APPENDIX - 23(R)
UNIVERSITY OF MADRAS
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
CHOICE BASED CREDIT SYSTEM
REVISED REGULATIONS
(w.e.f.2013-2014)

(I) FOR FULL - TIME COURSE – (2 YEARS)

1. CONDITIONS FOR ADMISSION:

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto, shall be eligible for admission to MBA Degree Course.

2. ELIGIBILITY FOR THE AWARD OF DEGREE:

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than TWO academic years, passed the examinations of all the FOUR Semesters prescribed earning 94 CREDITS and fulfilled such conditions as have been prescribed therefore.

3. DURATION OF THE COURSE:

The course for FULL-TIME students shall extend over a period of TWO academic years consisting of FOUR Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters and the THIRD academic year the Fifth & Sixth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

4. EXAMINATION:

There shall be four examinations, first semester examination at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly the third and fourth semester examinations will be held at the middle and the end of the second academic year respectively.
5. COURSE OF STUDY AND SCHEME OF EXAMINATIONS (FULL TIME)

The total number of subjects of study shall be 27 out of which 13 shall be compulsory subjects and of the remaining 8 will be Electives, 4 will be soft skills and 1 Internship. A Project Work and a Viva-voce will also be in the Final Semester.

The FULL-TIME candidates shall take 7 subjects in the First semester, 8 subjects in the Second Semester, a summer internship, 7 subjects in the Third Semester and 3 Subjects and the Project Work and the Viva-voce in the Fourth Semester.

ELECTIVE SUBJECTS:

For any College affiliated to this University which wishes to offer Elective Subjects to their students, a Minimum enrolment in the Elective Subjects shall be SEVEN.

PROJECT REPORT & VIVA VOCE:

The Project Report must be submitted through the Supervisor and the Head of the Department on or before 15th April FOLLOWING THE THIRD SEMESTER Examination failing which the candidate will be treated as appearing on a second occasion and shall NOT BE ELIGIBLE for First Class and Ranking. The last date for submitting the Project Work for the November Examination shall be 30th November.

FIRST SEMESTER

<table>
<thead>
<tr>
<th>S.NO</th>
<th>COURSE COMPONENTS</th>
<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>CIA</th>
<th>MAX MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>CORE MBA 1001</td>
<td>PAPER 1</td>
<td>I</td>
<td>5 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>2.</td>
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<td>PAPER 2</td>
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<tr>
<td>3.</td>
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<td>PAPER 3</td>
<td>I</td>
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<td>75</td>
</tr>
<tr>
<td>4.</td>
<td>CORE MBA 1004</td>
<td>PAPER 4</td>
<td>I</td>
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<tr>
<td>5.</td>
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<td>PAPER 5</td>
<td>I</td>
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<tr>
<td>6.</td>
<td>Elective MBA</td>
<td>PAPER 6</td>
<td>I</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
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<tr>
<td></td>
<td>(Inter Disciplinary ) MBA 1015</td>
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<td></td>
</tr>
<tr>
<td>7.</td>
<td>Soft Skills</td>
<td>PAPER 7</td>
<td>I</td>
<td>2 HRS</td>
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### SECOND SEMESTER

<table>
<thead>
<tr>
<th>S.NO</th>
<th>COURSE COMPONENTS</th>
<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>MAX MARKS</th>
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<tbody>
<tr>
<td>8</td>
<td>CORE MBA 1006</td>
<td>PAPER 8</td>
<td>II</td>
<td>5 HRS</td>
<td>4</td>
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<tr>
<td>9</td>
<td>CORE MBA 1007</td>
<td>PAPER 9</td>
<td>II</td>
<td>4 HRS</td>
<td>4</td>
<td>4</td>
<td>25</td>
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<tr>
<td>10</td>
<td>CORE MBA 1008</td>
<td>PAPER 10</td>
<td>II</td>
<td>4 HRS</td>
<td>4</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>11</td>
<td>CORE MBA 1009</td>
<td>PAPER 11</td>
<td>II</td>
<td>4 HRS</td>
<td>4</td>
<td>4</td>
<td>25</td>
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<tr>
<td>12</td>
<td>CORE MBA 1010</td>
<td>PAPER 12</td>
<td>II</td>
<td>4 HRS</td>
<td>4</td>
<td>4</td>
<td>25</td>
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<tr>
<td>13</td>
<td>CORE MBA 1011</td>
<td>PAPER 13</td>
<td>II</td>
<td>4 HRS</td>
<td>4</td>
<td>4</td>
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<tr>
<td>14</td>
<td>Elective MBA (Interdisciplinary) MBA 1016</td>
<td>PAPER 14</td>
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<td>3 HRS</td>
<td>3</td>
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<tr>
<td>15</td>
<td>Soft Skills</td>
<td>PAPER 15</td>
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### THIRD SEMESTER

<table>
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<tr>
<th>S.NO</th>
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<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>MAX MARKS</th>
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<tbody>
<tr>
<td>16</td>
<td>CORE MBA 1012</td>
<td>PAPER 16</td>
<td>III</td>
<td>4 HRS</td>
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<tr>
<td>17</td>
<td>CORE MBA 1013</td>
<td>PAPER 17</td>
<td>III</td>
<td>4 HRS</td>
<td>4</td>
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</tr>
<tr>
<td>18</td>
<td>ELECTIVE MBA</td>
<td>PAPER 18</td>
<td>III</td>
<td>3 HRS</td>
<td>3</td>
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<td>25</td>
</tr>
<tr>
<td>19</td>
<td>ELECTIVE MBA</td>
<td>PAPER 19</td>
<td>III</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
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<tr>
<td>20</td>
<td>ELECTIVE MBA</td>
<td>PAPER 20</td>
<td>III</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>21</td>
<td>ELECTIVE MBA</td>
<td>PAPER 21</td>
<td>III</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>22</td>
<td>Soft Skills</td>
<td>PAPER 22</td>
<td>III</td>
<td>2 HRS</td>
<td>2</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>23</td>
<td>Internship **</td>
<td></td>
<td>III</td>
<td>2</td>
<td></td>
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</tr>
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</table>

**Internship will be carried out during the summer vacation of the first year and marks should be sent to the University by the College and the same will be included in the Third Semester Marks Statement.
### FOURTH SEMESTER

<table>
<thead>
<tr>
<th>S.NO</th>
<th>COURSE COMPONENTS</th>
<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>MAX MARKS</th>
<th>CIA</th>
<th>EXTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 23</td>
<td>IV</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>75</td>
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<tr>
<td>25.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 24</td>
<td>IV</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>26.</td>
<td>CORE MBA 1014</td>
<td>PAPER 25</td>
<td>IV</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>200</td>
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<tr>
<td>27.</td>
<td>Soft Skills</td>
<td>PAPER 26</td>
<td>IV</td>
<td>2 HRS</td>
<td>2</td>
<td>3</td>
<td>25</td>
<td>75</td>
<td></td>
</tr>
</tbody>
</table>

### S. No.  Subject Code

#### SEMESTER I

1. MBA 1001  Management Principles and Business Ethics
2. MBA 1002  Quantitative and Research Methods in Business
3. MBA 1003  Organisational Behaviour
4. MBA 1004  Accounting for Managers
5. MBA 1005  Managerial Economics
6. MBA1015  Innovation and Entrepreneurship
7. Soft skills  Soft Skills – 1*

#### SEMESTER II

8. MBA 1006  Legal Systems in Business
9. MBA 1007  Applied Operations Research
10. MBA 1008 Human Resource Management
11. MBA 1009 Marketing Management
12. MBA 1010 Operations Management
13. MBA 1011 Financial Management
14. MBA 1016 International Business
15. Soft Skills  Soft Skills – 2 *
SEMESTER III

16. MBA 1012  Strategic Management
17. MBA 1013  Management Information Systems
18. MBA     Elective 1*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
19. MBA     Elective 2*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
20. MBA     Elective 3*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
21. MBA     Elective 4*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
22. Soft skills  Soft Skills – 3*
23. Internship  INTERNSHIP *

SEMESTER IV

24. MBA     Elective 5*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
25. MBA     Elective 6*** (Refer to Elective Subjects MBA 1017 to MBA 1042)
26. MBA 1014  Project Work & Viva-Voce
27. Soft Skills  Soft Skills – 4*

* Refer to Soft Skills (PG) Syllabus for soft skills and internship.

*** Students should choose Six Subjects from the following list in consultation with the
Head of the Institution.

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other
for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for
External) for a Maximum of 50 Marks (2 Credits).

ELECTIVE SUBJECTS

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MBA 1017</td>
<td>Marketing Research and Consumer Behaviour</td>
</tr>
<tr>
<td>2.</td>
<td>MBA 1018</td>
<td>Corporate Finance</td>
</tr>
<tr>
<td>3.</td>
<td>MBA 1019</td>
<td>Advertising Management and Sales Promotion</td>
</tr>
<tr>
<td>4.</td>
<td>MBA 1020</td>
<td>Sales and Distribution Management</td>
</tr>
<tr>
<td>5.</td>
<td>MBA 1021</td>
<td>Security Analysis and Portfolio Management</td>
</tr>
<tr>
<td>6.</td>
<td>MBA 1022</td>
<td>Tax Management</td>
</tr>
<tr>
<td>7.</td>
<td>MBA 1023</td>
<td>Brand Management</td>
</tr>
<tr>
<td>8.</td>
<td>MBA 1024</td>
<td>Industrial Marketing</td>
</tr>
<tr>
<td>9.</td>
<td>MBA 1025</td>
<td>Database Management Systems</td>
</tr>
<tr>
<td>10.</td>
<td>MBA 1026</td>
<td>Services Marketing</td>
</tr>
<tr>
<td>11.</td>
<td>MBA 1027</td>
<td>System Analysis and Design</td>
</tr>
<tr>
<td>12.</td>
<td>MBA 1028</td>
<td>Decision Support System</td>
</tr>
</tbody>
</table>
13. MBA 1029  E-Business
14. MBA 1030  Merchant Banking and Financial Services
15. MBA 1031  Human Resources Development
16. MBA 1032  Customer Relationship Management
17. MBA 1033  Performance Management
18. MBA 1034  Organisational Development
19. MBA 1035  Retail Marketing
20. MBA 1036  Rural Marketing
21. MBA 1037  Derivatives Management
22. MBA 1038  Banking and Insurance
23. MBA 1039  Industrial and Labour Relations
24. MBA 1040  International Marketing
25. MBA 1041  Supply Chain Management
26. MBA 1042  Quality Management

6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER:

i. Candidates shall register their names for the First Semester Examination after the admission in PG Courses.

ii. Candidates shall be permitted to proceed from the First Semester upto Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects.

iii. Candidates shall be eligible to go to subsequent Semester, only if they earn, sufficient attendance as prescribed by the Syndicate from time to time provided in case of candidate earning less than 50% of attendance in any one of the Semesters due to any extraordinary circumstance such as medical grounds. Such candidates, who shall produce Medical Certificate issued by the Authorized Medical Attendant (AMA), duly certified by the Principal of the College, shall be permitted to proceed to the next semester and to complete the course of study. Such
candidate shall have to repeat the missed semester by rejoining after completion of final semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

7. PASSING MINIMUM:

(i) A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.

(ii) (a) A candidate shall be declared to have passed Project Work and Viva-Voce respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.

(b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.

(c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.

(iii) A Candidate who successfully completes the course and passes the examinations of all the FOUR Semesters prescribed as per Scheme of Examinations earning 94 CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 4 YEARS from the date of initially joining the course in the case of a FULL-TIME candidates.

8. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within TWO YEARS after their admission in the case of FULL-TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with Distinction provided they pass all the examinations prescribed for the course at the First
appearance/instance. All other successful candidates shall be declared to have passed the examination in the Second Class.

9. **GRADING SYSTEM**

The following table gives the marks, grade points, letter grades and classification to indicate the performance of the candidate.

**Conversion of Marks to Grade Points and Letter Grade (Performance in a Paper/Course)**

<table>
<thead>
<tr>
<th>RANGE OF MARKS</th>
<th>GRADE POINTS</th>
<th>LETTER GRADE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>9.0-10.0</td>
<td>O</td>
<td>Outstanding</td>
</tr>
<tr>
<td>80-89</td>
<td>8.0-8.9</td>
<td>D+</td>
<td>Excellent</td>
</tr>
<tr>
<td>75-79</td>
<td>7.5-7.9</td>
<td>D</td>
<td>Distinction</td>
</tr>
<tr>
<td>70-74</td>
<td>7.0-7.4</td>
<td>A+</td>
<td>Very Good</td>
</tr>
<tr>
<td>60-69</td>
<td>6.0-6.9</td>
<td>A</td>
<td>Good</td>
</tr>
<tr>
<td>50-59</td>
<td>5.0-5.9</td>
<td>B</td>
<td>Average</td>
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<tr>
<td>00-49</td>
<td>0.0</td>
<td>U</td>
<td>Re-appear</td>
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<tr>
<td>ABSENT</td>
<td>0.0</td>
<td>AAA</td>
<td>ABSENT</td>
</tr>
</tbody>
</table>

\[ \text{Ci} = \text{Credits earned for course } i \text{ in any semester.} \]

\[ \text{Gi} = \text{Grade Point obtained for course } i \text{ in any semester.} \]

\[ n \text{ refers to the semester in which such courses were credited.} \]

**For a Semester**: 

\[
\text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i \text{Ci} \text{ Gi}}{\sum_i \text{Ci}}
\]

GPA = Sum of the multiplication of grade points by the credits of the courses

Sum of the credits of the courses in a semester
For the entire programme:

CUMULATIVE GRADE POINT AVERAGE [CGPA] = \( \sum_{i} C_{ni} \times G_{ni} / \sum_{i} C_{ni} \)

Sum of the multiplication of grade points by the credits of the entire programme

CGPA = \( \frac{\sum_{i} C_{ni} \times G_{ni}}{\sum_{i} C_{ni}} \)

Sum of the credits of the courses of the entire programme

<table>
<thead>
<tr>
<th>CGPA</th>
<th>GRADE</th>
<th>CLASSIFICATION OF FINAL RESULT</th>
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<tbody>
<tr>
<td>9.5-10.0</td>
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<td>First Class - Exemplary *</td>
</tr>
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<td>O</td>
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</tr>
<tr>
<td>8.5 and above but below 9.0</td>
<td>D++</td>
<td>First Class with Distinction *</td>
</tr>
<tr>
<td>8.0 and above but below 8.5</td>
<td>D+</td>
<td>First Class with Distinction *</td>
</tr>
<tr>
<td>7.5 and above but below 8.0</td>
<td>D</td>
<td>First Class with Distinction *</td>
</tr>
<tr>
<td>7.0 and above but below 7.5</td>
<td>A++</td>
<td>First Class</td>
</tr>
<tr>
<td>6.5 and above but below 7.0</td>
<td>A+</td>
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<td>6.0 and above but below 6.5</td>
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<td>5.5 and above but below 6.0</td>
<td>B+</td>
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<tr>
<td>5.0 and above but below 5.5</td>
<td>B</td>
<td>Second Class</td>
</tr>
<tr>
<td>0.0 and above but below 5.0</td>
<td>U</td>
<td>Re-appear</td>
</tr>
</tbody>
</table>

* The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme (Core, Elective, Non-major Electives and Extra-Disciplinary courses alone) are eligible.

10. RANKING:

Candidates who pass all the examinations prescribed for the Course in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking/Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER are only eligible for Classification.
11. QUESTION PAPER PATTERN
Total Marks for each subject 100 Marks
University Exam 75 Marks
Internal Assessment 25 Marks

**Duration: 3 Hours Max. Marks: 75**

- Part A - 10 out of 12 questions (10X 1 = 10)
- Part B – 5 out of 7 questions (5 X 5 = 25)
- Part C 1 question (Case Study or Problem) is Compulsory
  - 3 out of remaining 4 questions (4 X 10 = 40)

12. APPEARANCE FOR IMPROVEMENT:

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practical, Project, Viva-voce, Field work.

13. TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2013-2014 will be permitted to appear for he examinations under those Regulations for a period of three years i.e. up to and inclusive of April/May 2017 Examination only under the Regulations then in force.
1. CONDITIONS FOR ADMISSION:

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto. The provision of sponsoring candidates by the concerned Organization be dispensed with. The minimum of Two Years Work Experience at Executive/Supervisory Level is essential after passing the qualifying examinations for admission to M.B.A. Part-time Degree Course.

2. ELIGIBILITY FOR THE AWARD OF DEGREE:

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than THREE academic years, passed the examinations of all the SIX Semesters prescribed earning 94 CREDITS and fulfilled such conditions as have been prescribed therefore.

3. DURATION OF THE COURSE:

The Part-time Master's Degree Courses shall be conducted as EVENING COURSES.

4. EXAMINATION:

The course for PART-TIME students shall extend over a period of THREE academic years consisting of SIX Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters and the THIRD academic year the Fifth & Sixth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.
5. COURSE OF STUDY AND SCHEME OF EXAMINATION

The total number of subjects of study shall be 27 out of which 14 shall be compulsory subjects including project work and Viva-Voce, 8 shall be electives including 2 interdisciplinary electives, 4 soft skills courses and an Internship.

The PART-TIME candidates shall take 4 Core subjects in the First Semester, 3 Core subjects and 1 elective (Interdisciplinary) in the Second and Third Semesters, 3 Core subjects and 1 Elective subject in the Fourth Semester and 4 Elective Subjects in the Fifth Semester and 1 Elective subject in the Sixth Semester in addition to Project Work and the Viva-voce.

The candidates shall also take 1 soft skills course in the First, Second, Third and Fourth Semester. They will also undertake and internship at the end of the Fourth Semester.

ELECTIVE SUBJECTS:

For any College affiliated to this University which wishes to offer Elective Subjects to their students, a minimum enrolment in the Elective Subjects shall be SEVEN.

**Scheme of examinations (Part Time)**

**FIRST SEMESTER**

<table>
<thead>
<tr>
<th>S.NO</th>
<th>COURSE COMPONENTS</th>
<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>MAX MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>CORE MBA 1001</td>
<td>PAPER 1</td>
<td>I</td>
<td>4 HRS</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
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<tr>
<td>2.</td>
<td>CORE MBA 1002</td>
<td>PAPER 2</td>
<td>I</td>
<td>4 HRS</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
<tr>
<td>3.</td>
<td>CORE MBA 1003</td>
<td>PAPER 3</td>
<td>I</td>
<td>4 HRS</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
</tr>
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<td>4.</td>
<td>CORE MBA 1004</td>
<td>PAPER 4</td>
<td>I</td>
<td>4 HRS</td>
<td>4</td>
<td>3</td>
<td>25 75</td>
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<tr>
<td>5.</td>
<td>SOFT SKILLS</td>
<td>PAPER 5</td>
<td>I</td>
<td>2 HRS</td>
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<td>3</td>
<td>25 75</td>
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SECOND SEMESTER

<table>
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<tr>
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<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION</th>
<th>MAX MARKS</th>
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<tr>
<td></td>
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<td></td>
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<td>6.</td>
<td>CORE MBA 1005</td>
<td>PAPER 6</td>
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<td>4 HRS</td>
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<tr>
<td>7.</td>
<td>CORE MBA 1006</td>
<td>PAPER 7</td>
<td>II</td>
<td>4 HRS</td>
<td>4</td>
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<td>25</td>
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<tr>
<td>8.</td>
<td>CORE MBA 1007</td>
<td>PAPER 8</td>
<td>II</td>
<td>4 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>9.</td>
<td>Elective MBA (Interdisciplinary)</td>
<td>PAPER 9</td>
<td>II</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
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<tr>
<td>10.</td>
<td>SOFT SKILLS</td>
<td>PAPER 10</td>
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THIRD SEMESTER

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<tr>
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<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION</th>
<th>MAX MARKS</th>
</tr>
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<td>CORE MBA 1008</td>
<td>PAPER 11</td>
<td>III</td>
<td>4 HRS</td>
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<td>12.</td>
<td>CORE MBA 1009</td>
<td>PAPER 12</td>
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<td>13.</td>
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<td>PAPER 13</td>
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<td>4 HRS</td>
<td>4</td>
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<td>14.</td>
<td>Elective MBA (Interdisciplinary)</td>
<td>PAPER 14</td>
<td>III</td>
<td>3 HRS</td>
<td>3</td>
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<td>25</td>
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<tr>
<td>15.</td>
<td>Soft Skills</td>
<td>PAPER 15</td>
<td>III</td>
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### FOURTH SEMESTER

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<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>MAX MARKS</th>
</tr>
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<tr>
<td></td>
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<td></td>
<td></td>
<td>CIA</td>
<td>EXTERNAL</td>
</tr>
<tr>
<td>16.</td>
<td>CORE MBA 1011</td>
<td>PAPER 16</td>
<td>IV</td>
<td>4 HRS</td>
<td>4</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>17.</td>
<td>CORE MBA 1012</td>
<td>PAPER 17</td>
<td>IV</td>
<td>4 HRS</td>
<td>4</td>
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</tr>
<tr>
<td>18.</td>
<td>CORE MBA 1013</td>
<td>PAPER 18</td>
<td>IV</td>
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<td>4</td>
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<tr>
<td>19.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 19</td>
<td>IV</td>
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<td>3</td>
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<tr>
<td>20.</td>
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<td>PAPER 20</td>
<td>IV</td>
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<td>2</td>
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### FIFTH SEMESTER

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<tr>
<th>S.NO</th>
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<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>MAX MARKS</th>
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</tr>
<tr>
<td>21.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 21</td>
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</tr>
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<td>22.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 22</td>
<td>V</td>
<td>3 HRS</td>
<td>3</td>
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</tr>
<tr>
<td>23.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 23</td>
<td>V</td>
<td>3 HRS</td>
<td>3</td>
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</tr>
<tr>
<td>24.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 24</td>
<td>V</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>25.</td>
<td>Internship **</td>
<td>PAPER 25</td>
<td>V</td>
<td></td>
<td></td>
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</tbody>
</table>

** Internship will be carried out during the summer vacation of the Second year and marks should be sent to the University by the College and the same will be included in the Fifth Semester Marks Statement.
<table>
<thead>
<tr>
<th>S.NO</th>
<th>COURSE COMPONENTS</th>
<th>NAME OF COURSE</th>
<th>SEMESTER</th>
<th>INST. HOURS</th>
<th>CREDITS</th>
<th>EXAM DURATION HRS</th>
<th>CIA</th>
<th>EXTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.</td>
<td>ELECTIVE MBA</td>
<td>PAPER 26</td>
<td>V</td>
<td>3 HRS</td>
<td>3</td>
<td>3</td>
<td>25</td>
<td>75</td>
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<tr>
<td>27.</td>
<td>CORE MBA 1014</td>
<td>PAPER 27</td>
<td>VI</td>
<td>8</td>
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</table>

**SUBJECTS OF STUDY**

**SEMESTER I**

1. MBA 1001 Management Principles and Business Ethics
2. MBA 1002 Quantitative and Research Methods in Business
3. MBA 1003 Organisational Behaviour
4. MBA 1004 Accounting for Managers
5. Soft skills Soft Skills – 1*

**SEMESTER II**

6. MBA 1005 Managerial Economics
7. MBA 1006 Legal Systems in Business
8. MBA 1007 Applied Operations Research
9. MBA 1015 Innovation and Entrepreneurship
10. Soft Skills Soft Skills – 2*

**SEMESTER III**

11. MBA 1008 Human Resources Management
12. MBA 1009 Marketing Management
13. MBA 1010 Operations Management
14. MBA 1016 International Business
15. Soft skills Soft Skills – 3*
SEMESTER IV

16. MBA 1011  Financial Management
17. MBA 1012  Strategic Management
18. MBA 1013  Management Information Systems
19. MBA     Elective 1***
20. Internship  INTERNSHIP*
21. Soft Skills  Soft Skills – 4*

SEMESTER V

22. MBA     Elective 2***
23. MBA     Elective 3***
24. MBA     Elective 4***
25. MBA     Elective 5***

SEMESTER VI

26. MBA     Elective 6***
27. MBA 1014  Project Work & Viva-Voce

* Refer to Soft Skills (PG) Syllabus for soft skills and internship.

*** Students should choose SIX Subjects from the following list in consultation with the Head of the Institution.

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

ELECTIVE SUBJECTS

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Subject Code</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MBA 1017</td>
<td>Marketing Research and Consumer Behaviour</td>
</tr>
<tr>
<td>2.</td>
<td>MBA 1018</td>
<td>Corporate Finance</td>
</tr>
<tr>
<td>3.</td>
<td>MBA 1019</td>
<td>Advertising Management and Sales Promotion</td>
</tr>
<tr>
<td>4.</td>
<td>MBA 1020</td>
<td>Sales and Distribution Management</td>
</tr>
<tr>
<td>5.</td>
<td>MBA 1021</td>
<td>Security Analysis and Portfolio Management</td>
</tr>
<tr>
<td>6.</td>
<td>MBA 1022</td>
<td>Tax Management</td>
</tr>
<tr>
<td></td>
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<td>Course Name</td>
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<tr>
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<td>-------------------------------------------------</td>
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<tr>
<td>7</td>
<td>MBA 1023</td>
<td>Brand Management</td>
</tr>
<tr>
<td>8</td>
<td>MBA 1024</td>
<td>Industrial Marketing</td>
</tr>
<tr>
<td>9</td>
<td>MBA 1025</td>
<td>Database Management Systems</td>
</tr>
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<td>10</td>
<td>MBA 1026</td>
<td>Services Marketing</td>
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<td>11</td>
<td>MBA 1027</td>
<td>System Analysis and Design</td>
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<td>12</td>
<td>MBA 1028</td>
<td>Decision Support System</td>
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<td>13</td>
<td>MBA 1029</td>
<td>E-Business</td>
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<tr>
<td>14</td>
<td>MBA 1030</td>
<td>Merchant Banking and Financial Services</td>
</tr>
<tr>
<td>15</td>
<td>MBA 1031</td>
<td>Human Resources Development</td>
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<td>16</td>
<td>MBA 1032</td>
<td>Customer Relationship Management</td>
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<td>17</td>
<td>MBA 1033</td>
<td>Performance Management</td>
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<td>18</td>
<td>MBA 1034</td>
<td>Organisational Development</td>
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<td>MBA 1036</td>
<td>Rural Marketing</td>
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<td>21</td>
<td>MBA 1037</td>
<td>Derivatives Management</td>
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<td>MBA 1038</td>
<td>Banking and Insurance</td>
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<td>23</td>
<td>MBA 1039</td>
<td>Industrial and Labour Relations</td>
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<td>MBA 1040</td>
<td>International Marketing</td>
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<tr>
<td>25</td>
<td>MBA 1041</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td>26</td>
<td>MBA 1042</td>
<td>Quality Management</td>
</tr>
</tbody>
</table>

**6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER:**

i. Candidates shall register their names for the First Semester Examination after the admission in PG Courses.

ii. Candidates shall be permitted to proceed from, the First Semester up to Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects.

iii. Candidates shall be eligible to go to subsequent Semester, only if they earn sufficient attendance as prescribed by the Syndicate from time to time provided in case of candidate earning less than 50% of attendance in any one of the Semesters due to any extraordinary circumstance such as medical grounds. Such candidates, who shall produce Medical Certificate issued by the Authorized Medical Attendant (AMA), duly certified by the Principal of the College, shall be permitted to proceed to the next semester and to complete the course of study. Such candidate shall have to repeat the missed semester by rejoining after
completion of final semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

7. PASSING MINIMUM:

(l) A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.

(ii) (a) A candidate shall be declared to have passed Project Work and Viva-Voce respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.

(b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.

(c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.

(iii) A Candidate who successfully completes the course and passes the examinations of all the SIX Semesters prescribed as per Scheme of Examinations earning 94 CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 5 YEARS from the date of initially joining the course in the case of a PART-TIME candidates.

8. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within THREE YEARS after their admission in the case of PART - TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with
Distinction provided they pass all the examinations prescribed for the course at the First appearance/instance. All other successful candidates shall be declared to have passed the examination in the Second Class.

9. **GRADING SYSTEM**

The following table gives the marks, grade points, letter grades and classification to indicate the performance of the candidate.

**Conversion of Marks to Grade Points and Letter Grade (Performance in a Paper /Course)**

<table>
<thead>
<tr>
<th>RANGE OF MARKS</th>
<th>GRADE POINTS</th>
<th>LETTER GRADE</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>90-100</td>
<td>9.0-10.0</td>
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<td>Outstanding</td>
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<tr>
<td>80-89</td>
<td>8.0-8.9</td>
<td>D+</td>
<td>Excellent</td>
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<tr>
<td>75-79</td>
<td>7.5-7.9</td>
<td>D</td>
<td>Distinction</td>
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<tr>
<td>70-74</td>
<td>7.0-7.4</td>
<td>A+</td>
<td>Very Good</td>
</tr>
<tr>
<td>60-69</td>
<td>6.0-6.9</td>
<td>A</td>
<td>Good</td>
</tr>
<tr>
<td>50-59</td>
<td>5.0-5.9</td>
<td>B</td>
<td>Average</td>
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<tr>
<td>00-49</td>
<td>0.0</td>
<td>U</td>
<td>Re-appear</td>
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<tr>
<td>ABSENT</td>
<td>0.0</td>
<td>AAA</td>
<td>ABSENT</td>
</tr>
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</table>

Ci = Credits earned for course i in any semester.

Gi = Grade Point obtained for course i in any semester.

n refers to the semester in which such courses were credited.

**For a Semester:**

GRADE POINT AVERAGE [GPA] = \[ \frac{\sum_{i} Ci Gi}{\sum_{i} Ci} \]

GPA = Sum of the multiplication of grade points by the credits of the courses

Sum of the credits of the courses in a semester
For the entire programme:

CUMULATIVE GRADE POINT AVERAGE [CGPA] = \( \sum_{n} \sum_{i} C_{ni} G_{ni} / \sum_{n} \sum_{i} C_{ni} \)

Sum of the multiplication of grade points by the credits of the entire programme

CGPA = \( \frac{\sum \sum C_{ni} G_{ni}}{\sum \sum C_{ni}} \)

Sum of the credits of the courses of the entire programme

<table>
<thead>
<tr>
<th>CGPA</th>
<th>GRADE</th>
<th>CLASSIFICATION OF FINAL RESULT</th>
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</thead>
<tbody>
<tr>
<td>9.5-10.0</td>
<td>O+</td>
<td>First Class - Exemplary *</td>
</tr>
<tr>
<td>9.0 and above but below 9.5</td>
<td>O</td>
<td></td>
</tr>
<tr>
<td>8.5 and above but below 9.0</td>
<td>D++</td>
<td>First Class with Distinction *</td>
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<tr>
<td>8.0 and above but below 8.5</td>
<td>D+</td>
<td></td>
</tr>
<tr>
<td>7.5 and above but below 8.0</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>7.0 and above but below 7.5</td>
<td>A++</td>
<td>First Class</td>
</tr>
<tr>
<td>6.5 and above but below 7.0</td>
<td>A+</td>
<td></td>
</tr>
<tr>
<td>6.0 and above but below 6.5</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>5.5 and above but below 6.0</td>
<td>B+</td>
<td>Second Class</td>
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<td>B</td>
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</tr>
<tr>
<td>0.0 and above but below 5.0</td>
<td>U</td>
<td>Re-appear</td>
</tr>
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</table>

* The candidates who have passed in the first appearance and within the prescribed semester of the PG Programme (Core, Elective, Non-major Electives and Extra-Disciplinary courses alone) are eligible.

10. RANKING:

Candidates who pass all the examinations prescribed for the Course in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking/Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER are only eligible for Classification.
11. QUESTION PAPER PATTERN

Total Marks for each subject 100 Marks
University Exam 75 Marks
Internal Assessment 25 Marks

Duration: 3 Hours Max. Marks: 75

Part A - 10 out of 12 questions \((10 \times 1 = 10)\)
Part B - 5out of 7 questions \((5 \times 5 = 25)\)
Part C 1 questions (Case Study or Problems) each Compulsory.
3 out of remaining 4 questions \((4 \times 10 = 40)\)

12. APPEARANCE FOR IMPROVEMENT:

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practical, Project, Viva-voce, Field work.

13. TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2013-2014 will be permitted to appear for he examinations under those Regulations for a period of three years i.e. up to and inclusive of April/May 2017 Examination only under the Regulations then in force

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MBA 1001 MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

UNIT - I

UNIT - II

UNIT – III

UNIT – IV

UNIT – V
Reference Books

MBA 1002 QUANTITATIVE AND RESEARCH METHODS IN BUSINESS
UNIT - I
Probability: Rules of Probability, Binomial, Poisson and Normal Distribution – their Applications in Business and Industrial Problems – Baye’s theorem and its Applications
Decision Making under Risk and Uncertainty: Minimax, Maximin and Regret criteria – Hurwitz and Laplace criteria in Business Decision Making – Decision tree

UNIT – II
Calculus: Application of Differentiation and Integration, Maxima, Minima, Average Cost, Total Cost, Marginal Revenue, Average Revenue, Total Revenue – Consumer Surplus and Producer Surplus

UNIT III
Formulation of hypothesis – Hypothesis Testing

UNIT IV
Data analysis - Editing and Coding of Data- Central Tendencies: Mean, Median Mode, Dispersion – Standard Deviation, Mean Deviation, Range, Coefficient of
Range, Coefficient of Variation – Application in Business Situations.

Univariate and Bivariate Analysis- Chi-Square test – Correlation and Regression analysis – Single and Two Factor Analysis of Variance- Application of Statistical Tests – Parametric and non-parametric and interpretation of test results.

UNIT V

Multivariate analysis: Elementary Concepts of factor analysis, Multiple regression analysis, Discriminant analysis, Cluster analysis and Conjoint analysis in marketing problems – Statistical packages.


Reference Books


MBA 1003 ORGANISATIONAL BEHAVIOUR

UNIT - I

Introduction to Organisational Behaviour: Historical background of OB - Relevance of OB to management functions – Contributing disciplines - Challenges

Personality: Determinants – Assessment – Trait Theories – Psychoanalytical social learning – Personality-Job fit.

Perception: Process – Distortions – Factors influencing perception
UNIT - II
Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications.
Emotions and Emotional Intelligence
Attitudes and Values: Attitude-Behaviour Relationship – Sources of Attitude – Work related Attitudes.
Motivation: Early Theories and Contemporary theories - Motivation at work - Designing Motivating Jobs

UNIT - III

Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication

UNIT - IV
Leadership – Trait, Behavioural and Contingency theories
Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics.
Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process

UNIT – V
Organisational Culture and Climate: Concept – Creating and Sustaining Culture – Types of Organisational Culture

Reference Books

MBA 1004 ACCOUNTING FOR MANAGERS
UNIT - I
Introduction
Management Accounting – Meaning and purpose

UNIT – II

UNIT - III
Capital Expenditure Evaluation – Capital Budgeting concept – Methods – Limitations – Capital Expenditure control.
Budgetary Control – Nature and Objective of Budgetary Control – Limitations.

UNIT – IV

UNIT - V
Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs Absorption costing. Target Costing and ABC Costing

Reporting to Management – Uses of Accounting information in Managerial decision-
making.

**Reference Books**


**MBA 1005 MANAGERIAL ECONOMICS**

**UNIT - I**


**UNIT – II**


**UNIT - III**


**UNIT - IV**

UNIT – V

Reference Books

MBA1015 INNOVATION AND ENTREPRENEURSHIP

UNIT I

UNIT II
UNIT III

UNIT IV

UNIT V

Reference Books
MBA 1006 LEGAL SYSTEMS IN BUSINESS

UNIT – I

UNIT – II

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics

UNIT – III

UNIT -IV

UNIT – V

Reference Books

MBA 1007 APPLIED OPERATIONS RESEARCH
UNIT – I
Introduction: Origin and Development of Operations Research (OR) – Applications of OR – Concept, Methodology and Scope of Operations Research
UNIT – II
Assignment Problem: Hungarian Method of Optimal Assignment

UNIT – III

UNIT – IV
Queuing Theory: Techniques - Single Server Models
Sequencing: Sequencing of ‘n’ jobs and 2 machines – ‘n’ jobs and 3 machines

UNIT – V
Game Theory: Games and Strategies – Pure and Mixed Game - Principle of Dominance
Replacement Theory: Replacement of items that deteriorate gradually – replacement of items that fails suddenly – Individual Replacement vs. Group Replacement.

Reference Books
MBA 1008 HUMAN RESOURCE MANAGEMENT

UNIT - I
Introduction of Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personnel Management in India.
Human Resource Policies: Need, type and scope – Advantage for a written policy - Human Resources policies and work Culture.

UNIT – II
Human Resource Planning:
Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description and Job Specification.
Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs.

UNIT - III
Performance Evaluation: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Job evaluation, Criteria for Promotions and job enrichment.

UNIT - IV

UNIT - V
HR Audit: Nature and Scope – Approaches to HR Audit

Reference Books

MBA 1009 MARKETING MANAGEMENT

UNIT - I

UNIT - II
Strategic Planning – Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, Developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques

UNIT - III

UNIT - IV
UNIT - V

Promotion Decisions: Promotion Mix - Advertising – Sales Promotion - Sales Force decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems

Consumer Protection – Awareness of Consumer Rights in the Market Place.

Reference Books

MBA1010 OPERATIONS MANAGEMENT

UNIT - I
Introduction: Nature and Scope of Operations Management
Plant location: Factors to be considered in Plant Location – Choice of General Region, Particular Community and Site – Multiple Plant Location Decision – Plant Location Trends.

UNIT – II
Materials Handling Equipment.


**UNIT – III**

**Production and Inventory Control:** Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock - ABC classification – Procedure for Stock Control, Materials Requirement Planning (MRP). JIT.

**Implications for Supply Chain Management.**


**UNIT – IV**


**Quality Control:** Purposes of Inspection and Quality Control – Acceptance Sampling by Variables and Attributes – Control Charts for Variables, Fraction Defectives and Defects.

**Dynamic Purchasing:** Purchasing Function – Selection of Materials and Vendors – Purchasing Organisation – Concept of Value Analysis.

**UNIT - V**


**Reference Books**


MBA 1011  FINANCIAL MANAGEMENT

UNIT – I
Interpretation and Analysis of Financial Statements – Financial Forecasting – Actual proforma and Model statements – Preparation and Uses

UNIT – II
Financial Planning and Control – Break-even Analysis – Operating Leverage – Profit Cost (and volume) Analysis
Liquidity Management: Current assets management – Cash, Receivables, Inventory, Liquidity, Profitability and Solvency criteria.

UNIT – III
Current Liabilities Management – Size and Sources – Money Market – Banks – Regulation of Working Capital Finance
UNIT – IV

UNIT – V
Capital structure decision of the Firm – Compositions and Sources of Long-term Funds – Financial Leverage – Factors Determining Funds Requirements.
Dividend Policy – Types of Dividend Policy – Dividend Policy and Share valuation - CAPM

Reference Books

MBA1016 INTERNATIONAL BUSINESS

UNIT I
UNIT II


UNIT III

UNIT IV


UNIT V


Reference Books

MBA1012 STRATEGIC MANAGEMENT

UNIT I

UNIT II
Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility

UNIT III

UNIT IV

UNIT V

Reference Books

MBA1013 MANAGEMENT INFORMATION SYSTEMS

UNIT I

UNIT II
Database and Information Management: Organizing Data in Traditional File Environment – The Database Management Approach – Data warehousing – Data Mining – Database Structures
Telecommunication Networks: Business Use of the Internet – Role of Intranets and Extranets – Types of Telecommunication Networks

UNIT III
UNIT IV

UNIT V

Reference Books

ELECTIVE SUBJECTS

MBA 1017 MARKETING RESEARCH & CONSUMER BEHAVIOUR

UNIT I
Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory,
descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.

UNIT II
Sampling: Sampling Techniques – Sample Size Determination per survey
Application of Marketing Research: Motivation Research – Advertising Research – Product Research

UNIT III

UNIT IV

UNIT V

Reference Books


MBA 1018 CORPORATE FINANCE

Unit I

Unit II

Unit III

Unit IV
Lease Financing - Venture Capital - Mutual Funds - Inflation and Financial Decisions. Derivatives – Futures and Options

Unit V

Reference Books


**MBA 1019 ADVERTISING MANAGEMENT AND SALES PROMOTION**

**UNIT I**

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

**UNIT II**


**UNIT III**

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.

**UNIT IV**

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

**UNIT V**

Reference Books


MBA 1020  
SALES AND DISTRIBUTION MANAGEMENT

UNIT I
Organisation Framework of The Field Sales Force: Types of Field Sales Organisations – Career in Field Sales Management. Field Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force.

UNIT II
UNIT III

UNIT IV

UNIT V

Reference Books

MBA 1021 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT I


UNIT II


UNIT III


UNIT IV

Derivatives – Futures and Options – Trading in Derivatives- - Mutual Funds.

UNIT V

Portfolio Analysis – Selection and Management - Investment Decisions under uncertainty - Investment preference under policies - Individual Investors - Utility Analysis - Assessment of Portfolio performance and portfolio revision
Reference Books


MBA 1022 TAX MANAGEMENT

UNIT I


UNIT II

Heads of Income – Salaries, Income from house property, profits and gains of Business of profession, capital gains and Income from other sources.

UNIT III

Deductions to be made in computing total income – Resales and Reliefs of Income tax – Taxation of Non-Residents.

UNIT IV

Set off and carry forward of losses – clubbing provisions and their implications.
UNIT V

Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company / Venture Capital Funds.

Reference Books


MBA 1023 BRAND MANAGEMENT

UNIT I

Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models — Brands vs. Products

Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase

UNIT II

UNIT III

UNIT IV

UNIT V

Reference Books


MBA 1024 INDUSTRIAL MARKETING
UNIT I
The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer.
UNIT II

UNIT III
Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.

UNIT IV

UNIT V

Reference Books

MBA 1025 DATABASE MANAGEMENT SYSTEMS
UNIT I
UNIT II


UNIT III

Forms and Reports: Effective Design of Forms and reports – Form layout – Creating forms – Graphical objects – reports – Procedural language on forms – Programs to retrieve and save data – Error handling.

UNIT IV

Introduction to Various Types of Software: IDMAS-IMS-PC, FOCUS DBASE IV etc.

UNIT V


Reference Books


MBA 1026 SERVICES MARKETING

UNIT I

UNIT II

Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.

UNIT III


UNIT IV


UNIT V


Reference Books
UNIT I


UNIT II


UNIT III


UNIT IV


UNIT V

Analysis and Design of Prototype Information System for:
(1) Marketing Function (2) Finance and Accounting Function (3) Production and Manufacturing Function (4) Personnel Function.

**Reference Books**

**MBA 1028 DECISION SUPPORT SYSTEM**

**UNIT I**


**UNIT II**


**UNIT III**

UNIT IV


UNIT V


Reference Books

MBA 1029 E-BUSINESS

UNIT I

UNIT II
UNIT III

UNIT IV
Online Payment – E-Security – Security Protocols – How sites are hacked – Internet Governance – Firewall

UNIT V
E-Commerce Industries: Online Retail Sector – Online Financial Services – Online Travel Services – Online Career Services – Online Publishing – Online Entertainment


Reference Books
MBA 1030  MERCHANT BANKING AND FINANCIAL SERVICES

UNIT I


UNIT II

Legal & Regulatory Framework and Relevant Provisions of Companies Act, SERA, SEBI guidelines, FERA, etc., - Relation with stock exchanges, OTCEI and NSE.

UNIT III

Issue Management – Appraisal of projects, Designing capital structure and instruments – Issue pricing – Preparation of prospectus – Offer for sale – Selection of Bankers, Advertising consultants, etc., - Role of Registrars – underwriting arrangements, Placement with Fis, MFs, FIISs, etc. Issue Marketing – Advertising strategies – Brokers and Investors, NRI Marketing Dealing with Bankers to the issue, underwriters, Registrars, brokers, etc., - Post issue activities – Private placement – Bought out deals – Off-shore issues – GDRS, etc.

UNIT IV

Mergers and Acquisitions, Portfolio Management Services, Leasing and Hire purchase, Bills discounting, Credit syndication.

UNIT V

Financial Services – Recent developments in Factoring & Forfeiting, Consumer finance – Credit cards – Venture Capital, Mutual Funds, Real Estate Financing, and Credit Rating.

Reference Books

1. Vij and Dhawan, Merchant Banking and Financial Services, Tata McGraw-Hill Education.
MBA 1031 HUMAN RESOURCES DEVELOPMENT

UNIT I

UNIT II

UNIT III

UNIT IV
Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external - Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.
UNIT V
Career Planning and Succession Planning.

Recent Trends in HRD: Training for trainers and HRD professionals - Promoting Research in HRD.

Reference Books

MBA 1032 CUSTOMER RELATIONSHIP MANAGEMENT
UNIT I

UNIT II

UNIT III
Relationship Marketing: Relationship Concepts – Relationship Drivers – Lasting Relationships
UNIT IV
Partnerships: Customer Partnerships – Internal Partnerships – Supplier Partnerships – external partnerships

UNIT V
The Technological Revolution: Relationship Management – Changing Corporate Cultures

Reference Books

MBA1033 PERFORMANCE MANAGEMENT

UNIT I

UNIT II
UNIT III

UNIT IV

UNIT V
Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance

Reference Books

MBA 1034 ORGANISATIONAL DEVELOPMENT
UNIT I
Approaches to Understanding Organisations: Key Organisational Designs - Procedures - Differentiation & Integration - Basic Design - Dimensions
Determination of Structure - Forces Reshaping Organisation – Life Cycles in Organisation
UNIT II
Organisational culture – Key Role of Organisational Culture - Functions & Effects of Organisational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture

UNIT III
Work Groups & Teams - Preparing for the world of work Group Behaviour
Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder

UNIT IV
Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications

UNIT V
Organisational Development and Change: Organisational Development
Alternative Interventions - Change Agents : Skills - Resistance to change- Managerial the resistance - Levin’s change model - Organisational reality

Reference Books

MBA 1035 RETAIL MARKETING

UNIT I
UNIT II
Consumer Behavior in The Retail Context - Buying Decision Process – Its Implication For Retail Management

UNIT III
Store Layout – Design – Merchandising – Private Brands – National Brands – Merchandising Buying and Handling

UNIT IV
Retail Marketing Mix – 4 Ps – Merchandise Management – Negotiating Purchase

UNIT V
Consumerism and Ethics in Retailing – International Retail Structures – Future Of Retailing

Reference Books

MBA1036 RURAL MARKETING

UNIT – I

UNIT – II


UNIT – III

UNIT – IV

UNIT – V
Promotion Aimed at Rural Audience: Exploring Media- Profiling Target Audience-Designing Right Promotion Strategy and Campaigns.

Reference Books

MBA 1037 DERIVATIVES MANAGEMENT

UNIT I

UNIT II
UNIT III

UNIT IV

UNIT V

Note- The question paper should consist 60% problems and 40% theory questions.

Reference Books

MBA1038 BANKING AND INSURANCE

UNIT I
Indian Financial System: introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory
Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Financial Sector Reforms in India & Their Impact - Post-Reforms Regulations in Banks

UNIT II

UNIT III
Electronic Banking: Current Trends and Role of Information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – Atms, Credit/Debit Cards/Mobile Banking / Internet Banking etc - Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) - Global Trends in Banking Technology - IT Security in Banks & Disaster Management

UNIT IV
Insurance Regulation: IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors

UNIT V
Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.

**Reference books**

3. Imam, A., **Principles and Practice of Life Insurance in India**, Anmol Publisher, 2011.

**MBA 1039 INDUSTRIAL AND LABOUR RELATIONS**

**UNIT I**

**Industrial Relations:** The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations.

**UNIT II**

**Industrial Harmony and Conflict:** Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation-Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Layout and Retrenchment codes of discipline- Grievance procedure-Labour management cooperation; Worker’s participation in management.
UNIT III

Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity.

Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.

UNIT IV

Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions.

Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.

UNIT V

Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Fair and unfair labour practice.

Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.

Reference Books

MBA 1040  INTERNATIONAL MARKETING

UNIT I
Framework of International Marketing: Scope of International Marketing – International Marketing vs Domestic Marketing – Trade Barriers such as Tariff and Non-Tariff Barriers – Transition from Domestic to International Business – Pre-export behaviour – Motivation to export – Special difficulties in International Marketing – Advantages or importance of International Marketing – Balance of Trade and Balance of Payments.

International Marketing Environment: Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.

UNIT - II


UNIT - III


World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.
UNIT - IV

India’s Foreign Trade: Recent Tends in India’s Foreign Trade – India’s Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC – Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.


UNIT - V

World Trade and India - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.

Reference Books

MBA 1041 SUPPLY CHAIN MANAGEMENT

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

Reference Books

MBA1042 QUALITY MANAGEMENT

UNIT I
Introduction: Concept of Quality – Dimensions of Quality - Philosophies of Deming, Juran and Crosby – Evolution of Total Quality – Frameworks for Quality – Baldridge Award, Deming Award, European Award, ISO 9000 – Comparison of Various Frameworks.

UNIT II

UNIT III

UNIT IV
Quality Function Deployment – Failure Mode and Effect Analysis – Taguchi Loss Function Approach and Robust Design

UNIT V
HR Issues in Quality: Teamwork – Leadership – Quality Culture – Organisational Change – Sustaining Change

Reference Books

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