



BHARATI VIDYAPEETH

(Deemed to be University), Pune

'A+' Accreditation (Third Cycle) by 'NAAC' in 2017

Category - I - Deemed to be University Grade by UGC

**'A' Grade University Status by MHRD Govt. of India
Ranked 63rd By NIRF – 2020 Category.**

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

MBA (General)

CHOICE BASED CREDIT SYSTEM (CBCS)

SYLLABUS

Applicable with effect from 2020-21

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BHARATI VIDYAPEETH (DEEMED to be UNIVERSITY), PUNE

Faculty of Management Studies

Master of Business Administration– (MBA-General)

Revised Course Structure (To be effective from 2020-2021)

I. Title:

- a) **Name of the Programme: Master of Business Administration (General)**
- b) **Nature & duration of the Programme: *FULL TIME* 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 BharatiVidyapeeth(Deemed to be University), Pune and conducted at its Management Institutes in Pune, New Delhi, Karad, Kolhapur, Sangli, and Solapur. All the institutes have experienced faculty members, excellent Laboratories, Library, and other modern facilities to provide proper learning environment to the students. This programme is very well received by the industry.

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(Deemed to be University), Pune , 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 syllabus is revised periodically. Last revision was in the year 2016-17.

Over the past four years, feedback was received from various stakeholders and considering the changes that in the macro environment, a need was felt to revise the syllabus so as to suffice the requirements of the industry and society. This revised draft is the result of inputs received from the industry, academia, alumni and all stakeholders. This revised draft is the result of inputs received time to time 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 the corporate sector, cater to the needs of the society and contribute towards Nation building.

V. Objectives of the MBA (General) Program :

At Bharati Vidyapeeth (Deemed to be University), Pune the objective of MBA (General) Program is to provide world class Business Education and develop dynamic managers, entrepreneurs and business leaders. The Program aims to enhance decision

making capabilities of upcoming managers by imparting critical thinking and analytical abilities.

VI. MBA Program: Program Outcomes

On the successful completion of this Program a student shall be able to:

1. Apply the knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Learn new technologies with ease and be productive at all times
4. Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5. Read, write, and contribute to Business literature
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

VII. Eligibility for Admission:

Admission to the programme 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 studying 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 (Deemed to be University), Pune
 - b) Submission of Migration Certificate, Transference Certificate, anti-ragging affidavit etc.

VIII. Structure of the Program:

The MBA-General program is of **102** 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 specialization courses in depth. The programme also includes Summer 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 FOUR academic years from the date of admission.

IX. Credits – 102

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 and practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

- ONE Credit = 12 Hours ; In terms of a Semester of 15 (FIFTEEN) weeks,

- Every ONE hour session per week of Lecture (L) = 01 (one) credit per Semester

- TWO hour sessions per week of Tutorial (T) = 01(one) credit per Semester

- TWO hour sessions per week of Practice (P) = 01(one) credit per Semester

 - 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

X: Examination :

1. A) Scheme of Examination:

Courses having Internal Assessment (IA) / *Internal Examination(IE)* and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 50(fifty) and 50(fifty) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having *only Internal Assessment (IA) / Internal Examination(IE)* the respective institutes will evaluate the students in various ways through *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 100 marks only (hundred marks only).

B) Components of continuous evaluation system (CES) :

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
- i) Presentations
- j) Mini Research Projects

Breakup of CES marks (50)

Class Participation / Attendance	10
Mid-term	15
End-term	15
Class Tests, Assignments, MOOCs, Presentation / Mini-Project, Case Study/Lab work etc.	10

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

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

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

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

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/she has to reappear only at IA as backlog candidate and clear the Head of Passing to secure the GPA required for passing.
- 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 50% and 50% respectively.
- GPA is calculated by adding the UE marks out of 50 and IA marks out of 50. 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 program is the final result of the learner.

The SGPA is calculated by the formula

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

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 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 ≤ CGPA ≤ 6.00
	5 * CGPA+20	If 6.00 ≤ CGPA ≤ 8.00
	10 * CGPA-20	If 8.00 ≤ CGPA ≤ 9.00
	20 * CGPA-110	If 9.00 ≤ CGPA ≤ 9.50
	40 * CGPA-300	If 9.50 ≤ CGPA ≤ 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 honors are given below.

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

XI: A. Dual Specialization:

M.B.A (General) Programme 2020-21 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 :

i) Prerequisite for offering a combination of Specialization Groups

The Institute will offer the Specializations proposed only if minimum **Ten** students opt for the same.

ii) Specialization Combinations:

Two Specializations may be chosen from the following choices :

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

B. 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 and the Organization 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 phone.

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.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. 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;

Sr. No.	Assessment Criteria	Marks
1	Summer Internship Report	50 (Fifty only)
2	Viva- voce examination	50 (Fifty only)

TOTAL MARKS	100
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The examiners' panel shall be approved as per the University Guidelines.

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

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: 50**

Date: **Time: 02 Hours**

Instructions:

- a. Attempt any **THREE** questions from Section I and any **TWO** questions from **SECTION II**.
- b. All questions carry **EQUAL** marks.
- c. Answers to both the Sections should be written in the **SAME** answer book.

SECTION – I		30 Marks
<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		20 Marks
<i>It should contain 03 questions covering the entire syllabus & should be based on application of the Concepts</i>		
Q.6.		(10 marks)
Q.7.		(10 marks)
Q.8		(10 marks)

XII. Structure of the Syllabus

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

Semester	Credits	Marks Distribution
I	25	900
II	25	900
III	31	1000
IV	21	800
Total	102	3600

The detailed structure is as follows

MBA – (General)- Semester I

Course Code	Semester – I	Credits	IE	UE	Total Marks
101	Management Concepts & Applications	3	50	50	100
102	Managerial Economics	3	50	50	100
103	Financial & Management Accounting	3	50	50	100
104	Organizational Behaviour	3	50	50	100
105	Statistical Techniques	3	50	50	100
106	Legal Aspects of Business	3	50	50	100
107	Business Communication	3	50	50	100
108	Data Analysis Using Advance - Excel	2	100	-	100
See below	Open 1	2	100	-	100
	Total No. of Credits	25	550	350	900

Open Courses: Students can opt any one course from the following

Course Code	Open Course
109	Computers Application for Business
110	Social Media Management
111	Current Affairs

**** In addition to the above ;Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

MBA - (General)- Semester II

Course Code	Semester II	Credits	IE	UE	Total Marks
201	Marketing Management	3	50	50	100
202	Financial Management	3	50	50	100
203	Human Resource Management	3	50	50	100
204	International Business	3	50	50	100
205	Production & Operations Management	3	50	50	100
206	Research Methodology	3	50	50	100
207	Business Environment	3	50	50	100
208	Business Ethics and Corporate Governance	2	100	-	100
See below	Open	2	100	-	100
	Total No. Credits	25	550	350	900

Open Courses: Any one course from the following

Course Code	Open course
209	Introduction to Business Analytics
210	E-commerce Applications
211	Managerial Skills for Effectiveness

**** In addition to the above ;Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

MBA -(General)- Semester III

Course Code	Semester – III	Credits	IE	UE	Total Marks
301	Strategic Management	3	50	50	100
302	Operations Research for Managers	3	50	50	100
303	Entrepreneurship Development and Innovation Management	3	50	50	100
See groups	Specialization I - E-(i)	3	50	50	100
	Specialization I - E-(ii)	3	50	50	100
See groups	Specialization II - E-(i)	3	50	50	100
	Specialization II - E-(ii)	3	50	50	100
304	**Summer Internship	6	50	50	100
305	Change Management	2	100	-	100
See below	Open	2	100	-	100
	Total No. of Credits	31	600	400	1000

Open Courses: Students can opt any one course from the following

Course Code	Open Course
306	Digital Marketing
307	Corporate Taxation
308	Negotiation Management

**** In addition to the above ;Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

MBA - (General) -Semester IV

Course Code	Semester IV	Credits	IE	UE	Total Marks
401	Project Management	3	50	50	100
See groups	Specialization I - E-(iii)	3	50	50	100
	Specialization I - E-(iv)	3	50	50	100
See groups	Specialization II - E-(iii)	3	50	50	100
	Specialization II - E-(iv)	3	50	50	100
402	Environment & Disaster Management	2	100	-	100
403	E-Business Management	2	100	-	100
See below	Open	2	100	-	100
	Total No. Credits	21	550	250	800

Open Courses: Any one course from the following

Course Code	Open course
404	Introduction to Data Science
405	Artificial Intelligence for Managers
406	Rural Entrepreneurship

**** In addition to the above ;Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

LIST OF SPECIALIZATION - ELECTIVES

Elective: Marketing Management :

Sem III	
Code.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem IV	
MK03	Sales & Distribution Management & B2B
MK04	Integrated Marketing Communication

Elective: Financial Management

Sem III	
Code.	Name of the Course
FM01	Investment Analysis & Portfolio Management
FM02	Management of Financial Services
Sem IV	
FM03	Corporate Finance
FM04	International Financial Management

Elective: Human Resource Management

Sem III	
Code.	Name of the Course
HR01	Human Resource Planning and Development
HR02	Labour Laws - I
Sem IV	
HR03	Compensation and Benefits Management
HR04	Competency Mapping and Performance Management

Elective: International Business Management

Sem III	
Code.	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: Production & Operations Management

Sem III	
Code.	Name of the Course
PM01	Quality Management
PM02	Business Process reengineering
Sem IV	
PM03	Logistics & Supply Chain Management
PM04	World Class Manufacturing Practices

Elective: Information Technology Management

Sem III	
Code.	Name of the Course
IT01	System Analysis & Design
IT02	Information System Security & Audit
Sem IV	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

Elective: Agribusiness Management

Sem III	
Code.	Name of the Course
AM01	Rural Marketing
AM02	Supply Chain Management in Agribusiness
Sem IV	
AM03	Use of Information Technology in Agribusiness Management
AM04	Cooperatives Management

Elective: Retail Management

Sem III	
Code.	Name of the Course
R01	Introduction to Retailing
R02	Retail Management & Franchising
Sem IV	
R03	Merchandising, Display & Advertising
R04	Supply Chain Management in Retailing

Elective: Project Management

Sem III	
Code.	Name of the Course
PR01	Project Risk Management
PR 02	Microsoft Project 2010
Sem IV	
PR 03	Advance Project Management
PR 04	Scanning Business Environment for Project

