



BHARATI VIDYAPEETH

DEEMED UNIVERSITY, PUNE

'A' Grade University Status by Ministry of HRD, Govt. of India

Re-Accredited by NAAC with 'A' Grade

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

MBA

CHOICE BASED CREDIT SYSTEM (CBCS)

SYLLABUS

Applicable with effect from 2016-17

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BHARATI VIDYAPEETH DEEMED UNIVERSITY, PUNE
Faculty of Management Studies
Master of Business Administration (MBA-General)
Revised Course Structure (To be effective from 2016-2017)

I. Title:

- a) Name of the Programme: **Master of Business Administration (General)**
- b) Nature & duration of the Programme: **FULLTIME Post-Graduate Degree Programme of TWO YEARS (approved by AICTE).**

II. Introduction :

The Master of Business Administration (General) is a full time two-year program offered by Bharati Vidyapeeth Deemed University (BVDU), Pune and conducted at its Management Institutes in Pune, New Delhi, Karad, Kolhapur, Sangli, and Solapur. All the six institutes have experienced faculty members, excellent Laboratories, Library, and other facilities to provide proper learning environment to the students.

III. Rationale for Syllabus revision:

The Vision and Mission statements of the MBA (General) program embodies the spirit of the mission of the University and vision of Hon^{ble} Dr. Patangraoji Kadam, the Founder of Bharati Vidyapeeth and Chancellor, Bharati Vidyapeeth University, which is to usher in “Social Transformation through Dynamic Education

In view of the dynamic nature of the market, economy and evolving expectations of the stakeholders such as students, faculty members and industry in particular, the MBA (General) Programme Syllabus was revised in the year 2012-13 with the introduction of Choice Based Credit System(CBCS).

Over the past four years, feedback was received from various stakeholders and keeping in mind the experience with the CBCS implemented in the year 2012-13, need was felt to revise the syllabus so as to match the requirements of the industry and society. This revised draft is the result of inputs received from the industry, academia, alumni and all stakeholders.

IV. Vision Statement of MBA (General) Program :

To facilitate creation of Dynamic and Effective Business Professionals, Managers and Entrepreneurs who can transform corporate sector that caters to the needs of the society and contribute towards Nation building.

V. Objectives of the MBA (General) Program :

At Bharati Vidyapeeth Deemed University the objective of MBA (General) Program is to provide world class Business Education. The Program aims to improve Business Decision Making Capabilities of upcoming Managers by enhancing their Analytical Skills.

VI. Learning Outcomes FROM THE MBA(General) Program :

At the end of the course the student should be able to:

- Analyze problems and come up with effective solutions to resolve them.
- Learn new technologies with ease and be productive at all times
- Read, write, and contribute to Business literature
- To Develop Team Spirit.
- Be a good citizen in all respects.

VII. Eligibility for Admission to this Course :

Admission to the course is open to any graduate (10+2+3) of any recognized university satisfying the following conditions:

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate applying in final year of bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions, the final admission is based solely on
 - a) The merit at the All India entrance test (B-MAT) followed by Group Discussion & Personal Interview conducted by Bharati Vidyapeeth University, Pune.
 - b) Submission of Migration Certificate, Transference Certificate, anti ragging affidavit etc.

VIII. Structure of the Program :

The MBA-General programme is of 120 credits which need minimum two years divided into four semesters to complete. During third semester students have to opt for specialization(s) and study the Units in the specialization in depth. The course also includes Internship / Summer Training of 50 days. The medium of instruction and examination will be only English. A student would be required to complete the course within five academic years from the date of admission.

IX. Credits:

The definition of credits is based on the following parameters;

- i) Learning hours put in by the learner
- ii) Learning outcomes
- iii) Contents of the syllabus prescribed for the course etc.

In this system each credit can be described as a combination of 03 (**THREE**) components such as Lectures (L) + Tutorials (T) + Practice (P).

These components are further elaborated for an effective teaching learning process;

- Lectures (L): Classroom lectures delivered by Faculty member in an interactive mode.
- Tutorials (T): Sessions that includes participatory discussions, presentations by the students, case study discussions etc.
- Practice (P): It includes LAB sessions for IT related courses & Business Communication practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

In terms of a Semester of 15 (**FIFTEEN**) weeks,

- a) Every **ONE** hour session per week of Lecture (L) = 01(one) credit per Semester
- b) **TWO** hour sessions per week of Tutorial (T) = 01(one) credit per Semester
- c) **TWO** hour sessions per week of Practice (P) = 01(one) credit per Semester

1. A) Scheme of Examination:

Courses having Internal Assessment (IA) and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 40(forty) and 60(Sixty) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

Courses having *only Internal Assessment (IA)* the respective institutes will evaluate the students in various ways such as *Class Test, Presentations, Field Assignments and Mini Projects* for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 50 marks only (fifty marks only).

B) Components of continuous evaluation system:

Following are the suggested components of CES,

- a) Case Study/Caselet/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Field Assignment
- d) Role play
- e) Industry Analysis (Group Activity or Individual Activity)
- f) Business plan
- g) Quiz
- h) Workbook / scrapbook

2. Grading System for Programmes under Faculty of Management Studies:

The Faculty of Management Studies, Bharati Vidyapeeth University has suggested the use of a 10-point grading system for all programmes designed by its different Board of Studies.

Standard of Passing:

For all courses, both UE and IA constitute separate heads of passing (HoP). In order to pass in such courses and to earn the assigned credits, the learner must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

If learner fails in IA, the learner passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the learner passes at UE.

A student who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a student who fails in a course at IA he has to reappear only at IA as backlog candidate and clear the Head of Passing. to secure the GPA required for passing.

The 10 point Grades and Grade Points according to the following table

Range of Marks (%)	Grade	Grade Point
$80 \leq \text{Marks} \leq 100$	O	10
$70 \leq \text{Marks} \leq 80$	A+	9
$60 \leq \text{Marks} \leq 70$	A	8
$55 \leq \text{Marks} \leq 60$	B+	7
$50 \leq \text{Marks} \leq 55$	B	6
$40 \leq \text{Marks} \leq 50$	C	5
Marks < 40	D	0

The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 60% and 40% respectively.

GPA is calculated by adding the UE marks out of 60 and IA marks out of 40. The total marks out of 100 are converted to grade point, which will be the GPA.

Formula to calculate Grade Points (GP)

Suppose that „Max“ is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set $x = \text{Max}/10$ (since we have adopted 10 point system). Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term. The SGPA measures the cumulative performance of a learner in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of learner when he /she completes the programme is the final result of the learner.

The SGPA is calculated by the formula

$$\text{SGPA} = \frac{\sum C_k * G_{pk}}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and G_{pk} is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent. **The SGPA shall be calculated up to two decimal place accuracy.**

The CGPA is calculated by the following formula

$$CGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where, C_k is the Credit value assigned to a course and GP_k is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

The formula to compute equivalent percentage marks for specified CGPA:

% marks (CGPA)	$10 * CGPA - 10$	If $5.00 \leq CGPA \leq 6.00$
	$5 * CGPA + 20$	If $6.00 \leq CGPA \leq 8.00$
	$10 * CGPA - 20$	If $8.00 \leq CGPA \leq 9.00$
	$20 * CGPA - 110$	If $9.00 \leq CGPA \leq 9.50$
	$40 * CGPA - 300$	If $9.50 \leq CGPA \leq 10.00$

Award of Honours:

A student who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed. The criteria for the award of honours are given below.

Range of CGPA	Final Grade	Performance Descriptor	Equivalent Range of Marks (%)
$9.5 \leq CGPA \leq 10$	O	Outstanding	$80 \leq \text{Marks} \leq 100$
$9.0 \leq CGPA \leq 9.49$	A+	Excellent	$70 \leq \text{Marks} \leq 80$
$8.0 \leq CGPA \leq 8.99$	A	Very Good	$60 \leq \text{Marks} \leq 70$
$7.0 \leq CGPA \leq 7.99$	B+	Good	$55 \leq \text{Marks} \leq 60$
$6.0 \leq CGPA \leq 6.99$	B	Average	$50 \leq \text{Marks} \leq 55$
$5.0 \leq CGPA \leq 5.99$	C	Satisfactory	$40 \leq \text{Marks} \leq 50$
CGPA below 5.0	F	Fail	Marks below 40

3. ATKT Rules:

A student is allowed to carry any number of backlog papers of Semester I and Semester II while going into Semester III. However, a student must clear all papers of Semester I and Semester II so as to become eligible for appearing in Examinations at Semester IV.

4. **Dual Specialization:**

M.B.A. programme 2016-17 offers Dual Specialization to the students in second year of MBA Programme. Under dual specialization students are required to select any **Two Specialization Groups** from the list given below in 4.2.

4.1 Prerequisite for offering a combination of Specialization Groups

- There must be minimum **15 (fifteen) students** for a particular combination of specialization groups

4.2 Specialization Combinations:

Specializations may be chosen from the following combinations;

Specialization Choices
Marketing Management
Financial Management
Human Resource Management
Information Technology Management
International Business Management
Production & Operations Management
Agribusiness Management
Retail Management

5. Summer Internship :

At the end of Semester II, each student shall undertake Summer Internship in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organisation before commencing the Summer Internship.

During Summer Internship students are expected to take necessary guidance from the faculty guide allotted by the Institute. To do it effectively they should be in touch with their guide through e-mail or telecon.

Summer Internship Project should be a research project or it may be an operational assignment that involves working by the students in an organization.

In case of an operational assignment

- 1) Students are expected to do a project work in an organization wherein they are doing Summer Internship.
- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given.

e.g.

- a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
 - b) Finance – mobilization & allocation of financial resources.
 - c) HR – Increase in employee turnover ratio.
- 3) In this study students should focus on
 - Identifying the reasons / factors responsible for the problems faced by the organization
 - Collection of data(Primary & Secondary) related to reasons /factors responsible for these problems
 - Data Analysis tools & interpretation
 - Findings & observations.
 - Suggestions (based on findings & observations) for improving the functioning of the organization.

The *learning outcomes and the utility to the organization* must be highlighted in Summer Internship Project Report.

- 4) General chapterization of the report shall be as under;
 - 1) Introduction and Literature Review: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
 - 2) Company profile: -
 - 3) Objectives of the study:-
 - 4) Data collection: -
 - 5) Data analysis & interpretation: -
 - 6) Findings & observations: -
 - 7) Suggestions:-
- Annexure: -
- Questionnaire
 - References.

5. Technical details :

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1” margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
6. The report should include a Certificate (on company’s letter head) from the company duly signed by the competent authority with the stamp.
The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
7. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute’s Library. The other copy of the report is to be kept by the student for their record and future references.
8. In addition to this students should prepare two soft copies of their SIP reports & submit one each in Training & Placement Department of the Institute & Library

The Summer Internship shall be assessed out 100 Marks. The break up of these marks is as under;

Viva- voce examination =	60 (Sixty) Marks
Summer Internship Report =	+ 40 (Forty) Marks

	100 (Hundred) Marks

There shall be a viva-voce of Summer Internship Project Report for 60 marks. The examiners’ panel shall be decided as per the guidelines received from the University.

The viva –voce shall evaluate the project based on

- i. Actual work done by the student in the organization
- ii. Student’s knowledge about the company & Business Environment
- iii. Learning outcomes for the student
- iv. Utility of the study to the organization

6. Question Paper Pattern for University Examinations

The pattern of **question paper** for the courses having University Examinations will be as follows:

Title of the Course

Day: **Total Marks: 60**

Date: **Time: 03 Hours**

Instructions:

- a. Attempt any **THREE** questions from Section I. Each question carries **10 Marks**.
- b. Attempt any **TWO** questions from Section II. Each question carries **15 Marks**.
- c. Answers to both the Sections should be written in the **SEPARATE** answer book.

SECTION - I		
<i>It should contain 05 questions covering the syllabus & should test the conceptual knowledge of the students.</i>		
Question		Marks
Q.1	(10 marks)
Q.2		(10 marks)
Q.3		(10 marks)
Q.4		(10 marks)
Q.5.	Write Short Notes on ANY TWO	(10 marks)
SECTION – II		
<i>It should contain 03 questions covering the entire syllabus & should be based on application of the Concepts</i>		
Q.6.		(15 marks)
Q.7.		(15 marks)
Q.8		(15 marks)

7. Structure of the Syllabus

The MBA Programme as per Semesters, Credits and Marks is as follows:

Semester	Credits	Marks Distribution
I	30	900
II	28	900
III	36	1100
IV	26	800
Total	120	3700

The detailed structure is as follows

MBA Sem I

Course Code	Semester – I	Credits	L/W	T or P / W	UE	CE	Total Marks	Examination Pattern
101	Management Concepts & Applications	3	2	2	60	40	100	UE & CE
102	Managerial Economics	3	2	2	60	40	100	UE & CE
103	Financial & Management Accounting	4	3	2	60	40	100	UE & CE
104	Organizational Behaviour	3	2	2	60	40	100	UE & CE
105	Statistical Techniques	4	3	2	60	40	100	UE & CE
106	Legal Aspects of Business	3	2	2	60	40	100	UE & CE
107	Business Communication	3	2	2	60	40	100	UE & CE
108	Information Technology Skills for Managers	3	2	2	-	100	100	CE
See Groups	Open 1	2	1	2	-	50	50	CE
See Groups	Open 2	2	1	2	-	50	50	CE
Total No. of Credits		30	20	20			900	-

Open Courses: Students can opt any two courses from the following

109	Soft Skills (Includes etiquettes, table manners, public speaking & presentation skills etc.)
110	Waste Management
111	Life Management Skills
112	Event Management
113	Social Media Management
114	Current Affairs
115	Data Analysis Using Software Tools (MS Excel / SPSS)
116	Supply Chain Management

**** In addition to the above, Cyber Security is an Add on Course having 02 (TWO) credits may be offered by the Institute**

MBA (G) SEM II

Course Code	Semester II	Credits	L/W	T or P / W	UE	CE	Total Marks	Examination Pattern
201	Marketing Management	3	2	2	60	40	100	UE & CE
202	Financial Management	3	2	2	60	40	100	UE & CE
203	Human Resource Management	3	2	2	60	40	100	UE & CE
204	International Business	3	2	2	60	40	100	UE & CE
205	Production & Operations Management	3	2	2	60	40	100	UE & CE
206	Research Methodology	3	2	2	60	40	100	UE & CE
207	Business Environment	3	2	2	60	40	100	UE & CE
208	Business Ethics & Corporate Governance	3	2	2	-	100	100	CE
See Group	Open 1	2	1	2	-	50	50	CE
See Group	Open 2	2	1	2	-	50	50	CE
Total No. Credits		28	18	20			900	

Open Courses: Any two courses from the following

209	Soft Skills (that includes Logical reasoning & Aptitude tests, Interview techniques, Group Discussion etc.)
210	Introduction to Business Analytics
211	Data Analysis Using Software Tools (MS Excel/SPSS)
212	E-commerce Applications
213	Societal Concerns and NGO Operations
214	Foreign Language
215	Six Sigma
216	Enterprise Resource Planning (ERP)

MBA (General) SEM III

Course Code	Semester –III	Credits	L/W	T or P / W	UE	CE	Total Marks	Examination Pattern
301	Strategic Management	3	2	2	60	40	100	UE &CE
302	Operations Research	3	2	2	60	40	100	UE &CE
303	*Entrepreneurship Development	3	2	2	60	40	100	UE &CE
See groups	Specialization I - E-(i)	3	3	-	60	40	100	UE &CE
See groups	Specialization I - E-(ii)	3	3	-	60	40	100	UE &CE
See groups	Specialization II - E-(i)	3	3	-	60	40	100	UE &CE
See groups	Specialization II - E-(ii)	3	3	-	60	40	100	UE &CE
304	** Summer Internship	4	-	-	60	40	100	Viva – Voce & Report
305	Innovation, Technology & Change Management	3	2	2	-	100	100	CE
See Group	Open Elective1	2	1	2	-	50	50	CE
See Group	Open Elective 2	2	1	2	-	50	50	CE
See Group	Open Elective 3	2	1	2	-	50	50	CE
See Group	Open Elective 4	2	1	2	-	50	50	CE
Total No. of Credits		36	24	16			1100	-

Open Courses: Any **TWO COURSES** from the specialization groups opted by the students.

Open Courses under Marketing Management		Open Courses under IT Management	
306	Digital Marketing	322	IT in BFSI Domain
307	Customer Relationship Management	323	Legal Aspects of IT & IT Strategies
308	Marketing Research	324	Software Quality Standards & Process Documentation
309	Product & Brand Management	325	Cloud Computing for Managers
Open Courses under Financial Management		Open Courses under Production & Operations Management	
310	Corporate Taxation	326	Materials Management
311	Capital Market Operations	327	Maintenance Management
312	Financial Risk Management	328	World Class Manufacturing
313	Financial Statement Analysis	329	Business Process Re-engineering
Open Courses under Human Resource Management		Open Courses under Agribusiness Management	
314	Industrial Relations	330	Rural Banking
315	QMS & Innovation Management	331	Agriculture Marketing & Price Analysis
316	e-HRM	332	Commodity Market
317	Public Relations & Corporate Communication	333	Indian Agriculture & World Trade Organisation
Open Courses under IB Management		Open Courses under Retail Management	
318	Global Logistics & Supply Chain Management	334	HRM in Retail
		335	Retail Stores and Operations
319	International Economics	336	International Retailing
320	Currency, Derivatives & Risk Management	337	Information Technology in Retailing
321	Global Strategic Management		

MBA (General) SEM IV

Course Code	Semester IV	Credits	L/W	T or P/	UE	CE	Total Marks	Examination
				W				Pattern
401	Project Management	3	2	2	60	40	100	UE & CE
See groups	Specialization I - E-(iii)	3	3	-	60	40	100	UE & CE
See groups	Specialization I - E-(iv)	3	3	-	60	40	100	UE & CE
See groups	Specialization II - E-(iii)	3	3	-	60	40	100	UE & CE
See groups	Specialization II - E-(iv)	3	3	-	60	40	100	UE & CE
402	Environment & Disaster Management	3	2	2	-	100	100	CE
See Group	Open 1	2	1	2	-	50	50	CE
See Group	Open 2	2	1	2	-	50	50	CE
See Group	Open 3	2	1	2	-	50	50	CE
See Group	Open 4	2	1	2	-	50	50	CE
Total No. Of Credits		26	20	12			800	-

Open Courses: Any **TWO COURSES** from the specialization groups opted by the students.

Open Courses under Marketing Management		Open Courses under IT Management	
403	Strategic Marketing	419	Big Data Analysis
404	Retail Marketing	420	IT Infrastructure Management
405	Marketing of Financial Services	421	Technology Management & IT Services
406	Social Media Marketing	422	Lab on Oracle & Open Source Software
Open Courses under Financial Management		Open Courses under Production & Operations Management	
407	Management Control System	423	Negotiation Management
408	Indirect Taxes	424	Service Operations Management
409	Banking Operations	425	Environment , Health & Safety
410	Financial Modeling Using MS Excel	426	Quality Management Standards
Open Courses under Human Resource Management		Open Courses under Agribusiness Management	
411	Labour Welfare	427	Microfinance
412	Managerial Competencies & Career Development	428	Rural Entrepreneurship
413	HR Lab	429	Agriculture & Indian Economy
414	HR Analytics	430	Marketing of Agro Products
Open Courses under IB Management		Open Courses under Retail Management	
415	Global Business Environment	431	Contemporary Retail Management
416	Foreign Exchange Management	432	Retail Planning
417	International Marketing Research	433	Retail & Distribution Management
418	International Financial Management	434	Rural Retailing

LIST OF ELECTIVE GROUPS

Elective I: Marketing Management

Sem III	
Paper no.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem IV	
MK03	Sales & Distribution Management
MK04	Integrated Marketing Communication

Elective II: Financial Management

Sem III	
Paper no.	Name of the Course
FN01	Investment Analysis & Portfolio Management
FN02	Management of Financial Services
Sem IV	
FN03	Corporate Finance
FN04	International Financial Management

Elective III: Human Resource Management

Sem III	
Paper no.	Name of the Course
HR01	Training & Development
HR02	Labour Laws
Sem IV	
HR03	Personnel Cost & Compensation Management
HR04	Performance Management System

Elective IV: International Business Management

Sem III	
Paper no.	Name of the Course
IB01	Regulatory Aspects of International Business
IB02	Export Import Policies, Procedures and Documentation
Sem IV	
IB03	International Marketing
IB04	Global Business Strategies

Elective V: Production & Operations Management

Sem III	
Paper no.	Name of the Course
PO01	Quality Management
PO02	Production Planning & Control
Sem IV	
PO03	Logistics & Supply Chain Management
PO04	Industrial Management

Elective VI: Information Technology Management

Sem III	
Paper no.	Name of the Course
IT01	System Analysis & Design
IT02	Information System Security & Audit
Sem IV	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

Elective VII: Agribusiness Management

Sem III	
Paper no.	Name of the Course
AB01	Rural Marketing
AB02	Supply Chain Management in Agribusiness
Sem IV	
AB03	Use of Information Technology in Agribusiness Management
AB04	Cooperatives Management

Elective VIII : Retail Management

Sem III	
Paper no.	Name of the Course
R01	Introduction to Retailing
R02	Retail Management and Franchising
Sem IV	
R03	Merchandising, Display and Advertising
R04	Supply Chain Management in Retailing