



RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY

'Established by Government of Central Provinces Education Department by Notification No. 513 dated the 1st of August, 1923 & presently a State University governed by Maharashtra Public Universities Act, 2016 (Mah. Act No. VI of 2017)

DIRECTION NO. 45 OF 2024

**ADMISSIONS AND EXAMINATIONS LEADING TO THE AWARD OF DEGREE OF
MASTER OF BUSINESS ADMINISTRATION (OUTCOME BASED – CBCS),
DIRECTION, 2024.**

Whereas the Maharashtra Public Universities Act, 2016 (Maharashtra Act No. VI of 2017) (hereinafter the 'Act'), has come into force with effect from 1st March, 2017 and the same is applicable to the Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur (hereinafter the "University");

AND

WHEREAS, the Hon'ble Vice Chancellor had issued a Direction No. 9 of 2021 entitled "ADMISSIONS AND EXAMINATIONS LEADING TO THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (OUTCOME BASED – CBCS), in the Faculty of Commerce and Management, by exercising the powers vested in him under Section 12(8) of the Maharashtra Public Universities Act, 2016 (Mah. Act No. VI of 2017);

AND

WHEREAS, Direction No. 9 of 2021 was issued by the Hon'ble Vice-Chancellor on 8.3.2021, incorporating the provisions of Direction No. 37 of 2019 could not be converted into an Ordinance within Six months;

AND

WHEREAS, Direction No. 9 of 2021, has lapsed by virtue of Section 12(8) of the Act; necessitating issuance of a fresh Direction incorporating the provisions of the said (lapsed) Direction for regulating the matter involved in the said (lapsed) Direction;

AND

Whereas, the Board of Studies in Business Management in its meeting held on 4/9/2024 regarding the inclusion of Bridge Course syllabus and other modalities for lateral entry to Second Year of M.B.A. Programme has considered, approved and recommended it to the Academic Council which was accepted by the Academic Council on 9/9/2024,

AND

R.P.

Whereas, it has become necessary to issue a fresh direction in this regard incorporating the recommended changes by the Academic Council,

AND

Whereas, Ordinance is required to be framed for the governance of Admissions and Examinations in any program but it takes time to frame an Ordinance and there is an urgency to bring into effect the changes in the Master of Business Administration (Outcome Based- CBCS);

Now, therefore, I, Dr. Prashant S. Bokare, Vice-Chancellor, Rashtrasant Tukdoji Maharaj Nagpur University, Nagpur in exercise of the powers vested in me under Section 12(8) of the Maharashtra Public Universities Act, 2016 (VI of 2017) do hereby issue the following direction ;

1. This direction shall be called "ADMISSIONS AND EXAMINATIONS LEADING TO THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (OUTCOME BASED - CBCS)" DIRECTION, 2024"
2. This Direction shall come into force from the date of its issuance and shall also be applicable to all the students who were admitted to MBA (Outcome Based - CBCS) program under the Direction No.14 of 2023 (since lapsed).
3. In this Direction unless the context requires otherwise: -
 - a. "ATKT" means "Allowed to Keep Term" in the higher semester, as per the rules herein.
 - b. "Board of Studies" means the Board of Studies in Business Administration and Business Management in the Faculty of Commerce and Management.
 - c. "Course" means a theory, practical (or the combination of theory and practical) subject, and research project, prescribed for any semester and carrying maximum and minimum passing marks, which a student, admitted to the Masters' Degree of Business Administration (Outcome Based - CBCS) programme, governed by this Direction, has to study in order to become eligible for the award of the Degree under this Direction.
 - d. "Credit" means the unit by which the course work is measured. It is measured in terms of weekly class hours assigned to a Course.
 - e. "Credit Point" (CP) is the value obtained by multiplying the Grade Point by the Credit i.e. No. of Credits assigned for the course x Grade Points secured for that course.
 - f. "CET" means the Common Entrance Test conducted by the Directorate of Technical Education, Government of Maharashtra for the purpose of admission to MBA program.
 - g. "CMAT" means the Common Management Aptitude Test conducted by the All India Council for Technical Education for the purpose of admission to MBA program.
 - h. "Cumulative Grade Point Average (CGPA)" CGPA refers to the Cumulative Grade Point Average weighted across all the semesters. It is obtained by dividing total number of credit points in all the semesters by the total number of credits in all the semesters.



- i. "Degree" means the Master of Business Administration (Outcome Based - Choice Based Credit System).
 - j. "Grade Letter" is an index to indicate the performance of a student in a particular course/ Paper. It is the transformation of actual marks secured by a student in a course/paper. It is indicated by a Grade letter O,A,B,C,D,E and F. There is a range of marks for each Grade.
 - k. "Grade Point" is the weight allotted to each grade letter depending on the marks awarded in a course/paper.
 - l. "MOOCs" means the Massive Online Open Courses offered on SWAYAM, NPTEL or any other such portals approved by the UGC/ AICTE for the purpose of credit transfer.
 - m. "Programme" means the Master of Business Administration (Outcome Based - Choice Based Credit System) programmes under this Direction
 - n. "Student" means a student admitted to the programme under this Direction.
 - o. "Semester Grade Point Average (SGPA)" indicates the performance of a student in a given semester. It is based on the total credit points earned by the student in all the courses and the total number of credits assigned to the courses/papers in a Semester.
 - p. "University" means Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.
4. The M.B.A. programme shall be of Two years duration consisting Semester-I & II in first year and Semester-III & IV in second year.
5. Subject to compliance with the provisions of this direction and of other ordinances in force from time to time, an applicant for admission to this course shall have passed degree examination of Rashtrasant Tukadoji Maharaj Nagpur University or any other recognized University equivalent thereto with 50% aggregate marks for open category and 45% marks aggregate for Backward Class candidates or as notified by the State Government (Competent Authority) from time to time. Provided that Students admitted through Common Management Aptitude Test (CMAT) conducted by All India Council for Technical Education or through Common Entrance Test (CET) conducted by Directorate of Technical Education or any other entrance examination conducted by competent authority approved by the Directorate of Technical Education and fulfilling the eligibility conditions as prescribed by the Rashtrasant Tukadoji Maharaj Nagpur University shall only be admitted to this programme.
- 6. Provision for Lateral Entry to Second Year of MBA Program**
- As per directions of the Government of Maharashtra and procedural guidelines provided by the State CET Cell, a student possessing a 4 Year BE/B. Tech degree from any statutory university can directly be admitted to the 3rd Semester of 2nd Year of MBA program governed by this direction.
- Provided, such a student is required to fulfil the following conditions:
- 1. A student shall be required to obtain the 'Eligibility Certificate' from R T M Nagpur University shall submit the same to the college/institute concerned.
 - 2. Such a student shall be required to complete the 'Bridge Course/s' as prescribed under this direction.



3. Such a student shall be required to undergo and successfully complete an 'Internship Project' during 3rd semester.

A. Bridge Courses: (Please refer Appendix-A for detailed curriculum of Bridge Courses)

A student directly admitted to 2nd Year of MBA program under lateral entry provision is required to successfully complete the following bridge courses (Detailed syllabus as per Appendix-A):

Compulsory Courses:

1. Managerial Economics and Foundations of Finance – 12 Hrs.
2. Business Laws and Organizational Behaviour – 12 Hrs.
3. Foundations of Managerial Effectiveness – 12 Hrs.

Elective Courses (A student is required to choose any one course in line with the specialization he/she wants to pursue MBA):

1. Foundations of Marketing Management – 12 Hrs.
2. Foundations of Financial Management – 12 Hrs.
3. Foundations of Human Resource Management – 12 Hrs.
4. Foundations of Business Analytics – 12 Hrs.

B. Evaluation of Bridge Courses:

1. The college/institute concerned shall conduct the evaluation of bridge courses as mentioned in Appendix-A and certify the successful completion of the same.
2. The certificate of successful completion of bridge courses need to be submitted by the college/institute need to be submitted at the time of submission of internal assessment marks, failing which the result of a candidate shall not be declared.

C. Result Processing:

1. CGPA of such candidates shall be calculated on the basis of result of 3rd and 4th semester only.
 2. The number of credits earned by such candidates during the fourth year of their graduation shall be considered equivalent to the number of credits of 1st year of MBA program under this direction.
7. The Examinations for Semesters I, II, III and IV shall be held twice a year at such places and on such dates as may be fixed by the University.
 8. The fees for examination shall be as prescribed Rashtrasant Tukadoji Maharaj Nagpur University from time to time.
 9. Applicant for the examination prosecuting a regular course of study leading to the Master Degree in Business Administration shall not be permitted to join any other course in this University or any other University simultaneously.
 10. A collegiate candidate shall have pursued a regular course of study for not less than 90 days of the academic session before being examined for any semester examination of MBA in any recognized institution and or college affiliated to Rashtrasant Tukadoji Maharaj Nagpur University where the programme is conducted.



11. Without prejudice to the other provisions of Ordinance No. 6 relating to the Examinations in General, the provisions of Paragraphs 5, 7, 8, 10, 26 and 31 of the said Ordinance shall apply to every collegiate candidate.
12. University guidelines & direction updated from time to time regarding Improvement of results shall be applicable to MBA program governed by this direction.
13. University guidelines & direction updated from time to time regarding Reassessment / Revaluation shall be applicable to MBA program governed by this direction.
14. University guidelines & direction updated from time to time regarding Incentive marks shall be applicable to MBA program governed by this direction.
15. **Choice Based Credit System (CBCS)**: The MBA program shall consist of 27 courses, a project equivalent to 1 course in any of the specialization area opted by the student and an Exit Seminar equivalent to 1 course. The courses in this program are of **two kinds: Core and Elective. The elective courses also include MOOCs and its alternate courses.**
 - a. Core Course: - This is the course which is to be compulsorily studied by a student as a core requirement to complete the requirement of a programme in a said discipline of study (Comprising of basic subjects of Business Management).
 - b. Elective Course: -It is a course which can be chosen from the pool of courses. The course may be specific/specialized/supportive or advanced to the discipline of study. They may be nurturing candidate's skill as well as proficiency. Generic Elective courses add generic proficiency to the students and they are for the said discipline of study. These courses are oriented towards competency building of student in various functional areas of business management. These Electives will give the students a chance to study a subject according to his/her area of interest and will also help in developing his/her personality. Two elective courses are to be selected by a student from the groups of electives before commencement of 3rd Semester of the program.

A student is required to Select Any Two Electives as following:

- Either both the Electives from Core Group
OR
- One Elective each from Core Group and Complementary Group

Core Group	Financial Management
	Marketing Management
	Human Resource Management
Complementary Group	Operations Management
	Business Analytics
	Entrepreneurship Development
	International Business



Note: The affiliated Management Institutes / Colleges/ Department shall declare the Elective/Specialization it is offering before the commencement of admission process of Semester -I in their Information Brochure and website and communicate the same to the University well in advance. The Institute will offer the Specialization only if minimum **TEN PER SIXTY** students opt for the same. However, it is the discretionary decision of the Institute to offer the specialization with lesser number of students.

MOOCs : - Every student admitted to this program has to successfully complete TWO Massive Online Open Courses available on SWAYAM/NPTEL portal. Similarly, a student can opt for transfer of credits by successfully completing the course recognized by the '**Department of Lifelong learning & Extension**' of Rashtrasant Tukadoji Maharaj Nagpur University to become eligible for the award of MBA degree. The mechanism for transfer of credits earned through these courses to be adhered is mentioned here:

16. The credit points of MOOCs earned by a student shall be transferred in the Mark list of Semester IV. The student has liberty to complete these two courses any time during the MBA program after his/her admission and it is not restricted to any specific semester/s. However, the student is advised to successfully complete these MOOCs before 4th Semester. This shall help the student in getting better placement opportunities.

In compliance with the Choice Based Credit System, the student is free to opt for any course available on the portal during a particular semester provided the course has minimum 2 credits and the students are required to complete two such MOOCs to become eligible for the award of MBA degree. Following guidelines are to be followed by the concerned stakeholders such as students, University and Institute/College/ Department to enable student to opt for MOOC and the credit transfer of such MOOC completed by the student.

A student seeking for facility for transfer of credits earned from any other platform will have to mandatorily open an account with '**Academic Bank of Credits**' and upload the credits so earned therein.

- i. Institute /department/college shall provide the list of courses (with minimum two credits each) available in the beginning of preferably first semester (or next semester) to students on its website ,college notice board and through other medium of communication . **Even one orientation programme may be organized by college/ Department to provide details of MOOCS and university regulations associated with it.**
- ii. A student may select the course (**with minimum 2 Credits**) of her/his choice from the available courses and register for the same.
- iii. A student is also required to appear and successfully complete the online examination for the MOOC opted by him/her.
- iv. The successful completion of TWO such MOOCs comprising of total 4 Credit Points is mandatory for every student to become eligible for the award of degree.
- v. If a student has completed a MOOC carrying more than 2 credits, then only 2 credits shall be considered and be shown in the mark list of 4th Semester against such course



- vi. While selecting MOOCs following guidelines are advisable to principal/students:
- In case, the MOOC certificate does not have a mention of Credits, the Principal/Director/Head shall certify the number of credits for which a course of minimum duration of 8 weeks shall be considered equivalent to 2 credits.
 - While selecting MOOCs, students should prefer the MOOCs papers of which consist of 100 marks and minimum passing of 50 marks. If such MOOCs are not available or of no interest, then college / Department should convert marks obtained into out of 100 marks and submit to university as desired.
 - Selected MOOCs should be completed and their results should be declared before the submission of internal marks of 4th semester to university.
- vii. **A student is expected to fill the examination form for Semester IV along with the MOOCs he/she had completed or pursuing using MOOC-1, MOOC-2 terminology only.**
- viii. The University shall provide an option as "MOOC-1 and "MOOC- 2 in the drop-down list while filling up the online examination form for IVth Semester.
- ix. **The marks/grade obtained by the student in such MOOCs shall be submitted by the Institute/College/Department (with copy of Certificate) to the University along with Internal Assessment Marks for Semester IV.**
- x. In case, a student is not able to complete 2 MOOCs before the last date of submission of internal marks to university, he /she shall be marked absent in that subject and their result of 4th sem will be declared fail. To complete the degree of MBA, these students will have to fill fresh examination form of subsequent examination and their results will be declared successful only when they will complete MOOCs courses along with other backlog subjects of previous exams. Such students on successful completion of MOOC and submission of certificates through the college to that effect shall be declared successful and become eligible for award of degree.
- xi. Students should take care that MOOCs courses exam should not coincide with university exams dates.
- xii. The examination fees for MOOCs is to be paid and borne by the student separately.
- xiii. In case of MOOCs, if minimum passing percentage is 40% or less than 50% (as desired for other subjects), then a student's scoring marks below 54 shall be awarded E grade with 5 grade points.

17. Credit Based Teaching and Evaluation Scheme:

Induction Cum Foundation Course:

This course is aimed at making the student ready to pursue higher education in business management. As graduate of any stream/faculty is eligible to take admission to this program, the Institute/College/Department may have students from various streams such as Commerce, Humanities, Science or any other Interdisciplinary studies. Hence, every institute shall organize an Induction Course for First Year Students before commencement of academic sessions for First Semester. The desired contents of such Induction Course are provided in Appendix No. 3.



Guidelines for Induction Cum Foundation Course:

- The Induction Course shall have minimum 40 contact hours.
- The Induction Course does not carry any Credit and hence the evaluation of students is not mandatory at the end of Induction Course.
- The Institute/College/Department shall organize the Induction Course before commencement of classes for First Semester and ensure the attendance of all enrolled students for the same.
- The Institute/College/Department shall keep proper record of the Induction Course to be verified by the competent authority, if needed.
- The contents of Induction Course provided in Appendix No.3 are minimum and the Institute/College/Department is free to add any relevant content as they deem fit.

Courses offered, contact hours, credits attached and allocation of marks shall be as follows:

Semester-I

Course Code	Course Name	Internal/ University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam	Internal Assessment	Total	
1T1	Managerial Economics	Uni.	20	10	30	80	20	100	3
1T2	Management Information Systems	Uni.	20	10	30	80	20	100	3
1T3	Business Research	Uni.	10	20	30	80	20	100	3
1T4	Organizational Behavior	Uni.	25	05	30	80	20	100	3
1T5	Financial Reporting, Statements and Analysis	Uni.	20	10	30	80	20	100	3
1T6	Business Statistics and Analytics for Decision Making	Uni.	20	10	30	80	20	100	3
1T7	Legal and Business Environment	Uni.	25	05	30	80	20	100	3
1T8	Managerial Skills for Effectiveness	Internal	10	20	30	00	100	100	3
	Total		150	90	240	560	240	800	24

Semester-II

Course Code	Course Name	Internal/ University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam	Internal Assessment	Total	
2T1	Financial Management	Uni.	20	10	30	80	20	100	3
2T2	Marketing Management	Uni.	25	05	30	80	20	100	3
2T3	Human Resource Management	Uni.	25	05	30	80	20	100	3
2T4	Operations Management	Uni.	20	10	30	80	20	100	3
2T5	International Business	Uni.	25	05	30	80	20	100	3
2T6	CSR and Sustainability	Uni.	25	05	30	80	20	100	3
2T7	Cost Accounting	Uni.	25	05	30	80	20	100	3
2T8	Management Case Analysis	Internal	20	20	40	80	20	100	4
	Total		185	55	250	640	160	800	25

Semester-III

Course Code	Course Name	Internal/ University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam	Internal Assessment	Total	
3P1	Summer Internship Project	Internal	15	45	60	00	100	100	6
3T2	Elective – I – Paper 1	Uni.	30	10	40	80	20	100	4
3T3	Elective – I – Paper 2	Uni.	30	10	40	80	20	100	4
3T4	Elective – I – Paper 3	Uni.	30	10	40	80	20	100	4
3T5	Elective – II – Paper 1	Uni.	30	10	40	80	20	100	4
3T6	Elective – II – Paper 2	Uni.	30	10	40	80	20	100	4
3T7	Elective – II – Paper 3	Uni.	30	10	40	80	20	100	4
3T8	Strategic Management	Uni.	25	05	30	80	20	100	4
	Total		215	125	340	480	320	800	34

Semester-IV

Course Code	Course Name	Internal/ University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam	Internal Assessment	Total	
4T1	Elective – I – Paper 4	Uni.	30	10	40	80	20	100	4
4T2	Elective – II – Paper 4	Uni.	30	10	40	80	20	100	4
4M1	MOOC 1	MOOCS Assessment	NA	NA	NA	NA	NA	100	2
4M2	MOOC 2	MOOCS Assessment	NA	NA	NA	NA	NA	100	2
4P1	Project Work and Viva - Voce	Uni.	10	30	40	50	50	100	4
4P2	Exit Seminar and Open Defense	Internal	10	30	40	00	100	100	4
	Total		120	120	240	310	290	600	20

Summary of the Total Marks and Credits

SN		Instructional Hours	Tutorial Hours	Total Hours	Marks			Credits
					Semester End Exam	Internal Assessment	Total	
1	Semester – I	150	90	240	560	240	800	24
2	Semester – II	185	55	240	640	160	800	24
3	Semester – III	215	125	340	480	320	800	34
4	Semester – VI	120	120	240	310	290	600	20
		670	390	1060	1990	1010	3000	102

- The Semester End written examination of all the courses shall be conducted by the University.
- The performance of the learners will be evaluated in two Components, One component will be the continuous assessment by the Institute/College/Department (Internal Assessment) component carrying 20% marks and the second component will be the Semester End Examination component carrying 80% marks.

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The allocation of Internal Assessment Marks

La	Attendance of the student during a particular semester	05marks
Lb	An assignment based on curriculum to be assessed by the teacher concerned	05 marks
Lc	Subject wise class test conducted by the teacher concerned	05 marks
Ld	Subject presentation/viva-voce seminar conducted during the semester	05 marks
1	Internal assessment Total marks	20
2	Semester wise End Examination marks	80
Total Marks Per Course		100

- Marks for internal assessment shall be awarded on the basis of tests, assignment etc. as prescribed above by the teacher in the respective subject and moderated by the Director shall be notified on the college notice board for information of students and it shall be communicated to the University at least 5 days before the commencement of the End Semester examinations.
 - The college shall preserve the answer sheets and assignments submitted by the students and attendance record and evaluation sheets for at least five academic years, while the summary of the internal marks to be preserved as a permanent record.
 - A student has to pass each course/subject jointly in University Assessment and Internal Assessment. There is no provision for reassessment of Internal Assessment marks.
- c. Summer Training: At the end of second semester, all students will have to undergo summer training of 4-6 weeks with an industrial, business or service organization by taking a project study. The condition of successfully completing the program shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Director/ Principal/ Head/ Faculty from time to time. Alternatively, Director/ Principal/ Head / Faculty of the Department/ College/ Institute may allocate the sector/ industry/ company specific project to the individual student. Each student will be required to submit a project report to the Department/ College/ Institute for the work undertaken during this period within three weeks of commencement of the third semester for the purpose of evaluation in the third semester. The detailed parameters for evaluation of SIP projects are provided in Appendix No. 3.
- d. Conversion of Marks to Grades and Calculations of GPA {Grade Point Average} and CGPA (Cumulative Grade Point Average): In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be on the basis of marks only, but the marks shall later be converted into Grades by mechanism described hereinafter where the overall performance of the Students can be reflected after considering the Credit Points for any given course. However, the overall evaluation shall be designated in terms of Grade. There are some abbreviations used here that need understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulae used are as follows: -



Abbreviations and Formulae Used

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grade Points (Product of credits & Grades)

$SGPA = \frac{\sum CG}{\sum C}$: Sum of Product of Credits & Grades points / $\sum C$: Sum of Credits points

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Program by considering all the semesters taken together.

After calculating the SGPA for individual semester and the CGPA for entire program, the value can be matched with the grade in the Grade Point table as per the TEN (10) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc

Marks	Grade	Grade Points
85 and Above	O	10
84-75	A	9
74-65	B	8
64-60	C	7
59-55	D	6
54-50	E	5
49 and Below	F (Fail)	0

NOTE: In case of MOOCs, if the passing percentage is 40%, then, a student scoring marks between 40 - 54 shall be awarded 'E' grade with 5 points.

Conversion of CGPA into Grades and Division shall be as follows:

CGPA	Grade	Division
9.0-10	O	Distinction
8.0-8.9	A	Distinction
7.0-7.9	B	Distinction
6.0-6.9	C	First
5.5-5.9	D	Second
5.0-5.4	E	Second
00-4.4	F (Fail)	Fail

Note: Final Mark List will only show the Grade, Grade points and Division and not the marks

- e. Provision of Direction No.44 of 2001 governing the award of grace marks for passing an examination and securing higher Grades shall apply to the MBA examination.

18. Conversion of CGPA into Equivalent Percent Marks:

The CGPA obtained by an examinee shall be converted into the aggregate percent marks by using the following formula. This formula shall be printed on the Semester IV Mark list of the examinee.

$$\text{Equivalent Aggregate Percentage Marks} = 10(\text{CGPA})$$



19. Project Work and Exit Seminar: Project Work and Exit Seminar will be compulsory for each student appearing at the semester- IV (M.B.A) Examination.

i) Project Work shall carry 100 marks as follows-

Head of Passing	Marks
Project Report Evaluation and Viva-Voce by External Examiner	50
Project Report Evaluation and Viva-Voce by Internal Examiner	50
TOTAL	100

ii) Exit Seminar shall carry 100 marks as follows -

Head of Passing	Marks
Exit Seminar and Open Defense to be conducted by Internal Examiner at college/institute/department level	100
TOTAL	100

iii) For Project work batch of Maximum TWENTY students per guide / supervisor has to be allotted by the Institute. The Guide/Supervisor shall act as an internal examiner for project Examination.

iv) The guide or the supervisor shall be appointed by the institute and should be teaching to MBA Programme with minimum qualifications as prescribed by AICTE for Assistant Professor.

v) The External examiner for Project Evaluation shall be appointed from the list of full time approved teaching faculty of the MBA programme by the University.

vi) Each such External examiner shall examine a maximum of TWENTY students in the academic year.

vii) ONE copy of Project work (Printed) shall be submitted to the College/Department at least one month before commencement of MBA Sem IV Examination for evaluation purpose. The college/Department shall retain the copy of Project Work for evaluation and the list of 'Project Work Titles' of all students shall be submitted to the University.

A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect-

- That the candidate has satisfactorily completed the Project work for not less than one session and
- That the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination.
- Candidate shall submit his declaration that the Project is the result of his own research work and the same has not been previously submitted to any examination of this University or any other University. The Project shall be liable to be rejected and / or cancelled if found otherwise.



- The Project work shall be evaluated through Seminar and Viva-voce at the College/ Department by internal examiner appointed by Director/ Principal and external examiners appointed by University within 10 Days of the completion of Semester IV examination.
- The Exit Seminar Presentation & Open Defense shall be evaluated through Internal examiner appointed by Director/ Principal/ HOD at college level.
- A student appearing for MBA Semester IV Examination will have to pay additional examination fees as prescribed by the University from time to time.

viii) Exit Seminar

Exit Seminar is a culmination and presentation of all the learning that has happened in last 4 semesters of MBA program. The idea is to check the key learning's of a student manager and to map them with the program outcomes so as to assess the attainment of program outcomes. The Viva-Voce should be targeted at assessment of these POs & PSOs.

MBA Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems
2. Foster Analytical and Critical thinking abilities for data-based decision making
3. Ability to develop Value Based Leadership ability
4. Ability to understand, analyze and communicate global, economic, legal, and ethical areas of business
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PSOs shall be specific with respect to specialization/ elective opted by student.

This will also present the student portfolio evaluation i.e. a systematic and organized collection of a student's work that exhibits the direct evidence of a student's efforts, achievements and progress over a period of time including Theory Papers, SIP, Live Projects, MOOCs, etc.

Evaluation of Exit Seminar:

- The individual presentation should ideally last for 15-20 minutes followed by Open Defense & Question-Answer session by the Internal Examiner (appointed by the Director/ Principal/ HOD at college level).

20. The scope of the subject, percentage of passing in theory and project will be governed as per following rules:

- a) There will be a combined passing of 50% marks to be secured by an examinee in internal and University written examination taken together for each course/subject/paper. However, the pass percentage for MOOCs shall be taken as prescribed by the course structure of concerned MOOC.
- b) The results of successful candidates at the end of semester-IV shall be declared on the basis of CGPA obtained in all the four semesters. However, the formula for conversion of CGPA into equivalent marks should be printed on Semester IV Marksheet.
- c) The candidate who successfully clear all semester examination in the first attempt shall be only eligible for merit ranks/ medals in accordance with the rules /regulations/ direction in force from time to time prescribed by university in this regards.
- d) The results of the candidates who have successfully cleared the Semester-IV examination but not cleared the lower semester examinations shall be declared as NCL (not completed lower semester examinations). Such candidates shall be eligible for the award of Degree only after successfully clearing all the lower semester examinations.



- e) Student successfully clearing Semester I, II, III and IV examinations shall, on payment of the prescribed fee, be awarded a Degree in the prescribed form signed by the Vice-Chancellor.
- f) An examinee failing to clear any semester end examination shall be eligible for re-examination on payment of a fresh Examination Fee as prescribed by the University.

21. Promotion to Higher Semester (ATKT)

An examinee failing to clear any semester examination shall be ALLOWED TO KEEP TERM (ATKT) in accordance with the provisions of Clause No. 11 of Direction No. 10 of 2019 in following manner:

Admission Semester	to Eligibility for admission and taking University Examination
Ist Semester	Candidate should have passed the qualifying examination as per the relevant Direction governing the course.
IInd Semester	Candidate should have completed the term of the Ist semester and filled examination form.
IIIrd Semester	Candidate should have completed the term of the IInd semester, filled the examination form of the same and has obtained exemption in 2/3rd passing heads of the Ist and IInd semesters taken together.
IVth Semester	Candidate should have completed the term of the IIIrd semester and filled the examination form of the same.

22. Guidelines for Setting Question Papers of Semester I, II, III & IV End Examinations.

- a) The question paper should be set in such a manner so as to cover the complete syllabus as prescribed by the University.
- b) The duration of the Semester End Examination shall be 3.00 Hours per course/ subject.
- c) The evaluation of the Summer Internship Project should be conducted at the Institute/College/Department by the Examiner appointed by the Principal/Director/Head of the Institute/Department.
- d) The evaluation of Semester IV Project and Exit Seminar should be conducted at Institute /College/ Department by the Project Supervisor of the student and an External Examiner appointed for the same by the University.
- e) The result for these examinations should be declared within time limit as per University norms and communicated to the University within stipulated time.
- f) The record of conduct of such examination, evaluation and results should be maintained for a period of at least FIVE years by the respective Institute / Department for the verification by the competent authority.
- g) The format for question papers for Semester End Examinations to be conducted by the University shall be as follows:
 - i) There shall be FIVE compulsory questions of 16 marks each.
 - ii) All the questions shall have internal choice within the questions, i.e. there shall be 2 questions from each module/unit of the curriculum with an internal option.



- iii) The concerned Board of Studies shall develop a question bank of 10-15 questions for each module/unit of each course/subject.
- iv) The question bank shall be prepared on the following guidelines:
 1. The questions shall be framed to assess the attainment of Course Outcomes defined in Appendix - 3 for each module/ unit of each course/ subject. Bloom's Taxonomy shall be referred while framing the questions.
 2. The competent authority shall prepare a panel of examiners for preparing a question bank.
 3. The remuneration to be paid for preparing a question bank shall be decided by the competent authority according to the prevailing norms.
 4. A question bank of 10 questions per module/unit (carrying 16 marks each) shall be submitted to the University before commencement of the academic session.
 5. The examiner shall also mandatorily submit a detailed scheme of evaluation (Memorandum of Instructions) along with the question bank to enhance the objectivity and maintain consistency in evaluation.
 6. The Subject Examination Committee shall moderate the questions submitted by examiners and pick up the appropriate questions to set the question paper in the pattern detailed below:

ILLUSTRATIVE PATTERN OF QUESTION PAPER

- Q. 1 (A) based on module/unit 1
OR
Q. 1 (B)..... based on module/unit 1
- Q. 2 (A)..... based on module/unit 2
OR
Q. 2 (B)..... based on module/unit 2
- Q. 3 (A)..... based on module/unit 3
OR
Q. 3 (B)..... based on module/unit 3
- Q. 4 (A)..... based on module/unit 4
OR
Q. 4 (B)..... based on module/unit 4
- Q. 5 (A)..... based on module/unit 5
OR
Q. 5 (B)..... based on module/unit 5

23. Not Fit for the Course:

If a student fails to pass the M.B.A. programme within FIVE successive years from the date of his/her admission he/ she shall be declared Not Fit for the Course (NFC), and shall not be allowed to appear for any previous examination of the programme.



24. Absorption Scheme:

- A. The failure students of the MBA Course as per Direction No. 22 of 2017 (Introduced in 2016) immediately preceding the new course under this direction shall be given chance to appear for three more consecutive examinations according to old syllabus (Introduced in 2016).
- B. The University shall conduct the examination of old course for three more consecutive examinations after the new scheme of examination is introduced as per following table:

Semester Examination	Attempt-1	Attempt-2	Attempt-3
Semester-I	Winter 2019	Summer 2020	Winter 2020
Semester-II	Summer 2020	Winter 2020	Summer 2021
Semester-III	Winter 2020	Summer 2021	Winter 2021
Semester-IV	Summer 2021	Winter 2021	Summer 2022

- C. The students are required to clear all their papers/ subjects/ courses within the stipulated time. The students clearing all the papers of old scheme of Examination in given attempts shall be awarded Degree according to old scheme of Examination (Introduced in 2016).
- D. A student who has failed in one more subjects of any semester/s MBA Direction No. 22 of 2017 (issued in 2016) shall be given three more attempts. A student required to clear all their papers/ subjects/ courses within the stipulated time. The students clearing all the papers of old scheme of Examination in given attempts and shall be awarded Degree according to old scheme of Examination (Introduced in 2016).

In case, a student is not able to clear her/his papers in given attempts as per old scheme of examination, she/he shall be absorbed in the scheme of examination as per this direction in the following manner:

- 1) A student who has passed Semester I and II in the given three attempts will be eligible for admission to Second Year of MBA in New scheme..
 - a) Such a student will be required to take a casual admission to First year by paying Rs. Five Hundred only.
 - b) Such a student will be required to fill the examination form for Sem I and Sem II and appear and pass the subjects for which there was no equivalent paper in old Direction No. 22 of 2017.
 - c) The new mark list as per this Direction shall be generated for Sem I and Sem II wherein the marks of equivalent subjects (as mentioned in the table given hereunder) shall be mentioned.
 - d) The marks for subject 'Business Communication and Information Systems' as per old course shall be mentioned against two subjects i.e. 'Management Information Systems' and 'Managerial Skills for Effectiveness' as per this Direction.
 - e) The marks for subject 'Research Methodology and Quantitative Techniques' as per old course shall be mentioned against two subjects i.e. 'Business Statistics and Analytics for Decision Making' and 'Business Research' as per this Direction.



- f) The marks for 'Strategic Management' as per this Direction shall be mentioned if the student has passed 'Strategic Management' of MBA Sem III of old course (Direction No. 22 of 2017). If not, the student will have to appear for the same paper as per this Direction.
 - g) Every such student will have to appear for the subject 'CSR and Sustainability' as per this Direction as there is no equivalent subject in the old direction.
 - h) Such a student will have to appear for Sem III examination as per this Direction. However, the student will be entitled to exemption for the subjects she/he had passed as per the old Direction.
- 2) A student who has failed in one or more subjects of Semester I and II will be eligible for admission to Second Year if she/he satisfies the conditions mentioned in Clause No. 11 of Direction No. 10 of 2019.
- a. Such a student will be required to take a casual admission to First year by paying Rs. Five Hundred only.
 - b. Such a student will be required to fill the examination form for Sem I and Sem II and appear for the subjects required to be passed as per this Direction. This includes the equivalent subjects of old direction which he could not pass and the subject 'CSR and Sustainability' as per this Direction as there is no equivalent subject in the old direction.
 - c. The new mark list as per this Direction shall be generated for Sem I and Sem II wherein the marks of equivalent subjects (as mentioned in the table given hereunder) shall be mentioned.
 - d. The marks for subject 'Business Communication and Information Systems' as per old course shall be mentioned against two subjects i.e. 'Management Information Systems' and 'Managerial Skills for Effectiveness' as per this Direction.
 - e. The marks for subject 'Research Methodology and Quantitative Techniques' as per old course shall be mentioned against two subjects i.e. 'Business Statistics and Analytics for Decision Making' and 'Business Research' as per this Direction.
 - f. The marks for 'Strategic Management' as per this Direction shall be mentioned if the student has passed 'Strategic Management' of MBA Sem III of old course (Direction No. 22 of 2017). If not, the student will have to appear for the same paper as per this Direction.
 - g. Such a student will have to appear for Sem III examination as per this Direction. However, the student will be entitled to exemption for the subjects she/he had passed as per the old Direction.
- 3) A student who has passed Semesters I, II and III examinations as per old course in the given attempts and eligible for MBA Sem IV as per this Direction.
- a) Such a student will be required to take a casual admission to First year and Second year by paying Rs. Five Hundred only per semester.
 - b) Such a student will be required to fill the examination form for Sem I, Sem II and Sem III and appear for the subjects required to be passed as per this Direction. This includes the subjects 'CSR and Sustainability' and 'Management Case Analysis' as per this Direction as there is no equivalent subject in the old direction.
 - c) The new mark list as per this Direction shall be generated for Sem I, Sem. II and Sem III wherein the marks of equivalent subjects (as mentioned in the table given hereunder) shall be mentioned.



- d) The marks for subject 'Business Communication and Information Systems' as per old course shall be mentioned against two subjects i.e. 'Management Information Systems' and 'Managerial Skills for Effectiveness' as per this Direction.
- e) The marks for subject 'Research Methodology and Quantitative Techniques' as per old course shall be mentioned against two subjects i.e. 'Business Statistics and Analytics for Decision Making' and 'Business Research' as per this Direction.
- f) If the student had opted for 'Service Sector Management' specialization as per old course, she/he will be having a choice of selecting any other specialization offered in this Direction, as the 'Service Sector Management' specialization is not offered in this Direction. However, if the student has passed Paper 1 or 2 or both of 'Service Sector Management' marks of the same shall be mentioned against same papers in new mark list.
- 4) Note on Specialization: This direction does not offer 'Service Sector Management' specialization which was offered in old direction. Hence, a student will have a choice to select new specialization area. However, the student shall be exempted from the papers of specialization that she/he had passed as per old direction in the following manner:

Specialization selected as per this Direction	Service Sector Management (Direction No. 22 of 017)	Status of Equivalence / Exemption
Paper 1	Paper 1	Yes
Paper 2	Paper 2	Yes
Paper 3 (To be Compulsorily passed by such a student)	--	No
Paper 4 (To be Compulsorily passed by such a student)	--	No

Note: The students are required to fill examination form for paper-3 of third semester of selected specialization as per this direction and subsequently pass in this paper.

- 5) MOOCs: Every student who was admitted to MBA as per Direction No. 22 of 2017 but could not pass all subjects in given attempts and is now absorbed in the scheme of examination as per this Direction is required to successfully complete TWO MOOCs from SWAYAM/NPTEL portal to become eligible for the award of degree. The guidelines provided under Clause 12 of this Direction is applicable for all such students also.

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Table 1: List of Equivalent Subjects/Papers (Core)

Semester Examination under this Direction	Name of the Course under this Direction	Semester Examination under Old Course - 2016	Name of the Course under Old Direction (2016)	Status of Equivalence
I	Managerial Economics	I	Managerial Economics	Yes
	Management Information Systems	I	Business Communication and Information Systems	Yes
	Managerial Skills for Effectiveness	I	Business Communication and Information Systems	Yes
	Organizational Behaviour	I	Principles of Management	Yes
	Financial Reporting, Statements and Analysis	I	Accounting For Managers	Yes
	Business Statistics and Analytics for Decision Making	I	Research Methodology and Quantitative Techniques	Yes
	Legal and Business Environment	I	Business Laws	Yes
	Business Research	I	Research Methodology and Quantitative Techniques	Yes
II	Financial Management	II	Financial Management	Yes
	Marketing Management	II	Marketing Management	Yes
	Human Resource Management	II	Human Resource Management and Organizational Behavior	Yes
	Operations Management	II	Operations Management	Yes
			Cost Accounting	Yes

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	Strategic Management	III	Strategic Management	Yes
	International Business	II	Economic Environment of Business	Yes
	CSR and Sustainability	----	---	NO
	Cost Accounting	II	Cost Accounting	Yes
III	SIP	III	SIP	Yes
	Elective I - Paper 1			Refer to Table 2
	Elective I - Paper 2			
	Elective I - Paper 3			
	Elective II - Paper 1			
	Elective II - Paper 2			
	Elective II - Paper 3			
	Management Case Analysis			NO
IV	Elective I - Paper 4			Refer to Table 2
	Elective II - Paper 4			
	MOOC1			NO
	MOOC2			NO

Table 2: List of Equivalent Elective/Specialization Papers

Elective/ Specialization Group	Semester Exam under this Direction	Paper	Name of the Course under this Direction	Semester Exam under old Direction	Name of the Course under old Direction	Status of Equivalence
Financial Management	III	Paper 1	Investment Analysis and Portfolio Management	III	Security, Portfolio, and Risk Management	Yes
	III	Paper 2	Project Appraisal and Finance	III	Corporate Financial Management	Yes

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	III	Paper 3	Financial Derivatives	IV	Investment Environment and Wealth Management	Yes
	IV	Paper 4	Managing Banks and Financial Institutions	IV	Investment Environment & Wealth Management	Yes
Marketing Management	III	Paper 1	Sales and Distribution Management	III	Sales and Distribution Management	Yes
	III	Paper 2	Digital and Social Media Marketing	III	Consumer Buying Behavior	Yes
	III	Paper 3	Integrated Marketing Communication and Brand Management	IV	Integrated Marketing Communication and Brand Management	Yes
	IV	Paper 4	Retail and Services Marketing	III	Consumer Buying Behavior	YES
Human Resource Management	III	Paper 1	Manpower Planning, Recruitment and Selection	III	Training & Development Practices	Yes
	III	Paper 2	Performance Measurement System	III	Performance and Compensation Management	Yes
	III	Paper 3	Compensation and Benefits Management	III	Performance and Compensation Management	Yes
	IV	Paper 4	Team Dynamics	IV	Industrial relations & Labour Laws	Yes
Operations Management	III	Paper 1	Supply Chain and Logistics Management	III	Logistics & Supply Chain Management	Yes
	III	Paper 2	Quality Toolkit for Managers	IV	Total Quality Management	Yes
	III	Paper 3	Operations Research	III	Operations Research	Yes

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	IV	Paper 4	Sales and Operations Planning	IV	Logistics & Supply Chain Management	Yes
Business Analytics	III	Paper 1	Data Visualization for Managers			
	III	Paper 2	Data Mining			
	III	Paper 3	Data Science using R			
	IV	Paper 4	Web and Social Media Analytics			
Entrepreneurship Development	III	Paper 1	Entrepreneurial Theory and Practices			
	III	Paper 2	Business Plan Formulation			
	III	Paper 3	Social Entrepreneurship			
	IV	Paper 4	Entrepreneurial Marketing			
International Business	III	Paper 1	International Marketing Marketing Management			
	III	Paper 2	Export Documentation and Procedures			
	III	Paper 3	International Finance			
	IV	Paper 4	International HRM			

- 6) The above absorption scheme of M.B.A. shall be effective till the introduction of new Syllabus with new absorption scheme.

25. Guidelines for Project Work:

Objective

Every student will be assigned a project in 4th Semester of MBA and it will be pursued by him/her under the supervision of an internal supervisor. The objective of the Project Work is to help the student develop his/her ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work.

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Type of Project

The Project may take any one of the following forms:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation, analysis and recommendations)
- ii) Inter-organisational study aimed at inter-organisational comparison/
- iii) validation of theory/survey of management services.
- iv) Evolution of any new conceptual / theoretical framework.
- v) Business Plan/Viability Studies
- vi) Field study (Empirical study).
- vii) Software analysis, Design and solutions for organisational achievement (Applicable to IT)

Selection of Project Topic:

- Project topic has to be selected with respect to the programme of study and area elected by the student.
- Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. The topics should be designed meticulously. It can be designed like "Employee Welfare Measures" - A case study of XYZ Ltd.
- Project selection has to be made in consultation with the supervisor who will act as a Project guide for the student.

Scope of Work

The student is expected to carry out following activities in the project:

1. Prepare a synopsis and get it approved by the supervisor as assigned by the respective Institutes.
2. Undertake a detailed literature survey on the subject matter.
3. Make relevant data collection/ observation.
4. Consult experts of the field.
5. Visit related organizations/institutions/ industries.
6. Compile data in proper format.
7. Make proper conclusion/ recommendations.
8. Prepare a Project Report.
9. The volume of the project-report should be ranging from 60-80 pages.
10. Obtain approval of Project Report by project supervisor.
11. Submit two hard bound copies of the Project Report at the Institute.
12. Submission of the Project Report shall be one month prior to the date of the commencement of the 4th Semester Examinations for MBA.

General Format of the Report

The project report should preferably be written in the following format:

- a) Executive Summary
- b) Introduction to topic
- c) Research Methodology
- d) Analysis and Findings of the study
- e) Conclusions and Recommendations of the study
- f) Bibliography
- g) Appendices - to include questionnaire, if any



Examination and Evaluation

The Project is to be treated as a Course of study of the MBA-4th Semester comprising of 100 marks. The external assessment shall be done on the basis of the project report and Viva Voce. The Project shall be evaluated by an External faculty for 50 marks and 50 marks for Viva Voce. The Project work shall be evaluated by internal and external examiners approved in the list of the University for 100 marks (as mentioned above) at the respective institute / college center as per the schedule fixed by the university. One such External Examiner shall not examine more than 20 students in one academic year.


26. Miscellaneous

a) Industrial Tour: To make students understand the various aspects of business; college/ Institute/ Department may organize industrial visits to the industrial/ business houses.

27. In the event of any doubt or dispute arising out interpretation of any provision of this Direction the matter shall be referred to the decision of Dean, Faculty of Commerce & Management whose decision shall be final and binding on all.

Nagpur

Date: 5/10/2024


(Dr. Prashant Bokare)
Vice - Chancellor



Appendix 1
Course Summary for MBA Program

Semester	Course Code	Course Type	Name of Course/Subject
I	1T1	Core	Managerial Economics
	1T2	Core	Management Information Systems
	1T3	Core	Business Research
	1T4	Core	Organizational Behaviour
	1T5	Core	Financial Reporting, Statements and Analysis
	1T6	Core	Business Statistics and Analytics for Decision Making
	1T7	Core	Legal and Business Environment
	1T8	Core	Managerial Skills for Effectiveness
II	2T1	Core	Financial Management
	2T2	Core	Marketing Management
	2T3	Core	Human Resource Management
	2T4	Core	Operations Management
	2T5	Core	International Business
	2T6	Core	CSR and Sustainability
	2T7	Core	Cost Accounting
	2T8	Internal	Management Case Analysis
III	3P1	Elective	Summer Internship Project
	3T1	Elective	Elective I - Paper 1
	3T2	Elective	Elective I - Paper 2
	3T3	Elective	Elective I - Paper 3
	3T4	Elective	Elective II - Paper 1
	3T5	Elective	Elective II - Paper 2
	3T6	Elective	Elective II - Paper 3
	3T7	Core	Strategic Management
IV	4T1	Elective	Elective I - Paper 4
	4T2	Elective	Elective II - Paper 4
	4M1	Elective	MOOC 1
	4M2	Elective	MOOC2
	4P1	Elective	Project Work & Viva Voce
	4P2	Elective	Exit Seminar -& Open Defense

Appendix 2

List of Elective/Specialization Courses

Group	Group Area	Paper	Name of Course
Core	A Marketing Management	1	Sales and Distribution Management
		2	Digital and Social Media Marketing
		3	Integrated Marketing Communication and Brand Management
		4	Retail Sales Management and Services Marketing
	B Financial Management	1	Investment Analysis and Portfolio Management
		2	Project Appraisal and Finance
		3	Financial Derivatives
		4	Managing Banks and Financial Institutions
	C Human Resource Management	1	Manpower Planning, Recruitment and Selection
		2	Performance Measurement System
		3	Compensation and Benefits Management
		4	Team Dynamics
Complementary	A Operations Management	1	Logistics & Supply Chain Management
		2	Quality Toolkit for Managers
		3	Operations Research
		4	Sales and Operations Planning
	B Business Analytics	1	Data Visualization for Managers
		2	Data Mining
		3	Data Science using R
		4	Web and Social Media Analytics
	C Entrepreneurship Development	1	Entrepreneurial Theory and Practices
		2	Business Plan Formulation
		3	Social Entrepreneurship
		4	Entrepreneurial Marketing
	D International Business	1	International Marketing Management
		2	Export Documentation and Procedures
		3	International Finance
		4	International Human Resource Management

Appendix – A
Course Structure for Compulsory Bridge Courses

1. Managerial Economics and Foundations of Finance – 12 Hrs.

Course Outcomes

CO 1	The students will be able to interpret the concepts of Demand, Supply and Pricing practices in different market structures. Also the students will be able to analyse National income determination.
CO 2	Given the details about cost of different sources of finance the students will be able to calculate the weighted average cost of capital for a firm.
Co 3	Given the details about and elements of working capital, the students will be able to calculate and ascertain the requirement of working capital for a firm.

Module 1-

Micro Economics - Demand and Supply Analysis – Concept of Demand, Law of Demand, Types of Elasticity of Demand, Indifference Curve Analysis. Law of Supply, Theory of Production, Economies and diseconomies of scale. Market Structures and Pricing Practices.

Macro Economics - Circular Flow of Income, Multiplier, Accelerator, Inflation, Economic Growth. National Income, Theories of National Income Determination.

Module 2 –

Foundations of Finance - - Finance Functions. Goals & objectives of financial management, Cost of Capital – Concept and Cost of different sources of finance (Computation of WACC), Concept of Leverage EBIT- EPS Analysis, Concepts of Capital Structure.

Working Capital Management - Meaning, Scope, Importance, and Limitations of Working Capital, Factors affecting Working Capital needs, Estimation of Working Capital Requirement. Concept of Operating Cycle.

2. Business Laws and Organizational Behaviour – 12 Hrs.

Course Outcome

CO 1	The students will be able to make use of provisions of the Contract Act to evaluate a contract used in commercial practice.
CO 2	Also The learner will be able to explain the legal process involved in formation of a company and understand the relationships amongst the various stakeholders of the company.
CO 3	Students will be able to explain the concept of Organisation Design and determine the factors that affect Organisation Design.
Co 4	Also The student will be able to distinguish between the various theories of motivation.
Co5	Also the students will be able to analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.

Module 1-

Legal aspects of business and contracts: Concept of law. Types of Law. Definition, Nature and types of contracts. Essentials of valid contract. Legality and Validity of Contracts. Discharge of contracts.

Companies Act 2013: Characteristics and types of companies. Formation of companies; documents and registration process. Directors: Appointment, Powers, Duties and Liabilities.

Module 2-

Organisational Structure: Introduction, Organizational design- Organization and stakeholders, strategy - Alternative structures; Management process - Authority and Responsibility Relationship; organizational control mechanisms; Organizational decision making, Organisational Behaviour – Motivation, Concept, types of motivation, Theories of Motivation. Group and Team Behaviour-Foundations of Group behaviour -Group development.

3. Foundations of Managerial Effectiveness – 12 Hrs.

Course Outcome

CO 1	The student will be able to make proper use of group of words, synonyms and antonyms, phrases, idioms, proverbs for effective verbal communication
CO 2	The student will be able to write essays, The student will be able to draft business letters for given situations
CO 3	The student will be able to use various spreadsheet functions and will also be create useful spreadsheets

Module 1-

Basics of Verbal Communication, Essay Writing, Letter Writing, Writing Business Letters and Quotations,

Module 2-

Working with spreadsheets - Sorting and Filtering, Charts, Statistical Functions, Conditional Formatting, Formulas and Functions: Mathematical & Statistical Functions. Logical Functions in Spreadsheet: 'And', 'Or', 'If'. 'Lookup' functions and formula in spreadsheet.

Course Structure for Elective Bridge Courses (Any One)

1. Foundations of Marketing Management – 12 Hrs.

Course Outcomes

CO 1	For a given marketing objective of a company the student manager will be able to develop a suitable marketing mix.
CO 2	For various stages in the life cycle of the product the student managers will be able to recommend a suitable pricing strategy.
CO 3	For a given promotional objective of a company the student manager should be able to develop a suitable promotion mix
CO 4	For a given company the student managers will be able to evaluate different distribution channel options and their suitability for the company's product.

Module 1 –

Introduction to Marketing Management - Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning. Product Decision – Product Life Cycle, New product development and consumer adoption process. Packaging and labelling.

Module 2-

Pricing Decisions: Pricing objectives, Factors affecting price determination, Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Promotion Decisions: Communication Process; Promotion mix.

2. Foundations of Financial Management – 12 Hrs.

Course Outcomes

CO 1	Given the cash-flows pertaining to a project, the future manager will be able to estimate projects' cash flows to distinguish between value creating and value destroying investments using time-value intensive DCF techniques.
CO 2	Given the expected dividends, future price of shares, investor expectations and funding requirements; the future manager will be able to compute the value of a share using various dividend discount models and illustrate whether dividend is relevant for firm valuation or not.

Module 1

Capital Budgeting - Concept of Capital budgeting, Discounted and Non-discounted Cash Flow Techniques – NPV, IRR, PI, Discounted PBP, ARR & PBP.

Module 2

Dividend Policy: Walter's Model; Gordon's Model and MM Hypothesis for Dividend Policy and Firm Valuation, Determinants and constraints of dividend decision.

3. Foundations of Human Resource Management – 12 Hrs.

Course Outcomes

CO 1	Students should be able to explain the importance of Human Resource Management for an organisation and also distinguish between Personnel and HR Management.
CO 2	For a given job profile, students should be able to develop a job analysis and produce a job description and job specification.
CO 3	Students should be able to justify the applicability of various techniques of Training
CO 4	Students should be able to outline the performance appraisal process and identify and explain the utility of various modern and traditional methods of Performance Appraisal.

Module 1-

Introduction, Nature, scope, objectives, importance and functions of HRM, Roles and Qualities of HR Manager; Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications & Role Analysis, Concept of Job Design, Factors affecting Job Design, Techniques of Job Design,

Module 2-

Recruitment and Selection—Meaning, Sources and Process, Introduction of Training; Objectives and Importance of Training; Training Process, Training Needs Identification. Performance Appraisal- concept, objectives, Importance, Methods; Potential Appraisals.

4. Foundations of Business Analytics – 12 Hrs.

Course Outcomes

CO 1	The student will be able to understand the basic concepts of Business Analytics and Descriptive Analytics.
CO 2	The student will be able to develop model for forecasting and analysis using the basic concepts of Predictive Analytics
CO 3	The student will be able to apply the tools of optimization for improving models.
CO 4	The student will be able to understand the concepts of business analytics and apply them in building model for analysis

Module 1-

Introduction to Business Analytics - Terminology of Business Analytics, Business Analytics Process, Relationship of Business, Analytics and organization, Business Analytics and decision making process. Descriptive Analytics - Meaning of descriptive analytics, visualizing and exploring data, Sampling and Estimation, Sampling Methods.

Module 2 –

Predictive Analytics I - Predictive Modeling and Analysis, Forecasting Techniques, Simulation and Risk Analysis. Introduction to Data Mining - Introduction to Data Mining, Types of Data Mining, Data Mining Process.

Evaluation of Bridge Courses:

1. The Institute shall conduct the evaluation of bridge courses based on Assignments, and / or MCQ based exam and/ or Viva- Voce.
2. After successful completion of the bridge courses, the Institute shall submit a certificate of successful completion of the course to the university along with Internal Assessment marks.