



**SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING**  
(Deemed to be University)

**Academic Regulations for  
M.B.A Programme**  
(Effective for the batch joined in June 2018)

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# SRI SATHYA SAI INSTITUTE OF HIGHER LEARNING

(Deemed to be University)

## ACADEMIC REGULATIONS FOR MASTER OF BUSINESS ADMINISTRATION

### I. PROGRAMME SPECIFIC OUTCOMES

#### MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Master of Business Administration program of Sri Sathya Sai Institute of Higher learning is the manifestation of the vision of Bhagwan Sri Sathya Sai Baba of shaping young students into self-reliant and enterprising heroes of action and self-sacrifice, for the purpose of serving humanity. It aims to develop students into future leaders with integrity and character who can contribute meaningfully to the country and the society. The objective of the programme is to develop dedicated, dynamic, and professionally competent leaders and managers with a wholesome personality, academic soundness, right attitude and strong values. Such spiritually aware leaders will influence organizations through their personal example and ethical practices rooted in the teachings of Bhagwan Sri Sathya Sai Baba.

### II. ADMISSION CRITERIA

#### REGULATION - 1 : PROGRAMME OF STUDY

The Post-graduate degree of Master of Business Administration (M.B.A.) is a **two-year full-time residential programme** spread over **two semesters in each year**. Duration of each semester is about 15 weeks.

#### REGULATION - 2 : ADMISSION INTO M.B.A. PROGRAMME

- a) i) Candidates who seek admission to the **M.B.A. Programme** should have passed their bachelors degree, i.e., 15 years of formal study (10+2+3 Pattern or equivalent thereof), which is recognised as equivalent to the Institute's Bachelor's Degree Programmes, and should have obtained a first class (i.e., a minimum of 60% marks in aggregate in all examinations of the bachelors course) with a minimum of 50% marks in General English in the case of Arts, Science, Commerce Courses. The minimum requirement of General English is exempted for candidates of Technical Courses like - B.E., B.Tech., B.Pharma., B.Sc.(Agri) and so on.

- ii) Candidates however, need not wait for the announcement of their final results or for the arrival of final year/semester marks statements of the qualifying examination, but can apply, if they have secured 60% marks in aggregate in all the examinations of the course held earlier, excluding the final year or Semester's examination. In addition, they should have appeared for their final year or semester qualifying degree examination before the date of joining the Institute.
  - iii) Candidates who have passed their Postgraduate degree and secured a minimum of 60% aggregate in all the Postgraduate examinations with English as a medium of instruction, may be considered for Admission Test, at the discretion of the Institute, even if they have not secured a minimum of 60% marks in aggregate of the bachelors degree, provided they have secured a minimum of 50% in General English.
- b) Candidates are selected for admission on the basis of their performance in the Admission Tests followed by a Group Discussion and Interview, irrespective of consideration to race, religion, caste or community.
  - c) Shortlisted candidates will be offered admission subject to their being found medically fit by the Institute's Medical Officer, on medical examination.
  - d) Admission to M.B.A. Programme stands confirmed subject to candidates satisfying all other regulations, being medically fit, submitting of original marks cards of all the years of their bachelors degree and/or post-graduation degree courses, and other certificates as required by the Institute within one month from the date of admission, failing which the admission stands canceled.

### **III. SCHEME OF INSTRUCTION**

#### **REGULATION - 3: COURSE STRUCTURE**

The course structure of M.B.A. Programme will have Academics and Integral Items. Academics consist of courses as detailed in the Annexure. The programme consists of the A) Academics and B) Integral items as explained below:

#### **A) ACADEMICS:**

- a) **Courses:** The programme comprises of core courses and electives offered over four semesters.
- b) **Electives:** Electives are chosen by the students from a list of options offered.
- c) **Project Work:** The programme includes a 'Project Work' for students which involves practical application of learnings from the programme.
- d) **Study Tours:** Study tours are organized for students to visit various kinds of enterprises to acquire practical exposure and learnings.
- e) **Colloquiums, Conferences and Workshops:** Various leading professionals are invited to address students in their field of expertise in colloquiums, conferences and workshops. Analytical and presentation skills are honed in a course titled 'Analytical and Presentation Skills' that runs through all the four semesters.

**Note:** Details of the Semester-wise papers, with scheme of evaluation and syllabi are given in the Annexure.

## B) INTEGRAL ITEMS:

Integral Items refer to the co-curricular activities that form part of the Sri Sathya Sai Values-Based Integral Education System, that complement the academic component, catering to the physical, mental, intellectual, psychological and spiritual domains for holistic development of students' personality. The structure of Integral Items is as follows:

1. Participation in Yogasanas, Games and Sports
2. Participation in Morning Prayer and Meditation Sessions
3. Attendance at Universal Prayer and Readings on Unity of Religions
4. Attendance at Classes
5. Participation in Social Work / Self-Reliance Programme

**Note:** The five Integral Items are applicable to all four semesters.

## REGULATION - 4: CREDIT SYSTEM

Each course carries a credit value relating to the weekly work-load for each semester. For theory courses one credit is assigned to one lecture hour per week in a semester. While for practical courses, one credit is assigned to two or three lecture hours per week in a semester. The total credits for the various subjects and maximum marks for them are detailed in the Annexure.

## IV. EVALUATION AND GRADING- ACADEMICS

### REGULATION - 5: EVALUATION MODES AND THEIR WEIGHTAGES:

The academic evaluation scheme includes the Continuous Internal Evaluation (CIE) and End Semester Examination (ESE) as detailed in the Table 1: Distribution of Weightage.

**Table 1: Distribution of Weightage**

Type of Course	Symbol	Mode of Evaluation*	Continuous Internal Evaluation (CIE) Weightage**	End Semester Examination (ESE) Weightage
Theory	T	IE2	50%	50%
Theory	T	I	100%	-
Practical	P	I	100%	-
Viva voce	V	E1	-	100%
Project work	PW	E2	-	100%

Indicator	Legend
IE2	CIE and ESE with double evaluation
I	Continuous Internal Evaluation ( <b>CIE</b> ) only
E1	End Semester Examination single evaluation
E2	End Semester Examination double evaluation

### \*Mode of Evaluation

CIE : Continuous Internal Evaluation  
ESE : End Semester Examination  
E: Does not connote 'External Examiner'  
I : Does not connote 'Internal Examiner'

\*\*Refer to Table 2 under regulation 6.

Note: Please refer to guidelines for 'Modes of Evaluation for various types of papers', and 'Viva voce nomenclature and scope and constitution of the Viva voce Boards'.

### **REGULATION - 6: DISTRIBUTION OF MARKS IN CONTINUOUS INTERNAL EVALUATION (CIE)**

**Continuous Internal Evaluation** CIE Scheme for various courses will consist of various components such as tests, assignment, problem solving, quiz, oral test, seminar, viva-voce, case study, computer applications, Group tasks, Class participation, surprise test, games, class exercises and so on that will be evaluated by the faculty members teaching the papers/courses.

**Table 2: Distribution of Marks in Continuous Internal Evaluation (CIE) based on Type of Course**

Theory IE2 mode	Marks	CIE Test-1	CIE Test-2	Assignment/ Seminars/ Class Exercises	Max Marks
	100 marks	25	25	50	100
	50 marks	10	15	25	50

Theory I mode	Seminars and Assignments	Summative Evaluation	Max Marks
	70	30	100
	35	15	50

Practical I mode	Series of Evaluation	Summative Evaluation	Max Marks
	Assignments/ Essays/Write-ups/Papers/Seminars/ Class Exercises/Test		
	50	50	100
25	25	50	

Note:

#### **Group Assignments**

- i) No more than 50% of evaluation of any course can be on the basis of group assignments/presentations/mini-projects.
- ii) These would be evaluated on the basis of both individual as well as group performance-
  - 60% evaluation would be on basis of the group performance i.e. written report or presentation
  - 40% evaluation would be on the basis of individual contribution i.e. viva / individual's response to questions raised during the presentation

- iii) Total size of the group should not exceed 5 students.
- iv) A single numerical evaluation for each student for a particular course, will be submitted to the examination section.

**REGULATION - 7: END SEMESTER EXAMINATION (ESE)**

- a) There will be an end-semester examination (ESE) at the end of each semester.
- b) The End Semester Examination question-papers will be set and evaluation done by External Examiners or by the faculty members of the Institute.
- c) There will be double-valuation, normally one internal and the other is an external examiner, or both internal, depending on the circumstances, except for the papers designated as 'I'.

**Note-1:** Question papers for the papers carrying 3 credits and above, are to be set for 100 marks and for a duration of 3 hours, and the papers of 1 or 2 credits are to be set for 50 marks and 1½ hours duration papers.

**Note-2:** The Scheme of Instruction and Evaluation, semester-wise consisting various details relating to paper code, title of the papers, credits, mode of evaluation, etc. are given in Annexure.

**REGULATION - 8: PROJECT WORK**

- a) Every student shall submit a Preliminary Report on the Project Work at the end of the 3<sup>rd</sup> semester, indicating the progress made (the preliminary Report should include completed Literature Review, preliminary Data Collection along with Analysis). The Preliminary Report will be reviewed and evaluated for 50 marks and sent to the Controller of Examinations. The marks assigned to the Preliminary Report in the 3<sup>rd</sup> Semester is included as part of the total marks of 200 in the fourth semester and is shown in the 4<sup>th</sup> semester grade card only.
- b) The final Project Report will be submitted in duplicate on or before **20<sup>th</sup> December** in the 2<sup>nd</sup> year of the Programme. The Preliminary Report would be subject to single evaluation by the Project Guide. The Final Project Report would be subject to double evaluation, normally by an internal examiner who is the Project Guide and one external examiner; or both the evaluations by two internal examiners, depending on the circumstances. The credits and marks for these two reports are indicated in Annexure.

**Note:** The marks awarded to the Preliminary Report submitted at the end of the 3<sup>rd</sup> Semester, would be added to the average marks of the two evaluations of the Project Report submitted in the 4<sup>th</sup> Semester and will be shown in the 4<sup>th</sup> Semester grade card only.

- c) The weightage for evaluation of the components of the Project Work would be as follows:

- a. Project Work (Double evaluation in the 4<sup>th</sup> Semester)-150 Marks
- b. Review of Preliminary Report  
(submitted at the end of 3<sup>rd</sup> Semester) - 50 Marks

**Total Marks - 200 Marks**

See Annexure Scheme of Instructions and Evaluation for MBA.

- d) If a student fails to submit the final Project Report on or before **20<sup>th</sup> December**, but however, submits before 15<sup>th</sup> February, a penalty of 10% of the maximum marks for the project work which is supposed to be double evaluated will be imposed. If a student fails to submit the Report even

by 15<sup>th</sup> February or is declared fail on evaluation of the final Project Report, she/he will be asked to re-do the Project work along with the next batch of students.

### **REGULATION - 9: VIVA VOCE**

There will be a Viva Voce Examination at the end of the second Semester and a comprehensive Viva Voce at the end of Fourth Semester, during the first week of March.

The Board for conducting the Viva-voce examination at the end of the Second Semester will consist of a Professor as the Chairman and two or more senior faculty as members of the Board. The Board for conducting the Comprehensive Viva Voce Examination after the Fourth Semester will consist of the Dean and the Head of the Department of Management and Commerce and two or more senior concerned faculty members, and one or more external experts as members. The chairman of the comprehensive Viva Voce board will be the Dean of the Faculty of the Department of Management and Commerce.

### **REGULATION- 10: REQUIREMENT OF MINIMUM CLASS ATTENDANCE IN ACADEMICS FOR BEING ELIGIBLE TO SIT FOR END SEMESTER EXAMINATIONS**

- a) i) A student has to put in a minimum of 85% Class Attendance in each course of study.
- ii) Attendance is calculated from the commencement of the Semester to 10 days before the last working day (prior to the commencement of study-leave), giving the benefit of attendance for the last ten days of the Semester.
- b) A student, not allowed to take the End-Semester Examination for want of class-attendance, will not be permitted to move to the next Semester. However, he/she would be permitted to repeat the term in the course and sit for Examination after registering the required attendance during the next academic year.

#### c) Condonation of Shortage of Attendance

“Notwithstanding what is stated above, the Vice-Chancellor may, in extraordinary cases, consider condonation of shortfall in class attendance on the basis of merits of each case”.

**Note:** ‘Repeating the term’ means:

- i) The marks obtained hitherto in CIE in the failed paper stands cancelled and the student has to take the CIE test afresh.
- ii) Whenever there is a change in the syllabus arising out of a new Scheme or otherwise, the student may be asked to ‘repeat’ in the equivalent paper(s).

### **REGULATION - 11: TEN-POINT SCALE GRADING**

- i) The student’s performance in the Ten-Point Scale Grading will reflect his/her cumulative academics performance during the two years of study.
- ii) The **Cumulative Grade** will be awarded on the aggregate of the Combined Numeric Points in the papers during the four Semesters of the study.

### **REGULATION - 12: CLASSIFICATION AND CONVERSION**

The following are the **Conversion Tables** for converting Marks into Numeric Points (NP), into Letter Grades (LG) and its Qualitative Assessment (QA).

<b>I-A: For ESE-NP</b>	
(Where minimum pass mark is 40%)	
<b>Marks (%)</b>	<b>Numeric Point (NP)</b>
<b>Less than 40</b>	<b>FAILS</b>
40 – 44	4
45 – 54	5
55 – 64	6
65 – 74	7
75 – 84	8
85 – 94	9
95 – 99	9.5
100	10

<b>I-B: For COMBINED-NP</b>	
(Where minimum pass mark is 50%)	
<b>Marks (%)</b>	<b>Numeric Point (NP)</b>
-	-
<b>Less than 50</b>	<b>FAILS</b>
50 – 54	5
55 – 64	6
65 – 74	7
75 – 84	8
85 – 94	9
95 – 99	9.5
100	10

**Conversion Table I-A and I-B: For converting Marks into Numeric Points (NP)**

**Calculation of GPA / CGPA:**

- a) **Credit (CR):** A single credit for a paper represents a lecture of one hour per week or a laboratory / workshop period of 2 / 3 hours per week.
- b) **Combined Numeric Points (COMBINED-NP):** The Combined Marks of a student for a paper shall be computed as the weighted average of the Continuous Internal Evaluation (CIE) Marks and the End Semester Examination (ESE) Marks, based on the prescribed weightage ratio. The Combined Marks is then converted to the Combined Numeric Points based on Conversion Table I-A.
- c) **Grade Point Average (GPA) of a student in a Semester:** The GPA of a student in a semester shall be computed as follows:
  - In a set of papers for a given Semester, the Credit(s) of each paper is multiplied by the corresponding Combined Numeric Points (COMB-NP) to give the weighted Combined Numeric Points (WCOMB – NP)
  - “Weighted Combined Numeric Points” for all the papers in a given Semester are totalled to give the Total “Weighted Combined Numeric Points”.
  - GPA is computed by dividing the Total “Weighted Combined Numeric Points” by the total of Credits of all papers completed in the Semester.
- d) **Grade of a student in a Semester:** The Grade of a student in a Semester shall be awarded with reference to the Conversion Table II-A /Table II-B (as the case may be) for the GPA obtained by the student.
- e) **Cumulative Grade Point Average (CGPA) and Cumulative Grade of a student in a Programme:** The Cumulative Grade Point Average (CGPA) and Cumulative Grade of a student in a Programme shall be computed/awarded in the same way as the Grade Point Average (GPA) and Semester Grade respectively.

**Conversion Table - For converting GPA/CGPA into Letter Grades (LG) and its Qualitative Assessment (QA).**

Conversion Table II For MBA Programme		
GPA/CGPA Range	Letter Grade (LG)	Qualitative Assessment (QA)
5.0 - 5.9	B	Fair
6.0 - 6.4	A	Good
6.5 - 6.9	A+	Very Good
7.0 - 8.4	O	Distinction
8.5 - 10.0	O+	Outstanding

**REGULATION - 13: PASSING MINIMUM**

**Passing Minimum:** In a paper, a **Numeric Point of '4'** (a minimum of 40% marks) in the End Semester Examination (**ESE-NP**); a **Combined Numeric Point of '5'** (a minimum of 50% marks) (**COMBINED-NP**); and a Minimum of **Grade 'B'** in a **Semester**.

**V. EVALUATION AND GRADING- INTEGRAL ITEMS**

The 'Integral Items' refer to the co-curricular activities mentioned below that form part of the Sri Sathya Sai Values-Based Integral Education System, and complement the academics component, catering to the physical, mental, intellectual, psychological and spiritual domains for holistic development of students personality.

Each Integral item carries 50 marks per Semester and the assessment is done for all the four Semesters for M.B.A. The details of marks allotted for different Integral Items are given below:

	<b>Integral Items</b>	<b>Per Semester</b>	<b>TOTAL</b>
1.	Yogasanas, Games and Sports	50	200
2.	Participation in Morning Prayer and Meditation Sessions	50	200
3.	Attendance at Universal Prayer and Readings on 'Unity of Religions'	50	200
4.	Attendance at Classes	50	200
5.	Social Work / Self-Reliance Programme	50	200
		250	1000

Each student spends about 12 hours a month on Self-Reliance Programme or Social Work and 12 hours a month on Sports, Yogasanas and Games.

All the five Integral Items are evaluated under CIE, as per the 'Guidelines for Evaluation of Integral Items using Ten-Point Scale'.

## Guidelines for Evaluation of Integral Items using Ten-Point Scale

### Consolidated Assessment Sheet - A

#### Integral Item-1: Participation in Yogasanas, Games and Sports

Sl. No.	Regd. No.	Components (Evaluate each component out of 10 marks)							Total Marks out of 70	Percentage = TM / 0.7	Numeric Point (NP) *	Remarks
		Punctuality	Learning of Skills	Practice of Skills	Fair Play	Discipline	Self-Control	Team Work				
		C1	C2	C3	C4	C5	C6	C7				

### Consolidated Assessment Sheet - B

#### Integral Item-5: Participation in Social Work / Self-Reliance Programme

Sl. No.	Regd. No.	Components (Evaluate each component Out of 10 marks)					Total Marks out of 50	Percentage = TM / 0.5	Numeric Point (NP) *	Remarks
		Punctuality	Regularity & Courtesy	Enthusiasm & Mastering Skills	Initiative, Willingness & Promptness in Serving	Efficiency & Quantum of Service				
		C1	C2	C3	C4	C5				

### Consolidated Assessment Sheet - C

Integral Item – 2: Participation in Morning Prayer and Meditation Sessions

Integral Item – 3: Attendance at Universal Prayer and Readings on Unity of Religions

Integral Item – 4: Attendance at the Classes

Sl. No.	Regd. No.	Integral Item - 2		Integral Item - 3		Integral Item - 4		Remarks
		%	Numeric Point (NP) *	%	Numeric Point (NP) *	%	Numeric Point (NP) *	

\* Refer to Conversion table on the next page.

- a) The Percentage Marks to Numeric Point (NP) conversion is given below in Table-I-A.
- b) Passing Minimum in each of the Integral Items: '4' Numeric Point (NP)
- c) Cumulative Grade Point Average (CGPA) of a student in Integral Items is computed by dividing the total of Numeric Points (NP) awarded, by the number of Integral Items taken into account, leaving those with grade "X" (exemption), if any, for the entire Programme.
- d) Cumulative Grade of a student in Integral Items is awarded with reference to the Conversion Table II-A

Applicable from the batch 2018-19 and onwards

<b>Table – I-A</b>		<b>Conversion Table II-A</b>		
<b>For Converting Percentage Marks to Numeric Point</b>		<b>For converting CGPA into Letter Grades (LG) &amp; and its Qualitative Assessment (QA)</b>		
<b>Marks (%)</b>	<b>Numeric Point (NP)</b>	<b>GPA/CGPA Range</b>	<b>Letter Grade (LG)</b>	<b>Qualitative Assessment (QA)</b>
<b>Less than 40</b>	<b>FAILS</b>	4.0 - 4.9	C	Average
40 – 44	4	5.0 - 5.9	B	Fair
45 – 54	5	6.0 - 6.9	A	Good
55 – 64	6	7.0 - 7.9	A+	Very Good
65 – 74	7	8.0 - 8.9	O	Distinction
75 – 84	8	9.0 – 10.0	O+	Outstanding
85 – 94	9			
95 – 99	9.5			
100	10			

#### **Optimal Numeric Point (ONP) Requirement in Integral Items**

<b>Integral Items</b>	<b>ONP</b>
1. Participation in Yogasanas, Games and Sports	7
2. Participation in Morning Prayer and Meditation Sessions	7
3. Attendance at Universal Prayer and Readings on Unity of Religions	9
4. Attendance at Classes	9
5. Participation in Social Work / Self-Reliance Programme	7

Numeric Point awarded in each of the Integral Items for a candidate, in a semester, is indicated in her/his Grade Card.

**REGULATION- 14: OPTIMAL NUMERIC POINT (ONP) REQUIREMENT IN INTEGRAL ITEMS FOR BEING ELIGIBLE TO SIT FOR END SEMESTER EXAMINATIONS:**

- a) i) Student are required to earn 'Optimal Numeric Point' (ONP), as prescribed hereunder against each Integral Item:

<b>Integral Items</b>	<b>ONP</b>
1. Participation in Yogasanas, Games and Sports	7
2. Participation in Morning Prayer and Meditation Sessions	7
3. Attendance at Universal Prayer and Readings on Unity of Religions	9
4. Attendance at Classes	9
5. Participation in Social Work / Self-Reliance Programme	7

- ii) Numeric Points in Integral Items are computed as given in '**Guidelines for Evaluation of Integral Items using Ten-Point Scale**' above, which will be reckoned 10 days before the last working day (prior to the commencement of study-leave) of the semester.
- b) A student not allowed to take End Semester Examinations for want of ONP in one or more of the Integral Items, will not be permitted to continue his/her studies further in the Institute.
- c) Condonation of Shortfall of ONP in Integral Items:

"Notwithstanding what is stated above, the Vice-Chancellor may, in extraordinary cases, consider condonation of shortfall in ONP, on the basis of merits of each case".

**REGULATION – 15: CALCULATION OF CGPA:**

Cumulative Grade will be awarded for the Integral Items in the Ten-Point Scale Grading on the aggregate of Numeric Points (NP) of all the Integral Items during the four semesters of Postgraduate study.

- Note:** i) Exemption from participation in the Integral Items may be given on valid medical grounds.
- ii) Students who have been permitted to stay outside the Hostel are exempted from Yogasanas and attendance at the Morning Prayer and Meditation Sessions.
- iii) Students should earn a minimum Numeric Point (NP) of '**4**' for a **Pass** in each of the Integral Items.
- iv) Evaluation Scheme for Integral Items is as given above.
- a) **Grade Points for Integral Items** shall be awarded in the form of Numeric Points (NP), as in the case of Academics; and the alphabet "X" represents "Exemption" in the concerned Integral Item.
- b) **Cumulative Grade Point Average (CGPA) of a student in Integral Items** shall be computed by dividing the total of Numeric Points (NP) awarded, by the number of Integral Items taken into account, leaving those with grade "X" (exemption), if any, for the entire Programme.
- c) **Cumulative Grade of a student in Integral Items** shall be awarded with reference to the Conversion Table II-A.

**Note:** Students should earn a minimum Numeric Point (NP) of '4' for a Pass in each of the Integral Items.

## **VI. GRADE CARDS, PROMOTION AND AWARD OF DEGREE**

### **REGULATION - 16: GRADE CARDS**

- a) A Grade-Card will be issued at the end of each Semester.
- b) The Grade-Cards shall contain three separate entries, one for the Numeric points of Continuous Internal Evaluation (CIE-NP), second for the Numeric Point of End-Semester Examination (ESE-NP) and the third for Combined Numeric Point (COMBINED-NP).
- c) The Grade Cards will also show separately the Numeric Points (NP) obtained by the students in each of the Integral Items.

**Note:** A consolidated grade card will be issued at the end of the MBA Programme, showing the combined Grade in each paper semester-wise, and, CGPA, CG in Academics as well as Integral Items.

### **REGULATION - 17: PROMOTION**

- a) A student should have obtained a minimum Grade of 'B' in a semester for promotion from one semester to another semester.
- b) However even if a student fails to satisfy Regulation-15(a) above, he/she will be eligible for promotion in the following cases:
  - i) From I to II Semester: He/she should not have failed in more than two papers in I Semester.
  - ii) From II to III Semester: He/she should have passed in all the papers of the I semester and should not have failed in more than two papers including Viva-Voce in II Semester.
  - iii) From III to IV Semester: He/she should have passed in all the papers of the I and II semesters and should not have failed in more than two papers in III Semester.
- c) (i) If a student fails in more than 2 papers in I semester, he/she may be asked to withdraw from the course.  
  
(ii) If a student is not promoted from II to III semester or from III to IV semester as given in (a) & (b) above he/she will be asked to repeat the semester.

**Note:**

- (1) 'Repeating the Semester' means - repeating all the papers of the semester including the papers in which a student has passed.
- (2) In repeating a semester, a student has to take CIE test in all papers; the marks obtained in these tests would be replacing the marks obtained by him/her in the earlier semester.
- (3) If a student does not qualify himself for promotion to the next semester even after repeating the semester he/she would be asked to withdraw from the Programme.

### **REGULATION - 18: SUPPLEMENTARY EXAMINATION**

- a) A student who fails or is absent in the End Semester Examinations, has to apply for permission in the prescribed application form to take '**Supplementary Examination**'. Permission may be  
**Applicable from the batch 2018-19 and onwards**

granted on the basis of the genuineness of the reason given in the application. The same holds good for the courses evaluated entirely under CIE or ESE (Mode of Evaluation 'I' or 'E').

- b) A student is permitted to take 'Supplementary Examination' subject to the following:
  - (i) He/she will not be eligible to take 'Supplementary Examination' in any single paper or subject more than once.
  - (ii) If he/she fails in 'Supplementary Examination', he/she will be asked to repeat the semester or discontinue from the course.
- c) Notwithstanding anything stated above, the Vice-Chancellor may, on the basis of the merits of each case, grant a student an extra chance by way of Supplementary examination in any paper.

**REGULATION - 19: AWARD OF DEGREES**

- a) The student would be declared eligible for the award of **MBA degree after satisfying** all the requirements as per Regulations and subject to his/her getting a **minimum Grade of 'B' in Academics and Grade of 'C' in Integral Items in a said degree.**
- b) The degrees would be awarded to eligible candidates at the Annual Convocation.

**REGULATION - 20:**

The Vice-Chancellor may use his/her discretion in terms of interpreting and/or modifying any of the above clauses to meet the changing requirements.

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## MBA

### Structure and Scheme of Evaluation

Applicable from the batch 2018-19 onwards from w.e.f. September 2018

<b>First Semester</b>						
<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>CREDITS</b>	<b>HOURS</b>	<b>MODE OF EVALUATION</b>	<b>THEORY/PRACTICAL</b>	<b>MAXIMUM MARKS</b>
MBAG-101	Economics for Managers	3	3	IE2	T	100
MBAG-102	Values Based Management	4	4	IE2	T	100
MBAG-103	Marketing Management	4	4	IE2	T	100
MBAG-104	Self Development	1	3	I	P	50
MBAG-105	Financial Accounting for Managers	3	3	IE2	T	100
MBAG-106(T)	Financial Management	3	3	IE2	T	100
MBAG-106(P)	Computer Applications- Financial Management	1	2	I	P	50
MBAG-107	Statistics for Business Management	3	6	I	P	100
MBAG-108	Business and Managerial Communication-1	1	2	I	P	50
MBAG-109	Analytical and Presentation Skills Part-1	1	2	I	P	50
SAWR-100	Awareness Course-I: Indian Ethos and Values (Part-1)	1	1	I	T	50
	<b>TOTAL</b>	<b>25</b>	<b>33</b>			<b>850</b>
<b>Second Semester</b>						
<b>PAPER CODE</b>	<b>PAPER TITLE</b>	<b>CREDITS</b>	<b>HOURS</b>	<b>MODE OF EVALUATION</b>	<b>THEORY/PRACTICAL</b>	<b>MAXIMUM MARKS</b>
MBAG-201	Entrepreneurship and Innovation	1	3	I	P	50
MBAG-202	Human Resources Management	4	4	IE2	T	100
MBAG-203	Fundamentals of Research Methods	1	2	I	P	50
MBAG-204	Business Law	3	3	IE2	T	100
MBAG-205	Rural Management (Seminar)	4	4	I	T	100
MBAG-206	Management Accounting	4	4	IE2	T	100
MBAG-207	Service Operations Management	4	4	IE2	T	100
MBAG-208	Management Science	2	4	I	P	50
MBAG-209	Analytical and Presentation Skills Part-2	1	2	I	P	50
MBAG-210	Year End Viva voce	2	0	-	V	50
SAWR-200	Awareness Course-II: Indian Ethos and Values (Part-2)	1	1	I	T	50
	<b>TOTAL</b>	<b>27</b>	<b>31</b>			<b>800</b>

Third Semester						
PAPER CODE	PAPER TITLE	CREDITS	HOURS	MODE OF EVALUATION	THEORY/ PRACTICAL	MAXIMUM MARKS
MBAG-301	Strategic Management	4	4	IE2	T	100
MBAG-302	Group Dynamics	1	3	I	P	50
MBAG-303(T)	Management of Quality	2	2	IE2	T	50
MBAG-303(P)	Management of Quality - Applications	1	2	I	P	50
MBAG-304	Business and Managerial Communication-2	1	2	I	P	50
MBAG-305	Elective - I	4	4	IE2 / I**	T	100
MBAG-306	Elective - II	4	4	IE2 / I**	T	100
MBAG-307	Elective - III	4	4	IE2 / I**	T	100
MBAG-308	Computer Applications - Business Analytics	1	3	I	P	50
MBAG-309	Analytical and Presentation Skills Part-3	1	2	I	P	50
MBAG-310	Project work - Review	Non-credit	3	--	PW	50
SAWR-300	Awareness Course-III: Values in Management (Part-1)	1	1	I	T	50
	<b>TOTAL</b>	<b>24</b>	<b>34</b>			<b>800</b>
Fourth Semester						
PAPER CODE	PAPER TITLE	CREDITS	HOURS	MODE OF EVALUATION	THEORY/ PRACTICAL	MAXIMUM MARKS
MBAG-401	Values-Centred Leadership	3	3	IE2	T	100
MBAG-402	Fundamentals of Project Management	2	2	IE2	T	50
MBAG-403	Business Excellence	1	3	I	P	50
MBAG-404	Managing in the Information Age	2	2	IE2	T	50
MBAG-405	Elective - IV	4	4	IE2 / I**	T	50
MBAG-406	Elective - V	4	4	IE2 / I**	T	100
MBAG-407	Elective - VI	4	4	IE2 / I**	T	100
MBAG-408	Computer Applications- Enterprise Applications	1	3	I	P	50
MBAG-409	Analytical and Presentation Skills Part-4	1	2	I	P	50
MBAG-410	Project Work	6	4	E2	PW	150
MBAG-411	Experiential Leadership Development *	1		I	P	50
MBAG-412	E Business	2	2	I	T	50
MBAG-413	Comprehensive Viva voce	3	0	E1	V	100
SAWR-400	Awareness Course-IV: Values in Management (Part-2)	1	1	I	T	50
	<b>TOTAL</b>	<b>35</b>	<b>34</b>			<b>1000</b>
	<b>GRAND TOTAL (Four semesters)</b>	<b>111</b>	<b>132</b>			<b>3450</b>

\* This course starts after submission of projects.

\*\* Electives that are application oriented, and do not lend themselves to theoretical end semester evaluation, would be classified under mode of evaluation as 'I'. These have been specifically marked so in the list of electives.

The Project Work topic would be finalized by the end of the first semester and the project work would commence thereafter, continue in the third semester and would get completed in the fourth semester. The project work done in the third semester is reviewed based on a preliminary report submitted by the student and is evaluated for 50 marks, which is later included as part of the total marks of 200 in the fourth semester.

Total marks for the project work would be **200 marks**, which would include 50 marks for the review of the preliminary report submitted by the student at the end of the third semester + **150 marks** for the double evaluation of the project report at the end of the fourth semester.

Applicable from the batch 2018-19 and onwards

**Modes of Evaluation**

Indicator	Legend
<b>IE1</b>	CIE and ESE ; ESE single evaluation
<b>IE2</b>	CIE and ESE ; ESE double evaluation
<b>I</b>	Continuous Internal Evaluation ( <b>CIE</b> ) only Note: 'I' does not connote 'Internal Examiner'
<b>E</b>	End Semester Examination ( <b>ESE</b> ) only Note: 'E' does not connote 'External Examiner'
<b>E1</b>	ESE single evaluation
<b>E2</b>	ESE double evaluation

**Types of Papers**

Indicator	Legend
<b>T</b>	Theory
<b>P</b>	Practical
<b>V</b>	Viva voce
<b>PW</b>	Project Work
<b>D</b>	Dissertation

Continuous Internal Evaluation (CIE) and End Semester Examination (ESE)

PS: Please refer to guidelines for 'Modes of Evaluation for various types of papers', and 'Viva voce nomenclature and scope and constitution of the Viva voce Boards'.

**LIST OF ELECTIVES****\*\*\*MARKETING\*\*\***

M-MS	MARKETING STRATEGY
M-BRM	BRAND MANAGEMENT
M-CB	CONSUMER BEHAVIOUR
M-RuM	RURAL MARKETING
M-SeM	SERVICE MARKETING
M-ReM	RELATIONSHIP MARKETING
M-DM	DIGITAL MARKETING

**\*\*\*FINANCE\*\*\***

F-FD	FINANCIAL DERIVATIVES
F-AFD	ADVANCED FINANCIAL DERIVATIVES
F-CF	COMPUTATIONAL FINANCE
F-FMBE	FORECASTING METHODS FOR BUSINESS AND ECONOMICS
F-MFM	MODELLING FINANCIAL MARKETS
F-RMFI	RISK MANAGEMENT IN FINANCIAL INSTITUTIONS
F-IFM	INTERNATIONAL FINANCIAL MANAGEMENT
F-MF	MATHEMATICS OF FINANCE
F-DIT	DIRECT AND INDIRECT TAXES
F-FIM	FINANCIAL INSTITUTIONS AND MARKETS
F-MB	MANAGEMENT OF BANKS
F-MA	MERGERS AND ACQUISITIONS
F-CFS	CORPORATE FINANCIAL STRATEGY
F-CB	CORPORATE BANKING
F-ER	EQUITY RESEARCH
F-IEF	INTERNATIONAL ECONOMICS AND FINANCE
F-PFP	PERSONAL FINANCIAL PLANNING
F-IF	INFRASTRUCTURE FINANCE
F-IAPM	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
F-FRA	FINANCIAL REPORTING AND ANALYSIS
F-FIS	FIXED INCOME SECURITIES
F-CG	CORPORATE GOVERNANCE
F-VI	VALUE INVESTING

**\*\*\*HUMAN RESOURCE MANAGEMENT\*\*\***

H-TM	TALENT MANAGEMENT
H-EE	EMPLOYEE EMPOWERMENT
H-PM	PARTICIPATIVE MANAGEMENT

Applicable from the batch 2018-19 and onwards

H-IER	INDUSTRIAL AND EMPLOYEE RELATIONS
H-CM	COMPENSATION MANAGEMENT
H-HRNS	HR RELATED NEGOTIATION SKILLS
H-PM	PERFORMANCE MANAGEMENT
H-PC	PERSONNEL COUNSELING
H-QWL	QUALITY OF WORKING LIFE
H-TAR	TALENT ACQUISITION AND RETENTION
H-MTD	MANAGEMENT OF TRAINING AND DEVELOPMENT
H-LL	LABOUR LEGISLATIONS
H-ODT	ORGANISATION DEVELOPMENT AND TRANSFORMATION

**\*\*\*ORGANISATIONAL BEHAVIOUR\*\*\***

OB-CCM	CROSS-CULTURAL MANAGEMENT
OB-LIP	LEADERSHIP, INFLUENCE AND POWER
OB-MCCD	MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT
OB-TA	TRANSACTIONAL ANALYSIS
OB-PL	THE PSYCHOLOGY OF LEADERSHIP

**\*\*\*SYSTEMS\*\*\***

S-DSM	DIGITAL STRATEGY FOR MANAGERS
S-BA	BUSINESS ANALYSIS
S-CRM	CUSTOMER RELATIONSHIP MANAGEMENT
S-ITPM	IT PROJECT MANAGEMENT
S-KM	KNOWLEDGE MANAGEMENT
S-GIS	GEOSPATIAL INFORMATION SYSTEMS

**\*\*\*DATA SCIENCE\*\*\***

DS-DSWP	DATA SCIENCE WITH PYTHON
DS-DSWR	DATA SCIENCE WITH R
DS-ML	MACHINE LEARNING
DS-BDAB	BIG DATA ANALYTICS FOR BUSINESS

**\*\*\* OPERATIONS\*\*\***

O-PJM	PROJECT MANAGEMENT
O-SCM	SUPPLY CHAIN MANAGEMENT
O-AORA	ADVANCED OPERATIONS RESEARCH APPLICATIONS
O-PPC	PRODUCTION PLANNING & CONTROL
O-SQC	STATISTICAL QUALITY CONTROL
O-RE	REENGINEERING

**\*\*\*HEALTHCARE MANAGEMENT\*\*\***

HC-IHM	INTRODUCTION TO HEALTHCARE MANAGEMENT
HC-HQA	HEALTHCARE QUALITY AND ACCREDITATION
HC-HI	HEALTHCARE INFORMATICS
HC-MHS	MANAGING HEALTH SERVICES, ORGANIZATION AND SYSTEMS
HC-EV	ETHICS AND HUMAN VALUES IN HEALTHCARE MANAGEMENT
HC-PHM	PUBLIC HEALTH MANAGEMENT AND HEALTHCARE STATISTICS
HC-IHD	INNOVATION AND HEALTHCARE DELIVERY
HC-SHM	STRATEGY IN HEALTHCARE MANAGEMENT
HC-HTA	HEALTH TECHNOLOGY ASSESSMENT