

## **R 15 - ACADEMIC REGULATIONS (CBCS) FOR MBA (REGULAR) DEGREE PROGRAMME**

Applicable for the students of Master of Business Administration (MBA) (Regular) programme from the Academic Year **2015-16** and onwards

The MBA Degree of Jawaharlal Nehru Technological University Hyderabad shall be conferred on candidates who are admitted to the programme and who fulfill all the requirements for the award of the Degree.

### **1 ELIGIBILITY FOR ADMISSIONS**

Admission to the above programme shall be made subject to eligibility and qualification as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidate qualified at ICET or Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. from time to time.

### **2 AWARD OF MBA DEGREE**

2.1 A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after four academic years of course work, failing which he shall forfeit his seat in MBA programme.

2.2 The student shall register for all 88 credits and secure all the 88 credits.

2.3 The minimum instruction days in each semester are 90.

### **3 COURSE REGISTRATION**

3.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.

3.2 Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.

3.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

- 3.4** If the Student submits ambiguous choices or multiple options or erroneous entries - during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.
- 3.5** Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

#### **4 ATTENDANCE**

The programme offered on a unit basis with each subject being considered a unit.

- 4.1** Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / Laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the End Semester examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 4.2** Condonation of shortage of attendance in each subject up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- 4.3** Shortage of Attendance below 65% in each subject shall not be condoned.
- 4.4** Students whose shortage of attendance is not condoned in any subject are not eligible to write their end semester examination of that subject and their registration shall stand cancelled.
- 4.5** A prescribed fee shall be payable towards condonation of shortage of attendance.
- 4.6** A Candidate shall put in a minimum required attendance at least three (3) theory subjects in each semester for promoting to next Semester. In order to qualify for the award of the MBA Degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.
- 4.7** A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present Semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission in to the same class.

#### **5. EVALUATION**

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 100 marks for practical's, on the basis of Internal Evaluation and End Semester Examination.

- 5.1 For the theory subjects 75 marks shall be awarded for the performance in the Semester End Examination and 25 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes with Part A as compulsory question (10 marks) consisting of 5 sub-questions carrying 2 marks each, and Part B with 3 questions to be answered out of 5 questions, each question carrying 5 marks. The details of the Question Paper pattern for End Examination (Theory) are given below:
- The Semester End Examination will be conducted for 75 marks. It consists of two parts. i).Part-A for 25 marks, ii). Part-B for 50 marks.
  - Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 5 marks each.
  - Part-B to be answered 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.
- 5.2 For practical subjects, 75 marks shall be awarded for performance in the Semester End Examinations and 25 marks shall be awarded for day-to-day performance as Internal Marks.
- 5.3 For conducting laboratory end examinations of MBA Programmes, one internal examiner and one external examiner are to be appointed by the Principal of the College and the same to be informed to the Director of Evaluation in two weeks before for commencement of the lab end examinations. The external examiner should be selected from outside the College concerned but within the cluster. No external examiner should be appointed from any other College in the same cluster/any other cluster which is run by the same Management.
- 5.4 There shall be five seminar presentations during MBA program. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department. For each Seminar there will be only internal evaluation of 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 5.4 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Director of Evaluation. For this, the Principal of the College shall submit a panel of 3 examiners. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.

- 5.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Continuous Internal Evaluation taken together.
- 5.6 In case the candidate does not secure the minimum academic requirement in any Subject (as specified in 5.5) he has to reappear for the Semester End Examination in that subject.
- 5.7 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempts and cancelled.
- 5.8 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered.

## 6 Examinations and Assessment - The Grading System

- 61 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practical's, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item6above, and a corresponding Letter Grade shall be given.
- 62 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

<i>% of Marks Secured (Class Intervals)</i>	<i>Letter Grade (UGC Guidelines)</i>	<i>Grade Points</i>
80% and above ( ≥ 80% , ≤ 100% )	O (Outstanding)	10
Below 80% but not less than 70% ( ≥70% , < 80% )	A <sup>+</sup> (Excellent)	9
Below 70% but not less than 60% ( ≥60% , < 70% )	A (Very Good)	8
Below 60% but not less than 55% ( ≥ 55% , < 60% )	B <sup>+</sup> (Good)	7
Below 55% but not less than 50% ( ≥ 50% , < 55% )	B (above Average)	6
Below 50% ( < 50% )	F (FAIL)	0
<b>Absent</b>	<b>Ab</b>	<b>0</b>

- 6.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.

- 6.4 A student not appeared for examination then 'Ab' Grade will be allocated in any Subject shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered.
- 6.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
- 6.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA/ CGPA Improvement'.
- 6.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

**Credit Points (CP) = Grade Point (GP) x Credits .... For a Course**

- 6.8 The Student passes the Subject/ Course only when he **gets GP  $\geq$  6(B Grade or above)**.
- 6.9 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ( $\sum CP$ ) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

$$SGPA = \{ \sum_{i=1}^N C_i G_i \} / \{ \sum_{i=1}^N C_i \} \dots \text{For each semester,}$$

Where 'i' is the Subject indicator index (takes into account all subjects in a semester), 'N' is the number of subjects 'REGISTERED' for the Semester (as specifically required and listed under the Course Structure of the parent Department), 'C' is the number of credits allotted to the i<sup>th</sup> Subject, and 'G' represents the Grade Points (GP) corresponding to the Letter Grade awarded for the i<sup>th</sup> Subject.

- 6.10 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. SGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

$$CGPA = \{ \sum_{j=1}^M C_j G_j \} / \{ \sum_{j=1}^M C_j \} \dots \text{for all S semesters registered}$$

(i.e., up to and inclusive of S semesters,  $S \geq 2$ ).

Where 'M' is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' from 1st Semester onwards up to and inclusive of the Semester 'S' (obviously  $M > N$ ), 'j' is the Subject indicator index (takes into account all Subjects from 1 to S Semesters), 'C' is the Number of Credits allotted to the j<sup>th</sup> Subject, and 'G' represents the Grade Point (GP) Corresponding to the Letter Grade awarded for that j<sup>th</sup> Subject. After registration and completion of I Year- I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

- 6.11 For Calculations listed in Item 7.6 – 7.10, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such Subjects/ Courses will also be included in the multiplications and summations.

## 7. EVALUATION OF PROJECT/DISSERTATION WORK

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- 7.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 7.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 7.3 After satisfying 7.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 7.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRCs shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 7.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 7.6 The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC.
- 7.7 After approval from the PRC, the soft copy of the dissertation should be submitted to the University for **ANTI-PLAGIARISM** for the quality check and the plagiarism report should be included in the final dissertation. If the copied information is less than 24%, then only dissertation will be accepted for submission.
- 7.8 Three copies of the dissertation certified by the supervisor shall be submitted to the College/School/Institute.
- 7.9 For Project Evaluation (Viva Voce) there is an internal marks of 25, the evaluation should be done by the PRC for 15 marks and Supervisor will evaluate for 10 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, and Literature Survey in the same domain.
- 7.10 For Project Evaluation (Viva Voce) there is an external marks of 75 and the same evaluated by the External examiner appointed by the University. The candidate has to

Secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.

- 7.11 If he fails to fulfill as specified in 7.10, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfill, he will not be eligible for the award of the degree.
- 7.12 The dissertation shall be adjudicated by one examiner selected by the University. For this, the Principal of the College shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Head of the Department.
- 7.13 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is un favourable again, the dissertation shall be summarily rejected.
- 7.14 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- 7.15 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

**8. AWARD OF DEGREE AND CLASS**

8.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of 88 Credits (with CGPA  $\geq$  6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree as he admitted.

**8.2 Award of Class**

After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

<b>Class Awarded</b>	<b>CGPA</b>
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

8.3 A student with final CGPA (at the end of the PGP)  $< 6.00$  will not be eligible for the Award of Degree.

**9. WITHHOLDING OF RESULTS**

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be with held in such cases.

## **10. TRANSITORY REGULATIONS**

- 10.1 If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.
- 10.2 The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R15 Academic Regulations.

## **11 GENERAL**

- 11.1 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 11.2 **Credit Point:** It is the product of grade point and number of credits for a course.
- 11.3 Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”.
- 11.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 11.5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- 11.6 The University may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the University.



## MALPRACTICE RULES

### DISCIPLINARY ACTION FOR CONDUCT IN EXAMINATION

	Nature of Malpractices/Improper conduct	Punishment
	<i>if the candidate:</i>	
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only
1.(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3	Impersonates any other candidate in connection with the examination	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

5	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks	Cancellation of the performance in that subject
6	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.

9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10	Comes in a drunken condition to the examination hall	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

### Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.
  - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year

**J.B.INSTITUTE OF ENGINEERING & TECHNOLOGY  
(UGC Autonomous)  
MASTER OF BUSINESS ADMINISTRATION (MBA) R15**

**COURSE STRUCTURE AND SYLLABUS**

**I Year – I Semester**

S.No	Subject Code	Category	Course Title	Internal Marks	External Marks	L	P	C
1	DE-11-A	Core Course - I	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	25	75	3	0	3
2	DE-11-B	Core Course - II	BUSINESS LAWS & BUSINESS ENVIRONMENT	25	75	3	0	3
3	DE-11-C	Core Course - III	MANAGERIAL ECONOMICS	25	75	3	0	3
4	DE-11-D	Core Course - IV	FINANCIAL ACCOUNTING & ANALYSIS	25	75	3	0	3
5	DE-11-E	Core Course - V	STATISTICS FOR MANAGEMENT	25	75	3	0	3
6	DE-11-F	Open Elective	CROSS CULTURE MANAGEMENT	25	75	3	0	3
7	DE-11-G		WTO & IPR	25	75			
8	DE-11-H		TOTAL QUALITY MANAGEMENT	25	75			
9	DE-11-I		PROJECT MANAGEMENT	25	75			
10	DE-11-P	Laboratory	STATISTICAL DATA ANALYSIS - LAB	25	75	0	4	2
11	DE-11-Q	Seminar	BUSINESS COMMUNICATION- SEMINAR	50		0	4	2
<b>Total Credits</b>						<b>18</b>	<b>8</b>	<b>22</b>

**I Year - II Semester**

S.No	Subject Code	Category	Course Title	Internal Marks	External Marks	L	P	C
1	DE-12-A	Core Course - I	HUMAN RESOURCE MANAGEMENT	25	75	3	0	3
2	DE-12-B	Core Course - II	MARKETING MANAGEMENT	25	75	3	0	3
3	DE-12-C	Core Course - III	FINANCIAL MANAGEMENT	25	75	3	0	3
4	DE-12-D	Core Course - IV	QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS	25	75	3	0	3
5	DE-12-E	Core Course - V	MANAGEMENT INFORMATION SYSTEMS & ENTERPRISE RESOURCE PLANNING	25	75	3	0	3
6	DE-12-F	Open Elective	FOREIGN TRADE	25	75	3	0	3
7	DE-12-G		BANKING,INSURANCE & RISK MANAGEMENT	25	75			
8	DE-12-H		LOGISTICS & SUPPLY CHAIN MANAGEMENT	25	75			
9	DE-12-I		MSME MANAGEMENT	25	75			
10	DE-12-J	Laboratory	ANNUAL REPORT ANALYSIS - LAB	25	75	0	4	2
11	DE-12-K	Seminar	SUMMER INTERNSHIP - SEMINAR	50		0	4	2
<b>Total Credits</b>						<b>18</b>	<b>8</b>	<b>22</b>

## II Year – I Semester

S.No	Subject Code	Category	Course Title	Internal Marks	External Marks	L	P	C
1	DE-21-A	Core Course - I	PRODUCTION & OPERATIONS MANAGEMENT	25	75	3	0	3
2	DE-21-B	Core Course - II	STRATEGIC MANAGEMENT	25	75	3	0	3
3	DE-21-C	Core Course - III	RESEARCH METHDOLOGY	25	75	3	0	3
<b>CORE ELECTIVE - I STREAMS (choose any one stream subjects as Core Electives)</b>								
4	DE-M1	CORE ELECTIVES MARKETING	CONSUMER BEHAVIOUR	25	75	3	0	3
5	DE-M2		SALES AND DISTRIBUTION	25	75	3	0	3
6	DE-M3		INTEGRATED MARKETING COMMUNICATIONS	25	75	3	0	3
7	DE-H1	CORE ELECTIVES HUMAN RESOURCE MANAGEMENT	PERFORMANCE MANAGEMENT	25	75	3	0	3
8	DE-H2		TRAINING AND DEVELOPMENT	25	75	3	0	3
9	DE-H3		MANAGEMENT OF INDUSTRIAL RELATIONS	25	75	3	0	3
10	DE-F1	CORE ELECTIVES FINANCE	STRATEGIC MANAGEMENT ACCOUNTING	25	75	3	0	3
11	DE-F2		SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	25	75	3	0	3
12	DE-F3		FINANCIAL INSTITUTIONS, MARKETS & SERVICES	25	75	3	0	3
13	DE-H1	CORE ELECTIVES SYSTEMS	BUSINESS INTELLIGENCE	25	75	3	0	3
14	DE-H2		DATABASE MANAGEMENT SYSTEMS	25	75	3	0	3
15	DE-H3		DECISION SUPPORT SYSTEMS	25	75	3	0	3
16	DE-21-D	Seminar	Personal Effectiveness Seminar	50		0	4	2
17	DE-21-E	Seminar	BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS – SEMINAR	50		0	4	2
<b>Total Credits</b>						<b>18</b>	<b>8</b>	<b>22</b>

## II Year – II Semester

S.No	Subject Code	Category	Course Title	Internal Marks	External Marks	L	P	C
1	DE-22-A	Core Course - I	ENTREPRENUERSHIP	25	75	3	0	3
2	DE-22-B	Core Course - II	MANAGEMENT OF TECHNOLOGY	25	75	3	0	3
<b>CORE ELECTIVE - II STREAMS (choose any one stream subjects as Core Electives)</b>								
3	DE-M4	CORE ELECTIVES MARKETING	RETAILING MANAGEMENT	25	75	3	0	3
4	DE-M5		SERVICES MARKETING	25	75	3	0	3
5	DE-M6		INTERNATIONAL MARKETING	25	75	3	0	3
6	DE-H4	CORE ELECTIVES HUMAN RESOURCE MANAGEMENT	COMPENSATION & REWARD MANAGEMENT	25	75	3	0	3
7	DE-H5		INTERNATIONAL HUMAN RESOURCE MANAGEMENT	25	75	3	0	3
8	DE-H6		LEADERSHIP & CHANGE MANAGEMENT	25	75	3	0	3
9	DE-F4	CORE ELECTIVES FINANCE	STRATEGIC INVESTMENT AND FINANCING DECISIONS	25	75	3	0	3
10	DE-F5		INTERNATIONAL FINANCIAL MANAGEMENT	25	75	3	0	3
11	DE-F6		FINANCIAL DERIVATIVES	25	75	3	0	3
12	DE-S4	CORE ELECTIVES SYSTEMS	E-BUSINESS	25	75	3	0	3
13	DE-S5		CYBER SECURITY	25	75	3	0	3
14	DE-S6		INFORMATION SYSTEMS, CONTROL AND AUDIT	25	75	3	0	3
15	DE-22-C	Seminar	PRE SUBMISSION OF PROJECT –SEMINAR	50		0	4	2
16	DE-22-D	Viva Voce	COMPREHENSIVE VIVA		100	0	4	2
17	DE-22-E	PROJECT		25	75	0	0	3
<b>Total Credits</b>						<b>15</b>	<b>8</b>	<b>22</b>

**Guidelines:** The guidelines of the MBA four semesters under CBCS are as follows:

**I Semester and II Semester:**

The first and second semesters contain 8 courses each of which first five are core courses, which are compulsory to all the students. The sixth course is Open Elective offered for the other branches of PG Courses of the University. However, the MBA students of School of Management Studies of JBIET and Affiliated Colleges will register Open Elective Courses offered by the other branches (as per the Student Choice) and should complete it. The stand alone colleges of MBA students may register Open Elective subject in the other branches/departments or nearby Colleges of JBIET. In the first semester SDA Lab and Business Communication Seminar are offered as internal papers and in second semester. AR Analysis and Summer Internship are offered as internal papers. MBA Department students should not select any of the subjects offered under open elective streams.

**III Semester:**

In the third semester, first three core courses are compulsory to all the students and four, five six are core electives offered. Under Core Electives – four different streams of Specializations are offered such as Marketing, HRM, Finance and Systems. Under each specialization 6 different courses / subject are offered and Students are free / open to option any one of the four specializations offered. If a student opts for Finance Specialization, he has to study all three courses of Finance only in III Semester. The same is the case with HRM, Marketing and Systems. This type of elective system is imposed keeping in mind, the Industry/Banks/Private Sector/Public Sector expectations for their recruitment and selection process. A Seminar on the Business best practice and success stories of emerging leaders has been introduced as an internal paper which will be evaluated by an Internal examiner as per the Academic Regulations. Personal Effectiveness Seminar is also introduced as an internal paper in this semester. Seminars are evaluated 100% internally.

**IV Semester:**

The first two courses of fourth semester are core courses which are compulsory to all the students. The students are supposed to study 3, 4 and 5 as Elective Courses. Under Core Electives – four different streams of Specializations are offered such as Marketing, HRM, Finance and Systems. Under each specialization 6 different courses are offered and Students are free / open to option any one of the four specializations offered. If a student opts for Finance Specialization, he has to study all three courses of Finance only in the IV Semester. The same is the case with HRM, Marketing and Systems. This type of elective system is imposed keeping in mind, the Industry/Banks/Private Sector/Public Sector expectations for their recruitment and selection process. The 6<sup>th</sup> course is on pre-submission of the Project Seminar which is internal. The purpose of this course is to review the progress of MBA project of the Students and to guide them appropriately on the selection of Project Title, framing of objectives, hypotheses and sampling selection. The 7<sup>th</sup> course is introduced as Comprehensive Viva which is External and the purpose is to evaluate the student's subject knowledge in all the four semesters. The purpose of this course is particularly to enhance the employment potential of the student. The 8<sup>th</sup> course is MBA project for 100 marks, out of which 25 are internal and 75 are external and students are expected to complete the project within the time frame.

**Please note:** Colleges should mention every PRACTICAL /LAB AND Seminar Presentation Paper in the time table and faculty should be assigned accordingly and shown as workload. Purchase of CMIE Prowess Database and communication software/database is mandatory. Purchase of journals is also mandatory and students should be inspired to present journal articles, relevant to their area of interest, in the regular class. The academic committee should plan at least one presentation for ten minutes per week by every student without using any written notes or ppt.

### **Objectives of JBIET MBA Programme**

***The objectives of MBA 2015 syllabus are:***

- To prepare graduates with the managerial skills necessary to enter careers in
- Marketing
- Finance
- Human Resources
- Systems
- To strengthen their knowledge of
- Business Environmental Scanning
- Planning, Organizing, Directing & Controlling
- Decision Making and Communication
- Establishing & Maintaining Organizations
- Ensuring Growth and Stability of Organizations.
- To acquire ability to procure and utilize resources effectively and efficiently so as to achieve organizational, individual and societal objectives.

***Outcomes: Through outcome based learning centric approaches like case studies, group discussions, field visits, reading of books, References & journals, MBA graduates will be capable of:***

1. *Understanding business process and add value to it.*
2. *Conducting management research to identify the reasons for the problems and to find solutions.*
3. *Utilizing modern approaches and best practices to manage organizations.*
4. *Use authority and power to influence people to get the work done.*
5. *Understand organizational dynamics and interpersonal relations.*
6. *Managing change.*
7. *Developing employability skills to get jobs.*

**JOURNALS:** The colleges can procure any of the following journals to suit the minimum AICTE/JBIET guidelines and in the interest of the students and faculty may procure more journals to create a management research environment in their colleges.

**NATIONAL JOURNALS:**

1. Vikalpa, IIM Ahmedabad, Frequency: quarterly.
2. IIM Bangalore Management Review. Frequency: Quarterly.
3. Decision, IIM Calcutta, Frequency: half yearly.
4. The Journal of Entrepreneurship, Frequency: Twice a Year.
5. Udyog Pragati, Frequency: Quarterly. SAGE.
6. Journal of Human Values, twice a Year. SAGE Vision.
7. The Journal of Business Perspective, Frequency: Quarterly.

**MARKETING:**

1. Indian Journal of Marketing, Frequency: monthly.
2. MICA Communications, Frequency: Bi Annual.

**FINANCE:**

1. Chartered Accountant, Frequency: Quarterly.
2. Finance India, Frequency: Quarterly.
3. Human Capital, Frequency: Monthly.
4. Management Accountant, Frequency: Monthly.
5. Journal of Accounting & Finance, Frequency: Half yearly.

**HUMAN RESOURCES:**

1. Indian Journal of Industrial Relation, Frequency: Quarterly.
2. NHRD Journal of Career Management, SAGE
3. Management and Labour Studies, Frequency: Quarterly. SAGE.
4. Personnel today, Frequency: Quarterly.
5. Leadership excellence (Indian Edition), Frequency: Monthly.
6. Indian Journal of Training & Development, Frequency: Quarterly.

**INTERNATIONAL JOURNALS:**

1. Harvard Business Review, Frequency: yearly 10.
2. Supervision
3. Academy of Management Journal
4. Academy of Management Perspectives.
5. Marketing Research.
6. Journal of Finance.

**MAGAZINES:**

1. Indian Management Frequency: Monthly.
2. Business India, Frequency: 26 yearly.
3. Business World Frequency: 52 yearly.
4. Business Today Frequency: 26 yearly.
5. Fortune International Frequency: 26 yearly.



6. University News Frequency: 52 yearly.
7. Capital market Frequency: 26 yearly.

**DATA BASES:**

1. CENTRE FOR MONITORING INDIAN ECONOMY, PROWESS. For details visit [www.cmie.com](http://www.cmie.com)
2. R.B.I Bulletin Frequency: Monthly.
3. RBI ANNUAL REPORT
4. RBI BANKING REPORT AND STATISTICS ON BANKING
5. ECONOMIC SURVEY: For details visit Planning Commission Website.
6. DBIE, [rbi.org.in](http://rbi.org.in) – DATA ON INDIAN ECONOMY
7. INDIA BUDGET AND ECONOMIC SURVEY OF GOVT OF INDIA.

**FUNDS:** The college managements may note that there are several major and minor research projects and funds available with UGC and AICTE. The principal and faculty may be advised to apply by visiting UGC and AICTE websites from time to time.

Faculty and Students are requested to note that the syllabus 2015 is designed with an intention to give an opportunity to the students to focus on the job they want to do after MBA. **“Students may be informed that taking of short cuts to complete seminars and project may lead to hardships in the short and long run”**. Faculty is also requested to be facilitators in the class room and inspire the students to discuss cases in the class. The curriculum provides ample scope for the students to make seminar presentations in the class. They are advised to note all the mini projects and work continuously from the first semester. The reports may be submitted as per the syllabus structure.

In order to increase seriousness among students to do the main project work, two seminar papers are introduced. For details for evaluation of practical's and seminar presentations please refer JBIET Academic Regulations. Students are advised to integrate the practical's seminars with the job they prefer after MBA.

## PEDAGOGY FOR JBIET MBA

**Case Analysis and Preparation:** Business Administration and Management can be well understood if cases are analyzed by students and faculty in every class daily. This will enable MBA students develop communication skills and give exposure to practical and live examples of how managers are taking decisions on different situations they come across on a regular basis. In addition students should interact with company executives and prepare case lets. This will help them understand the internal and external factors affecting an organization's growth and also understand the challenges of executives and the organization.

**Student Presentations on Field Visits:** Students should make a field visit to any small, medium or large organization or any entrepreneur. They can also visit shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model. They may also offer to help the business organizations over a period of two years (as and when possible) and gain the practical exposure. Presentation of their experiences during the field visits will enable them to enhance their creativity towards solutions for the issues and challenges they observe during the field visits.

**Expert Lectures and Seminars:** The faculty of the MBA departments should organize seminars and give opportunity for their students to express their ideas. Faculty from the college or nearby colleges can be judges to evaluate performance in the seminar presentations. Every faculty of marketing, finance, HR and Systems should come together to conduct a two day seminar for each elective they teach and experts from the industry and academia should be invited to share their ideas. College managements are requested to give their full support in this regard.

**Industrial Visits:** All the MBA students should plan and visit various organizations and observe the real life situations and problems. This will enable them to understand how different strategies, policies and approaches are implemented in different organizations.

**Faculty as Facilitator:** There are several sources of cases available from books, business magazines like Business Today, Business World etc., News Papers like Business Standard, Journals like HBR, Vikalpa etc. Even soft copies of these cases are available in the internet. For example if we type business standard cases in Google we can see weekly cases along with solutions offered by the corporate executives. Faculty should inspire students and act as a facilitator to motivate students to analyze cases in every class and also encourage them to go for field visits.

**College Academic Committee:** College is expected to constitute an academic committee Chaired by the MBA head and all subject teachers to discuss case studies to be conducted in the class, reference material and session plan to cover the syllabus. Cases / Assignments should be planned and circulated in advance to the students.

**PLEASE NOTE:** Cases in the syllabus are suggestive and faculty is free to use any case from any source to understand the realities of the industry. Students may also be inspired to bring interesting cases, management and leadership videos from YouTube for discuss in the class. College should provide one room with audio visual aids.