



RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY

DIRECTION NO. 42 OF 2016

(Direction issued under Section 14(8) of Maharashtra Universities Act. 1994 relating to award of Masters degree in Business Administration in the Faculty of Commerce)

WHEREAS the Maharashtra Universities Act No. XXXV of 1994 has come into force with effect from 22nd July, 1994.

AND

WHEREAS the amendment to the said Act came to be effected from 12th May, 2000

AND

WHEREAS the Board of Studies in Business Administration and Business Management in the Faculty of Commerce at its meeting held on 14.2.2012 have updated and upgraded the existing scheme of examination and syllabus for the award of the degree of Master of Business Administration (M.B.A.) commensurate with the curricula existing in the various Universities in India and with a view to include the latest trends in the managements stream as well as to design it to suit to the needs of the industries and corporate houses.

AND

WHEREAS the Faculty of Commerce concurred with the recommendations of the Board of Studies in Business Administrations and Business Management in the Faculty of Commerce .

AND

WHEREAS the Academic Council, Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur approved the recommendations so made by the Board of Studies in Business Administration and Business Management in the Faculty of Commerce duly concurred by the Faculty of Commerce, held on 8.6.2016.

AND

WHEREAS the recommendations made by the Board of Studies in Business Administration and Business Management approved by the Vice-Chancellor, proposed alterations in the contents of the syllabus as well as the scheme of the examination.

AND

WHEREAS it is expedient to provide and Ordinance for the purpose of prescribing examinations leading to the degree of Master of Business Administration in the Faculty of Commerce and phasic repeal of Ordinance No. 23 of 2008 governing the existing course of Master of Business Administration.

AND

WHEREAS an Ordinance is in existence, for the award of this Degree with semester pattern scheme and university examination system, which by this direction needs to be amended with Choice Based Credit System.

Now, therefore, I, Dr. Siddharthvinayak P. Kane, Vice-Chancellor, Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur in exercise of the powers vested in me under Section 14(8) of the Maharashtra University Act of 1994 do hereby issue the following direction :

1. This direction shall be called **“DIRECTION REGARDING CHOICE BASED CREDIT SYSTEM AND EXAMINATIONS LEADING TO THE MASTERS DEGREE OF BUSINESS ADMINISTRATION IN THE FACULTY OF COMMERCE, RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR.”**

2. The duration of M.B.A. course shall be of Two years consisting Semester-I & II in first year and Semester-III & IV in second year.
3. Subject to compliance with the provisions of this direction and of other ordinances in force from time to time, an applicant for admission to this course shall have passed degree examination of Rashtrasant Tukadoji Maharaj Nagpur University or any other recognized University equivalent thereto with 50% aggregate marks for open category and 45% marks aggregate for Backward Class candidates or as notified by the State Government (Competent Authority) from time to time. Provided that Students admitted through Common Management Aptitude Test (CMAT) conducted by All India Council for Technical Education or through Central Entrance Test (CET) conducted by Directorate of Technical Education or any other entrance examination conducted by competent authority approved by the Directorate of Technical Education and fulfilling the eligibility conditions prescribed by the Rashtrasant Tukadoji Maharaj Nagpur University shall only be admitted to this Course.
4. The Examinations for Semesters I, II, III and IV shall be held twice a year at such places and on such dates as may be fixed by the University.
5. The fees for examination shall be as prescribed by the Rashtrasant Tukadoji Maharaj Nagpur University from time to time.
6. Applicant for the examination prosecuting a regular course of study leading to the Master Degree in Business Administration shall not be permitted to join any other course in this University or any other University simultaneously.
7. A collegiate candidate shall have pursued a regular course of study for not less than 90 days of the academic session before being examined for any semester examination of **MBA** in any recognized institution and or college affiliated to Rashtrasant Tukadoji Maharaj Nagpur University where the course is conducted.
8. Without prejudice to the other provisions of Ordinance No. 6 relating to the Examinations in General, the provisions of Paragraphs 5, 7, 8, 10, 26 and 31 of the said Ordinance shall apply to every collegiate candidate.
9. **Choice Based Credit System (CBCS):** The MBA program shall consist of 24 courses and a project equivalent to 2 courses in any of the specialization area opted by the student. The courses in this program are of **three kinds: Core, Elective and Foundation.**
 - a. **Core Course:** - There is at least one Core Course in every semester. This is the course which is to be compulsorily studied by a student as a core requirement to complete the requirement of a programme in a said discipline of study (Comprising of basic subjects of Business Management). These subjects are codified with the "C" letter.
 - b. **Foundation Course:** - The Foundation Courses are elective value-based courses aimed at man-making education. These are the subjects oriented towards the skill enhancement as per the interest of the students. A pool of two courses shall be offered in 3rd and 4th semester from which the student has to opt for one in each of these semesters. These courses are codified with "F" letter.
 - c. **Elective Course:** -It is a course which can be chosen from the pool of courses. The course may be specific/specialized/supportive or advanced to the discipline of study. They may be nurturing candidate's skill as well as proficiency. **Generic Elective courses add generic proficiency** to the students and they are for the said discipline of study. These courses are codified with "E" letters. These courses are oriented towards competency

building of student in various functional areas of business management. These *Electives* will give the students a chance to study a subject according to his/her area of interest and will also help in developing his/her personality. Two elective courses are to be selected by a student from the groups of electives before commencement of 3rd Semester of the program.

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

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

Core Group	Marketing Management
	Financial Management
	Human Resource Management
Complementary Group	Operations Management
	Service Sector Management

Note: The affiliated Management Institutes / Colleges/ Department shall declare the Elective/Specialization it is offering before the commencement of admission process of Semester -I in their Information Brochure and website and communicate the same to the University well in advance. The Institute will offer the Specialization proposed only if minimum **FIVE** students opt for the same.

10. Credit System of Evaluation:

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

Semester-I

Course Code	Course Name	Internal/ University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
MBCI-1	Principles of Management	Uni.	30	10	40	80	20	100	4
MBCI-2	Managerial Economics	Uni.	30	10	40	80	20	100	4
MBCI-3	Accounting for Managers	Uni.	25	15	40	80	20	100	4
MBCI-4	Business Legislations	Uni.	30	10	40	80	20	100	4
MBCI-5	Business Communication and Information Systems	Uni.	30	10	40	80	20	100	4
MBCI-6	Research Methodology and Quantitative Techniques	Uni.	25	15	40	80	20	100	4
Total			170	70	240	480	120	600	24

Semester-II

Course Code	Course Name	Internal/ University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
MBCII-1	Human Resource Management & Organizational Behaviour	Uni.	30	10	40	80	20	100	4
MBCII-2	Financial Management	Uni.	25	15	40	80	20	100	4
MBCII-3	Marketing Management	Uni.	30	10	40	80	20	100	4
MBCII-4	Operations Management	Uni.	25	15	40	80	20	100	4
MBCII-5	Cost Accounting	Uni.	25	15	40	80	20	100	4
MBCII-6	Economic Environment of Business	Uni.	30	10	40	80	20	100	4
Total			165	75	240	480	120	600	24

Semester-III

Course Code	Course Name	Internal/ University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
MBCIII-1	Strategic Management	Uni.	30	10	40	80	20	100	4
MBCIII-2	Summer Internship Project Assessment	Uni.	10	30	40	00	100	100	4
MBFIII-1	Project Management OR Environment	Uni.	30	10	40	80	20	100	4
MBEIII-11	Elective I - Paper 1	Uni.	30	10	40	80	20	100	4
MBEIII-12	Elective I - Paper 2	Uni.	30	10	40	80	20	100	4
MBEIII-21	Elective II - Paper 1	Uni.	30	10	40	80	20	100	4
MBEIII-22	Elective II - Paper 2	Uni.	30	10	40	80	20	100	4
Total			190	90	280	480	220	700	28

Note: One Foundation Course is to be selected by the student from MBFIII-1 and Two Elective Groups to be selected in the manner mentioned above.

Semester-IV

Course Code	Course Name	Internal / University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
MBCIV-1	Business Ethics & Corporate Governance	Uni.	30	10	40	80	20	100	4
MBCIV-2	Entrepreneurship Development	Uni.	30	10	40	80	20	100	4
MBCIV-3	Project Work	Uni.		40	40	150	50	200	8
MBFIV-2	International Business Management OR Agri-Business Management	Uni.	30	10	40	80	20	100	4
MBEIV-13	Elective I - Paper 3	Uni.	30	10	40	80	20	100	4
MBEIV-23	Elective II - Paper 3	Uni.	30	10	40	80	20	100	4
Total			150	90	240	550	150	700	28

Note: One Foundation Course is to be selected by the student from MBFIV-2.

Summary of the Total Marks and Credits

Sr. No.		Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
					Semester End Exam.	Internal Assessment	Total	
1	Semester - I	170	70	240	480	120	600	24
2	Semester - II	165	75	240	480	120	600	24
3	Semester - III	190	90	280	480	220	700	28
4	Semester - IV	150	90	240	550	150	700	28
Total		675	325	1000	1990	610	2600	104

- b. The Semester End written examination of all the courses shall be conducted by the University.

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

The allocation of Internal Assessment Marks

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

- Marks for internal assessment shall awarded on the basis of tests, assignment etc. as prescribed above by the teacher in the respective subject and moderated by the Director shall be notified on the college notice board for information of students and it shall be communicated to the University at least 5 days before the commencement of the End Semester examinations.
 - The college shall preserve the answer sheets and assignments submitted by the students and attendance record and evaluation sheets for at least one academic year, while the summary of the internal marks to be preserved as a permanent record.
 - Since the student has to pass each course/subject jointly in University Assessment and Internal Assessment, a student cannot be declared 'Failed' in Internal Assessment and no reassessment can be done for Internal Assessment.
- d. **Summer Training:** At the end of second semester, all students will have to undergo summer training of 8-10weeks with an industrial, business or service organization by taking a project study. The condition of successfully completing the program shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Director/ Principal/ Head / Faculty from time to time. Alternatively Director/ Principal/ Head / Faculty of the Department/ College/ Institute may allocate the sector/ industry/ company specific project to the individual student. Each student will be required to submit a project report to the Department/ College/ Institute for the work undertaken during this period within three weeks of commencement of the third semester for the purpose of evaluation in the third semester.
- e. **Conversion of Marks to Grades and Calculations of GPA (Grade Point Average) and CGPA (Cumulative Grade Point Average):** In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be on the basis of marks only, but the marks shall later be converted into Grades by mechanism described hereinafter where the overall performance of the Students can be reflected after considering the Credit Points for any given course.

However, the overall evaluation shall be designated in terms of Grade. There are some abbreviations used here that need understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulae used are as follows:-

Abbreviations and Formulae Used

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

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

SGPA = ΣCG : Sum of Product of Credits & Grades points / ΣC : Sum of Credits points

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

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

While calculating the CG the value of Grade Point 1 shall be consider Zero (0) in case of students who failed in the concerned course/s i.e. obtained the marks below 50.

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

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

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

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

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

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

9. **Project Work:** Project work will be compulsory for each student appearing at the semester- IV (M.B.A) Examination.

(i) Project shall carry 200 marks as follows-

Head of Passing	Marks
Project Report Evaluation by External Examiner	100
Seminar and open defense evaluation by External Examiner	50
Seminar and open defense by Internal External Examiner	50
TOTAL	200

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

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

(iv) The External examiner shall be appointed from the list of full time approved teaching faculty of the MBA programme by the University.

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

(vi) **ONE copy** of Project work (Printed) shall be submitted to the University through the supervisor of the candidate and the Principal/ Director / Head of the Institute/ Department, by 31st March of academic year and one copy will be retained by the college/Department for internal evaluation purpose.

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

- That the candidate has satisfactorily completed the Project work for not less than one session and
- That the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination.
- Candidate shall submit his declaration that the Project is the result of his own research work and the same has not been previously submitted to any examination of this University or any other University. The Project shall be liable to be rejected and /or cancelled if found otherwise.
- The Project work shall **be evaluated through seminar and open defence and Viva-voce at the College/ Department by internal and external examiners appointed by University before** Semester-IV Examination.
- A student appearing for MBA Semester IV Examination will have to pay additional fees as prescribed by the University from time to time.

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

1. There will be a combined passing of 50% marks to be secured by an examinee in internal and University written examination taken together for each course/subject/paper.
2. The results of successful candidates at the end of semester-IV shall be declared on the basis of CGPA obtained in all the four semesters.
3. The candidates who successfully clear all the semester examinations in the first attempt are eligible for ranks provided they secure Grade C and above.
4. The results of the candidates who have successfully cleared the Semester-IV examination but not cleared the lower semester examinations shall be declared as NCL (not completed lower semester examinations). Such candidates shall be eligible for the award of Degree only after successfully clearing all the lower semester examinations.
5. Student successfully clearing Semester I, II, III and IV examinations shall, on payment of the prescribed fee, shall be awarded a Degree in the prescribed form signed by the Vice-Chancellor.
6. An examinee failing to clear any semester end examination shall be eligible for re-examination on payment of a fresh Examination Fee prescribed by the University.

11.

Promotion to Higher Semester (ATKT)

An examinee failing to clear any semester examination shall be ALLOWED TO KEEP TERM (ATKT) in accordance with the following table:

Admission to Semester	Candidate should have passed in following examinations	Candidate should have completed the term and filled examination form
Semester-I	Degree examination	-----
Semester-II	-----	Semester - I
Semester-III	Semester-I	Semester - II
Semester-IV	Semester-I & II	Semester - III

12. **Rejection**

i. A candidate fails

be

reject the result of the whole examination of that semester. Rejection of result course-wise shall not be permitted. A candidate who rejects the results shall appear in the examination of that semester in the subsequent examination.

- ii. Rejection can be exercised only once in each semester and the rejection once exercised cannot be revoked.
- iii. Application for rejection of result along with payment of the prescribed fee shall be submitted to the University through the college along with the original statement of marks within 30 days from the date of publication of the result.
- iv. A candidate who rejects the result is eligible for only class and not for ranking.

of results:

candidate who in one or more course(s) of a semester may be permitted to

13. **Improvement of results:**

- i. A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- ii. The reappearance shall be permitted only once in each semester.
- iii. The reappearance for the examination of any semester is permitted during the subsequent examination of that semester.
- iv. Application for reappearance along with payment of prescribed fee shall be submitted to the University through the college along with the original statement of marks within 30 days from the date of publication of the result.
- v. The candidate passes in all the subjects in the reappearance, higher of the two aggregate marks secured by the candidate shall be awarded to the candidate for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.
- vi. A candidate who has appeared for improvement is eligible for class only and not for ranking.
- vii. Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

14. **Guidelines for Setting Question Papers of Semester I, II, III & IV End Examination..**

- a. The question paper should be set in such a manner so as to cover the complete syllabus as prescribed by the University.
- b. The duration of the Semester wise End Examination shall be 3.00 Hours per course.
- c. The evaluation of the Summer Internship Project should be conducted at the Institute/Department by the Examiner appointed by the Principal/Director/Head of the Institute/Department.
- d. The evaluation of Semester IV Project should be conducted at Institute / Department by the Project Supervisor of the student and an External Examiner appointed for the same by the University.

- e. The result for these examinations should be declared within time limit as per University norms and communicated to the University within stipulated time.
- f. The record of conduct of such examination, evaluation and results should be maintained for a period of at least One year by the respective Institute / Department for the verification by the competent authority.
- g. The format for question papers for Semester End Examinations to be conducted by the University shall be as follows:
 1. There shall be **FIVE compulsory questions of 16 marks each.**
 2. First FOUR questions shall be with internal choice within the questions, i.e. there shall be 2 questions from each unit of the curriculum with an internal option.
 3. Fifth question shall comprise of FOUR short answer questions of FOUR marks each one from each unit.
 4. Questions shall assess the knowledge, application of knowledge, and the ability to blend knowledge. **The paper setter shall ensure that questions covering all skills and all units are set. She/he shall also mandatorily submit a detailed scheme of evaluation (Memorandum of Instructions) along with the question paper to enhance the objectivity and maintain consistency in evaluation.** However, the moderation board can make necessary changes in the pattern of question paper based on the content and pedagogy of subject.

ILLUSTRATIVE PATTERN OF QUESTION PAPER

Q.1 (A)	ORbased on unit 1
Q.1(B).....	based on unit 1
Q.2(A).....	ORbased on unit 2
Q.2(B).....	based on unit 2
Q.3(A).....	ORbased on unit 3
Q.3(B).....	based on unit 3
Q.4(A).....	ORbased on unit 4
Q.4(B).....	based on unit 4
Q.5(a).....	based on unit 1
Q.5(b).....	based on unit 2
Q.5(c).....	based on unit 3
Q.5(d).....	based on unit 4

15. Not Fit for the Course:

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

16. Absorption Scheme:

- a. The unsuccessful student of old programme shall be permitted to appear for higher class as per the new scheme of examination of M.B.A. provided that they submit a certificate from Head of

the Department/ Head of the Institute stating that they have satisfactorily undergone the course of study in all subjects of the new programme as per the absorption scheme given below:

- b. The University shall conduct the examination of old course(Introduced in 2012) for three attempts after the new scheme of examination is introduced as per following table:

Semester Examination	Attempt-1	Attempt-2	Attempt-3
Semester-I	Winter 2016	Summer 2017	Winter 2017
Semester-II	Winter 2016	Summer 2017	Winter 2017
Semester-III	Summer 2017	Winter 2018	Summer2019
Semester-IV	Winter 2018	Summer2019	Winter 2019

The students are required to clear all their papers within the stipulated time. The students clearing all the papers of old scheme of Examination shall be awarded Degree according to old scheme of Examination (Introduced in 2012).

- c. Those students who have completed the course work and cleared their Semester I and Semester II examination of old course (Introduced in 2012) shall be absorbed in the second year of new scheme.
- d. Those students who have not cleared their Semester I and/or Semester II examination of old scheme of examination (Introduced in 2012) and are eligible as per the section 15 of this Direction shall have to appear freshly for all the subjects of Semester I and Semester II examination of new scheme of examination provided that they submit a certificate from Head of the Department/ Head of the Institute stating that they have satisfactorily undergone the course of study in all subjects of the new program.
- e. Such students shall be eligible for exemption in the courses which they have passed in the old scheme of examination (Introduced in 2012) subject to the equivalence of courses mentioned hereinafter:

Semester Examination under this Direction	Name of the Course under this Direction	Semester Examination under Old Course (2012)	Name of the Course under Old Direction (2012)	Status of Equivalence
I	Principles of Management	I	Principles of Management	Yes
	Managerial Economics	I	Managerial Economics	Yes
	Accounting for Managers	I	Financial Accounting	Yes
	Business Legislations	I	Business Legislations	Yes
	Business Communication & Information Systems	I	Communication Skills - I	Yes
	Research Methodology & Quantitative Techniques	I	Quantitative Techniques	Yes
II	Human Resource Management & Organizational Behaviour	II	Human Resource Management	Yes
	Financial Management	II	Financial Management	Yes

	Marketing Management	II	Marketing Management	Yes
	Operations Management	II	Operations Management	Yes
	Cost Accounting	II	Cost & Management Accounting	Yes
	Economic Environment of Business	II	Business Environment	Yes
III	Strategic Management	III	Strategic Management	Yes
	Project Management	IV	Operations Management (Specialization) - Paper 4	Yes
	Environment Management	I	Environment Management	Yes
IV	Business Ethics & Corporate Governance	II	Business Ethics	Yes
	Entrepreneurship Development	III	Entrepreneurship Development	Yes
	International Business Management	III	International Business	Yes
	Agri-Business Management	IV Agri-Business Management Specialization	Paper 4 Rural Marketing	Yes
Specialization				
Core Group A Marketing Management	Paper 1 Sales & Distribution Management	III Marketing Management Specialization	Paper 1 Retail & Services Marketing	Yes
	Paper 2 IMC & Brand Management	III Marketing Management Specialization -	Paper 2 Product Management & Brand Management	Yes
	Paper 3 Consumer Buying Behaviour	IV Marketing Management Specialization -	Paper 3 Consumer Buying Behaviour & IMC	Yes
Core Group B Financial Management	Paper 1 Corporate Financial Management	III Financial Management Specialization -	Paper 1 Advanced Financial Management	Yes
	Paper 2 Security, Portfolio and Risk Management	III Financial Management Specialization -	Paper 2 Risk Management & Derivatives	Yes
	Paper 3 Investment Environment & Wealth Management	IV Financial Management Specialization -	Paper 3 Financial Services Management	Yes
Core Group C Human Resource Management	Paper 1 Training & Development Practices	III Human Resource Management Specialization	Paper 2 Training & Development Practices	Yes
	Paper 2	III	Paper 1	Yes

	Performance & Compensation Management	Human Resource Management Specialization	Performance Management & Compensation	
	Industrial Relations & Labour Laws	IV Human Resource Management Specialization	Paper 3 Industrial Relations & Labour Laws	Yes
Complementary Group B Operations Management	Paper 1 Logistics & Supply Chain Management	III Operations Management Specialization	Paper 1 Supply Chain Management	Yes
	Paper 2 Operations Research	II	Operations Research	Yes
	Paper 3 Total Quality Management	III Operations Management Specialization	Total Quality Management	Yes
Complementary Group B Service Sector Management	Paper 1 Banking & Insurance Services	III Banking & Financial Services Management Specialization	Paper 1 Banking Operations & Services	Yes
	Paper 2 Hospitality Management*			
	Paper 3 Healthcare Management	III Healthcare Management Specialization	Paper 1 Healthcare and Social Policy	Yes

(*) This course under this direction do not have any equivalent course in the old direction (2012). Hence, the students absorbed in respective semesters are mandatorily required to appear for these courses under this scheme of examination.

- f. The University Examination & Internal Assessment marks awarded in the equivalent subjects of the MBA old course shall be carried in the mark sheet of the MBA new scheme of examination.
- g. The above absorption scheme of M.B.A. shall be effective till the introduction of new Syllabus with new absorption scheme.

17. Guidelines for Project Work :

Objective

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

Type of Project

The Project may take any one of the following forms:

- i) Comprehensive case study (covering single organization/multifunctional area problem, formulation, analysis and recommendations)

- ii) Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- iii) Evolution of any new conceptual / theoretical framework.
- iv) Business Plan/Viability Studies
- v) Field study (Empirical study).
- vi) Software analysis, Design and solutions for organisational achievement (Applicable to IT)

Selection of Project Topic:

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

Scope of Work

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

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

General Format of the Report

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

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

Examination and Evaluation

The Project is to be treated as a Course of study of the MBA-4th Semester comprising of 200 marks. The external assessment shall be done on the basis of the project report and Viva Voce. The Project shall be evaluated by an External faculty for 150 marks and of which 100 marks will be allocated to the Written Report Content and Presentation and 50 marks for Viva Voce. The Project work shall be evaluated by internal and external examiners approved in the list of the University for 100 marks (as

mentioned above) at the respective institute / college as per the scheduled fixed by the university. One such External Examiner shall not examine more than 20 students in one academic year.

17. Miscellaneous

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

18. This direction shall come into force phase wise from the academic session 2016-17.

With the issuance of this Direction, The Direction No 22 of 2012 (Credit based Semester Pattern) shall stand repealed.

Nagpur :
Dated :21.6.2016

Sd/-
Dr. S. P. Kane
Vice-Chancellor

Appendix A

Course Summary for MBA Program

Semester	Course Code	Course Type	Name of Course/Subject
I	MBCI-1	Core	Principles of Management
	MBCI-2	Core	Managerial Economics
	MBCI-3	Core	Accounting for Managers
	MBCI-4	Core	Business Legislations
	MBCI-5	Core	Business Communication & Information Systems
	MBCI-6	Core	Research Methodology & Quantitative Techniques
II	MBCII-1	Core	Human Resource Management & Organizational Behaviour
	MBCII-2	Core	Financial Management
	MBCII-3	Core	Marketing Management
	MBCII-4	Core	Operations Management
	MBCII-5	Core	Cost Accounting
	MBCII-6	Core	Economic Environment of Business
III	MBCIII-1	Core	Strategic Management
	MBCIII-2	Core	Summer Internship Project Assessment
	MBFIII-1	Foundation	Project Management
			Environment Management
	MBEIII-11	Elective	Elective I - Paper 1
	MBEIII-12	Elective	Elective I - Paper 2
	MBEIII-21	Elective	Elective II - Paper 1
MBEIII-22	Elective	Elective II - Paper 2	
IV	MBCIV-1	Core	Business Ethics & Corporate Governance
	MBCIV-2	Core	Entrepreneurship Development
	MBCIV-3	Core	Project Work
	MBFIV-2	Foundation	International Business Management
			Agri-Business Management
	MBEIV-13	Elective	Elective I - Paper 3
	MBEIV-23	Elective	Elective II - Paper 3

Appendix B

List of Elective/Specialization Courses

Group	Group Area	Paper	Name of Course
Core	A Marketing Management	1	Sales and Distribution Management
		2	Integrated Marketing Communication & Brand Management
		3	Consumer Buying Behaviour
	B Financial Management	1	Corporate Financial Management
		2	Security, Portfolio and Risk Management
		3	Investment Environment & Wealth Management
	C Human Resource Management	1	Training & Development Practices
		2	Performance & Compensation Management
		3	Industrial Relations & Labour Laws
Complementary	A Operations Management	1	Logistics & Supply Chain Management
		2	Operations Research
		3	Total Quality Management
	B Service Sector Management	1	Banking & Insurance Services
		2	Hospitality Management
		3	Healthcare Management