 02	Personal Financial Planning	II
304 FIN	SC – FIN - 03	Advanced Financial Management	III
305 FIN	SC – FIN - 04	International Finance	III
403 FIN	SC – FIN - 05	Financial Laws	IV
404 FIN	SC – FIN - 06	Current Trends & Cases in Finance	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 FIN	SE – IL - FIN - 01	Securities Analysis & Portfolio Management	II
218 FIN	SE – IL - FIN - 02	Futures and Options	II
219 FIN	SE – IL - FIN - 03	Direct Taxation	II
220 FIN	SE – IL - FIN - 04	Financial Reporting	II
221 FIN	SE – IL - FIN - 05	Retail Credit Management- Lending & Recovery	II
222 FIN	SE – IL - FIN - 06	Banking Laws & Regulations	II
223 FIN	SE – IL - FIN - 07	Fundamentals of Life Insurance – Products and Underwriting	II
224 FIN	SE – IL - FIN - 08	General Insurance - Health and Vehicle	II
Maximum 3 courses to be selected from the following list in Semester III			
312 FIN	SE – IL - FIN - 09	Behavioural Finance	III
313 FIN	SE – IL - FIN - 10	Technical Analysis of Financial Markets	III
314 FIN	SE – IL - FIN - 11	Commodities Markets	III
315 FIN	SE – IL - FIN – 12	Indirect Taxation	III
316 FIN	SE – IL - FIN – 13	Corporate Financial Restructuring	III
317 FIN	SE – IL - FIN - 14	Financial Modeling	III
318 FIN	SE – IL - FIN – 15	Digital Banking	III
319 FIN	SE – IL - FIN – 16	Treasury Management	III
320 FIN	SE – IL - FIN – 17	Project Finance and Trade Finance	III
321 FIN	SE – IL - FIN – 18	Insurance Laws & Regulations	III
322 FIN	SE – IL - FIN – 19	Marine Insurance	III
323 FIN	SE – IL - FIN – 20	Fire Insurance	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 FIN	SE – IL - FIN – 21	Fixed Income Securities	IV
410 FIN	SE – IL - FIN – 22	Business Valuation	IV
411 FIN	SE – IL - FIN – 23	Risk Management	IV
412 FIN	SE – IL - FIN – 24	Strategic Cost Management	IV
413 FIN	SE – IL - FIN – 25	Rural and Micro Finance	IV
414 FIN	SE – IL - FIN - 26	Reinsurance	IV
415 FIN	SE – IL - FIN – 27	Agricultural Insurance	IV

SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 HR	SC – HRM – 01	Competency Based Human Resource Management	II
206 HR	SC – HRM – 02	Employee Relations & Labour Legislation	II
304 HR	SC – HRM - 03	Strategic Human Resource Management	III
305 HR	SC – HRM - 04	HR Operations	III
403 HR	SC – HRM - 05	Organizational Diagnosis & Development	IV
404 HR	SC – HRM - 06	Current Trends & Cases in Human Resource Management	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 HRM	SE – IL - HRM - 01	Labour Welfare	II
218 HRM	SE – IL - HRM - 02	Lab in Recruitment and Selection	II
219 HRM	SE – IL - HRM - 03	Learning and Development	II
220 HRM	SE – IL - HRM - 04	Public Relations & Corporate Communications	II
221 HRM	SE – IL - HRM - 05	HR Analytics	II
222 HRM	SE – IL - HRM - 06	Conflict and Negotiation Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 HR	SE – IL - HRM - 07	Talent Management	III
313 HR	SE – IL - HRM - 08	Psychometric Testing and Assessment	III
314 HR	SE – IL - HRM - 09	HR perspective in Mergers and Acquisition	III
315 HR	SE – IL - HRM - 10	International HR	III
316 HR	SE – IL - HRM - 11	Mentoring and Coaching	III
317 HR	SE – IL - HRM - 12	Compensation and Reward management	III
318 HR	SE – IL - HRM - 13	Performance Management System	III
319 HR	SE – IL - HRM - 14	Change Management & New Technologies in HRM	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 HR	SE – IL - HRM - 15	Labour Legislation	IV
410 HR	SE – IL - HRM - 16	Designing HR Policies	IV
411 HR	SE – IL - HRM - 17	Labour Economics and Costing	IV
412 HR	SE – IL - HRM - 18	Best Practices in HRM	IV
413 HR	SE – IL - HRM - 19	Employee Engagement and Ownership	IV
414 HR	SE – IL - HRM – 20	Leadership and Succession Planning	IV
415 HR	SE – IL - HRM - 21	E - HRM	IV

SUBJECT CORE (SC) COURSES: Specialization – Operations & Supply Chain Management (OSCM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 OSCM	SC – OSCM - 01	Services Operations Management - I	II
206 OSCM	SC – OSCM - 02	Supply Chain Management	II
304 OSCM	SC – OSCM - 03	Services Operations Management - II	III
305 OSCM	SC – OSCM - 04	Logistics Management	III
403 OSCM	SC – OSCM - 05	E Supply Chains & Logistics	IV
404 OSCM	SC – OSCM - 06	Industry 4.0	IV

SUBJECT ELECTIVE (SE - IL) COURSES : Specialization – Operations & Supply Chain Management (OSCM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 OSCM	SE – IL - OSCM - 01	Planning & Control of Operations	II
218 OSCM	SE – IL - OSCM - 02	Productivity Management	II
219 OSCM	SE – IL - OSCM - 03	Inventory Management	II
220 OSCM	SE – IL - OSCM - 04	Theory of Constraints	II
221 OSCM	SE – IL - OSCM - 05	Quality Management Standards	II
222 OSCM	SE – IL - OSCM - 06	Service Value Chain Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 OSCM	SE – IL - OSCM – 07	Manufacturing Resource Planning	III
313 OSCM	SE – IL - OSCM – 08	Sustainable Supply Chains	III
314 OSCM	SE – IL - OSCM – 09	Business Excellence	III
315 OSCM	SE – IL - OSCM – 10	Toyota Production System	III
316 OSCM	SE – IL - OSCM – 11	Operations and Services Strategy	III
317 OSCM	SE – IL - OSCM – 12	Six Sigma for Operations	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 OSCM	SE – IL - OSCM – 14	Enterprise Resource Planning	IV
410 OSCM	SE – IL - OSCM – 15	World Class Manufacturing	IV
411 OSCM	SE – IL - OSCM – 16	Supply Chain Strategy	IV
412 OSCM	SE – IL – OSCM – 17	Financial Perspectives in Operations Management	IV
413 OSCM	SE – IL - OSCM – 18	Facilities Planning	IV
414 OSCM	SE – IL - OSCM – 19	Purchasing and Supplier Relationship Management	IV
415 OSCM	SE – IL - OSCM - 20	Strategic Supply Chain Management	IV

SUBJECT CORE (SC) COURSES: Specialization – Business Analytics (BA)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	Course Code	Course	Semester
205 BA	SC – BA - 01	Basic Business Analytics using R	II
206 BA	SC – BA - 02	Data Mining	II
304 BA	SC – BA - 03	Advanced Statistical Methods using R	III
305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	III
403 BA	SC – BA - 05	Economics of Network Industries	IV
404 BA	SC – BA - 06	Artificial Intelligence in Business Applications	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Business Analytics (BA)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 BA	SE – IL - BA - 01	Marketing Analytics	II
218 BA	SE – IL - BA - 02	Retailing Analytics	II
219 BA	SE – IL - BA - 03	Workforce Analytics	II
220 BA	SE – IL - BA - 04	Tableau	II
221 BA	SE – IL - BA - 05	Data Warehousing Project Life Cycle Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 BA	SE – IL - BA – 06	Social Media, Web & Text Analytics	III
313 BA	SE – IL - BA – 07	Industrial Internet of Things	III
314 BA	SE – IL - BA – 08	Supply Chain Analytics	III
315 BA	SE – IL - BA – 09	Cognos Analytics	III
316 BA	SE – IL - BA – 10	Predictive Modelling using SPSS Modeler	III
317 BA	SE – IL - BA – 11	E commerce Analytics - I	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 BA	SE – IL - BA - 13	E Commerce Analytics - II	IV
410 BA	SE – IL - BA - 14	Healthcare Analytics	IV
411 BA	SE – IL - BA – 15	Watson	IV
412 BA	SE – IL - BA – 16	Scala and Spark	IV

[D] FOUNDATION (FOU) COURSES (ELECTIVES) – 1 Credit Each			
25 Marks CCE, 00 Marks ESE			
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II			
Course No.	Course Code	Course	Semester
1	FOU - 001	Elementary English	I
2	FOU - 002	Elementary Mathematics & Statistics	I
3	FOU - 003	Elementary Economics	I
4	FOU - 004	Elementary Accounting	I
5	FOU - 005	Elementary Information Technology	I
6	FOU - 006	Elementary Business Etiquette	I
7	FOU - 007	Elementary MS WORD	II
8	FOU - 008	Elementary MS POWERPOINT	II
9	FOU - 009	Elementary Data Interpretation & Logical Reasoning	II
10	FOU - 010	Elementary Verbal and Reading Comprehension	II
11	FOU - 011	Elementary Quantitative Ability	II

[E] ENRICHMENT (ENR) COURSES (ELECTIVES) – 1 Credit Each				
25 Marks CCE, 00 Marks ESE				
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II and / or Between ZERO to TWO courses to be selected from the following list in Semester III and / or Between ZERO to FOUR courses to be selected from the following list in Semester IV				
Course No	Course Code	Proficiency Track	Course	Semester
1	ENR - 1	Entrepreneurship	Entrepreneurship in The Online Economy – Seminar	Any
2	ENR - 2	Entrepreneurship	Management Skills for MSMEs – Seminar	Any
3	ENR - 3	Entrepreneurship	Business Plan for Small Business - Case Study Development and Presentation	Any
4	ENR - 4	Entrepreneurship	The Elevator Pitch - Case Study Development and Presentation	Any
5	ENR - 5	Entrepreneurship	Private Equity – Seminar	Any
6	ENR - 6	Entrepreneurship	Launching & Sustaining Start-Ups- Case Study Development and Presentation	Any
7	ENR - 7	Entrepreneurship	Start-Up Fest	Any
8	ENR - 8	Entrepreneurship	Marketing on a shoe string budget for Small Business - Case Study Development and Presentation	Any
9	ENR - 9	Entrepreneurship	Growing business through Franchising - Case Study Development and Presentation	Any
10	ENR - 10	Entrepreneurship	Finance and Accounting aspects of Small Businesses - Case Study Development and Presentation	Any
11	ENR - 11	Entrepreneurship	Planning, Structuring, and Financing Small Businesses - Case Study Development and Presentation	Any
12	ENR - 12	Entrepreneurship	Digital Marketing for MSMEs- Case Study Development and Presentation	Any
13	ENR - 13	Entrepreneurship	Legal Compliances for MSMEs – Seminar	Any
14	ENR - 14	Entrepreneurship	Contemporary Indian Models in Entrepreneurship - Case Study Development and Presentation	Any
15	ENR - 15	Entrepreneurship	Women Entrepreneurs in Contemporary India - Case Study Development and Presentation	Any
16	ENR - 16	Desk Research	Review of National Databases & Reports	Any
17	ENR - 17	Desk Research	Review of Industry Databases	Any
18	ENR - 18	Desk Research	Review of Industry Best Practice Surveys	Any
19	ENR - 19	Desk Research	Review of Global Best Practice Surveys	Any
20	ENR - 20	Desk Research	Review of TED Talks	Any
21	ENR - 21	Desk Research	Book Reviews	Any
22	ENR - 22	Desk Research	Emerging Trends in Business - Seminar	Any

23	ENR - 23	Desk Research	Best Business Practices - Case Study Development and Presentation	Any
24	ENR - 24	Desk Research	Disruptive Business Practices - Case Study Development and Presentation	Any
25	ENR - 25	Desk Research	Business Houses & Business Families in India - Case Study Development and Presentation	Any
26	ENR - 26	Desk Research	Industry Specific Governance & Compliances - Seminar	Any
27	ENR - 27	Desk Research	Business Excellence Awards & Awardees - Case Study Development and Presentation	Any
28	ENR - 28	Managerial Effectiveness	Design Thinking Workshop	Any
29	ENR - 29	Managerial Effectiveness	Problem Solving Tools & Techniques Workshop	Any
30	ENR - 30	Managerial Effectiveness	Theory of Constraints Workshop	Any
31	ENR - 31	Managerial Effectiveness	Six Sigma Applications in Business Workshop	Any
32	ENR - 32	Managerial Effectiveness	Budgeting Workshop	Any
33	ENR - 33	Managerial Effectiveness	i-Lab Design Thinking Projects Workshop	Any
34	ENR - 34	Managerial Effectiveness	Public Relations Workshop	Any
35	ENR - 35	Managerial Effectiveness	Cross Cultural Relationship Marketing Workshop	Any
36	ENR - 36	Managerial Effectiveness	Digital Productivity Tools Workshop	Any
37	ENR - 37	Managerial Effectiveness	Effective Meetings Management Workshop	Any
38	ENR - 38	Managerial Effectiveness	Balanced Score Card - Case Study Development and Presentation	Any
39	ENR - 39	Perspectives on Management	Management Thinkers & Contributions - Seminar	Any
40	ENR - 40	Perspectives on Management	Enduring Management Principles & Thoughts - Seminar	Any
41	ENR - 41	Perspectives on Management	Mysteries in Management - Seminar	Any
42	ENR - 42	Perspectives on Management	Management - The Future Frontiers - Seminar	Any
43	ENR - 43	Perspectives on Management	Leaderships Lessons from Non-business leaders – Seminar	Any
44	ENR - 44	Perspectives on Management	Leadership Lessons from Antiquity - Seminar	Any
45	ENR - 45	Perspectives on Management	Leading in the 21st Century - Case Study Development and Presentation	Any
46	ENR - 46	Perspectives on Management	Strategy in a VUCA world - Case Study Development and Presentation	Any
47	ENR - 47	Economy & Polity	The Economics & Politics of NGOs - Case Study Development and Presentation	Any
48	ENR - 48	Economy & Polity	Politics & Governance - Seminar	Any
49	ENR - 49	Economy & Polity	Climate Change Politics & Policy - Seminar	Any
50	ENR - 50	Economy & Polity	Energy Economics - Seminar	Any
51	ENR - 51	Economy & Polity	Civil Society, New Social Movements & Public Policy - Case Study Development and Presentation	Any
52	ENR - 52	Economy & Polity	Corporations, NGOs & Civil societies - Seminar	Any

53	ENR - 53	Economy & Polity	Environment & Development - Seminar	Any
54	ENR - 54	Economy & Polity	Globalization & Localization - Seminar	Any
55	ENR - 55	Economy & Polity	Strategic Transformation and Change in the Indian Economy - Case Study Development and Presentation	Any
56	ENR - 56	Communication	Verbal Communication & Presentation Skills Workshop	Any
57	ENR - 57	Communication	Visual Communication Workshop	Any
58	ENR - 58	Communication	Communication Through Theatre Techniques Workshop	Any
59	ENR - 59	Communication	Technical Writing Workshop	Any
60	ENR - 60	Communication	Walk the Talk - Leader / Entrepreneur Interviews Lab	Any
61	ENR - 61	Communication	Creative Writing Workshop	Any
62	ENR - 62	Communication	Blog Writing Workshop	Any
63	ENR - 63	Behavioural & Interpersonal Skills	Transactional Analysis Lab	Any
64	ENR - 64	Behavioural & Interpersonal Skills	Emotional Intelligence & Managerial Effectiveness Lab	Any
65	ENR - 65	Behavioural & Interpersonal Skills	Influence & Persuasion Lab	Any
66	ENR - 66	Behavioural & Interpersonal Skills	Negotiation Skills Lab	Any
67	ENR - 67	Behavioural & Interpersonal Skills	Team Selling Lab	Any
68	ENR - 68	Technology	Technology Clinic	Any
69	ENR - 69	Technology	Digital Innovation and Transformation – Seminar	Any
70	ENR - 70	Technology	Social Impact of Technology - Case Study Development and Presentation	Any
71	ENR - 71	Technology	Technology Commercialization – Seminar	Any
72	ENR - 72	Technology	Intellectual Property Rights – Seminar	Any
73	ENR - 73	Technology	Strategy and Technology – Seminar	Any
74	ENR - 74	Technology	Internet of Things – Seminar	Any
75	ENR - 75	Technology	Cyber Security – Seminar	Any
76	ENR - 76	Technology	Gamification Workshop	Any
77	ENR - 77	Understanding India	Skill-India - Case Study Development and Presentation	Any
78	ENR - 78	Understanding India	Smart-Cities - Case Study Development and Presentation	Any
79	ENR - 79	Understanding India	Swachh Bharat - Case Study Development and Presentation	Any
80	ENR - 80	Understanding India	Make-in-India - Case Study Development and Presentation	Any
81	ENR - 81	Understanding India	Constitution of India – Seminar	Any
82	ENR - 82	Understanding India	Indian Social Structure - Case Study Development and Presentation	Any
83	ENR - 83	Understanding India	Methodological Foundations of Indian Scientific Tradition – Seminar	Any
84	ENR - 84	Understanding India	Some Scientific Concepts from Sanskrit Texts – Seminar	Any
85	ENR - 85	Understanding India	Film Appreciation - Case Study Development and Presentation	Any
86	ENR - 86	Understanding India	Culture, Diversity & Society – Seminar	Any

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87	ENR - 87	Understanding India	Contemporary Debates in Business & Society – Seminar	Any
88	ENR - 88	Understanding India	Consumerism and Sociology of the Family – Seminar	Any
89	ENR - 89	Understanding India	Culture and Media – Seminar	Any
90	ENR - 90	Understanding India	Business History – Seminar	Any
91	ENR - 91	Unconventional Sectors	Educational Institutions Management - Case Study Development and Presentation	Any
92	ENR - 92	Unconventional Sectors	The Business of Bollywood - Case Study Development and Presentation	Any
93	ENR - 93	Unconventional Sectors	Contemporary Sports: A Business Perspective - Case Study Development and Presentation	Any
94	ENR - 94	Unconventional Sectors	Managing Public Festivals , Exhibitions & Fairs - Case Study Development and Presentation	Any
95	ENR - 95	Unconventional Sectors	Agro Tourism- Case Study Development and Presentation	Any
96	ENR - 96	Ethics & Social Responsibility	Rural Immersion Project	Any
97	ENR - 97	Ethics & Social Responsibility	Managing for bottom of the Pyramid Business – Seminar	Any
98	ENR - 98	Ethics & Social Responsibility	Digital Technologies For Social Inclusion - Case Study Development and Presentation	Any
99	ENR - 99	Ethics & Social Responsibility	Social Impact Analysis for Local Community Projects - Case Study Development and Presentation	Any
100	ENR - 100	Ethics & Social Responsibility	Social & Ethical Aspects of Healthcare – Seminar	Any
101	ENR - 101	Ethics & Social Responsibility	Spirituality for Managers – Seminar	Any
102	ENR – 102	Personal Interest Course	Yoga	Any
103	ENR – 103	Personal Interest Course	Vedic Maths	Any
104	ENR – 104	Personal Interest Course	Graphology	Any
105	ENR – 105	Personal Interest Course	Caligraphy	Any
106	ENR – 106	Personal Interest Course	Music	Any
107	ENR – 107	Personal Interest Course	Dance	Any
108	ENR – 108	Personal Interest Course	Adventure Sports	Any
109	ENR – 109	Personal Interest Course	Hackathon	Any
110	ENR - 110	Personal Interest Course	Local Community Development Project	Any
111	ENR - 111	Personal Interest Course	Videography	Any
112	ENR - 112	Personal Interest Course	Fine Arts	Any

[F] ALTERNATIVE STUDY CREDIT COURSES (ASCC) (ELECTIVES) – 2 Credit Each			
50 Marks CCE, 00 Marks ESE			
Between ZERO to THREE courses to be selected from the following list in Semester I[#] and / or Between ZERO to THREE courses to be selected from the following list in Semester II[#] and / or Between ZERO to THREE courses to be selected from the following list in Semester III[#] and / or Between ZERO to TWO courses to be selected from the following list in Semester IV[#]			
Course No.	Course Code	Course	Semester
1	ASCC - 001	MOOCs	Any
2	ASCC - 002	Professional Certification Programs	Any
3	ASCC - 003	CSR Project	Any
4	ASCC - 004	Innovation Projects	Any
5	ASCC - 005	Industry or Academic Internships	Any
6	ASCC - 006	Field/Live Projects	Any

Same type of course can be selected multiple number of times.

MINOR ONLY SPECIALIZATIONS

Specialization – Rural & Agri -Business Management (RABM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – RABM – 01	Agriculture and Indian Economy	III
2	SC – RABM – 02	ICT for Agriculture Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – RABM – 03	Rural Credit and Finance	III
2	SE – RABM – 04	Rural Marketing - I	III
3	SE – RABM – 05	Agri – Entrepreneurship	IV
4	SE – RABM – 06	Rural Marketing II	IV
Specialization – Pharma & Health Care Management (PHCM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – PHCM- 01	Fundamentals of Pharma and Healthcare Management	III
2	SC – PHCM- 02	Pharma and healthcare regulatory environment in India	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – PHCM- 03	Strategic Planning & Healthcare Management	III
2	SE – PHCM- 04	Information Technology in Pharma and Healthcare	III
3	SE – PHCM- 05	Pharmaceutical Import and Export	IV
4	SE – PHCM- 06	Entrepreneurship in Pharma and Healthcare	IV
Specialization – Tourism & Hospitality Management (THM)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – THM – 01	Fundamentals of Hospitality Management	III
2	SC – THM - 02	Tourism & Travel Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – THM - 03	Event Management	III
2	SE – THM - 04	Tourism Planning & Development	III
3	SE – THM - 05	Strategic Hospitality Management	IV
4	SE – THM - 06	Revenue Management	IV
Specialization – International Business Management (IB)			
Course No.	Course Code	Course	Semester
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – IB – 01	Import Export Documentation and Procedures	III
2	SC – IB - 02	Global Trade and Logistics Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – IB - 03	Cross Cultural Management and Global Leadership	III
2	SE – IB - 04	International Business and Employment Laws	III
3	SE – IB- 05	Global Competitiveness, Value Chains and Alliances	IV
4	SE – IB- 06	International Banking and Foreign Exchange Management	IV