



RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY

DIRECTION NO. 37 OF 2019

“ADMISSIONS AND EXAMINATIONS LEADING TO THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (OUTCOME BASED – CBCS), IN THE FACULTY OF COMMERCE & MANAGEMENT, DIRECTION, 2019”.

(Issued by the Vice-Chancellor under section 12(8) of the Maharashtra Public Universities. Act, 2016)(Mah. Act No. VI of 2017)

WHEREAS, the Maharashtra Public Universities Act, 2016 (No. VI of 2017) (hereinafter the “Act”) has come into force with effect from 1st March, 2017 and the same has been made applicable to Rashtrasant Tukadoji Maharaj Nagpur University ;

AND

WHEREAS, the Direction No. 22 of 2017 entitled “DIRECTION REGARDING CHOICE BASED CREDIT SYSTEM AND EXAMINATIONS LEADING TO THE MASTERS DEGREE OF BUSINESS ADMINISTRATION IN THE FACULTY OF COMMERCE AND MANAGEMENT, RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR”, was issued under Section 12(8) of the Act;

AND

WHEREAS, the Board of Studies in Business Administration and Business Management (hereinafter the “Board of Studies”) in its meeting held on 30th October 2018 decided to revise the curriculum for MBA course in accordance with the model curriculum prescribed by the Apex Body, AICTE and for that purpose constituted a Sub-Committee to prepare the draft of the new syllabus;

AND

WHEREAS, the Board of Studies in its meeting held on 9th May 2019 approved the revised scheme of examination and syllabus submitted by the Sub-Committee constituted for the said purpose;

AND

WHEREAS, the Faculty of Commerce and Management in its meeting held on 30th May 2019 approved the revised scheme of examination and syllabus suggested by the Board of Studies and the same was subsequently approved by the Academic Council of the university in its meeting held on 10th June 2019;

AND

WHEREAS, as per the provisions of sub section 1 of Section 73 of the act an ordinance is required to be made for regulating admission of the students to a course

of study leading to the award of a degree in a particular discipline of the study but the making of an ordinance is a time consuming process and there is an exigency in introduction of the new syllabus of the MBA course from the Academic Session 2019-20;

Now, therefore, I, Dr. Siddarthavinayak P. Kane the Vice-Chancellor of the university in exercise of my powers under Section 12(8) of the Act, do hereby issue the following direction:

1. This Direction shall be called: "ADMISSIONS AND EXAMINATIONS LEADING TO THE AWARD OF DEGREE OF MASTER OF BUSINESS ADMINISTRATION (OUTCOME BASED – CBCS), IN THE FACULTY OF COMMERCE & MANAGEMENT, DIRECTION, 2019".
2. This Direction shall come into the force from the date of its issuance.
3. In this Direction unless the context requires otherwise;
 - a. "College" College means and includes all the colleges, institutes and departments conducted by or affiliated to the Rashtrasant Tukadoji Maharaj Nagpur University, offering the AICTE approved MBA program.
 - b. "Competent Authority" means All India Council of Technical Education.
 - c. "Course" means a subject (theory as well as practical) included in the curriculum of MBA program under this Direction.
 - d. "Program" means a Master of Business Administration program.
 - e. "University" means The Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.
4. The duration of M.B.A. programme, under this Direction, shall be of Two years consisting of four semesters i.e Semesters-I & II in first year and Semesters-III & IV in second year.
5. 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 the degree examination of University or any other recognized University equivalent thereto with 50% aggregate marks for open category students and 45% aggregate marks for the Backward Class candidates or as notified by the State Government (Competent Authority) from time to time. Provided that Students who have passed the Common

Management Aptitude Test (CMAT) conducted by All India Council for Technical Education or the Common Entrance Test (CET) conducted by the Directorate of Technical Education or any other entrance examination conducted by any competent authority approved by the Directorate of Technical Education and fulfilling the other eligibility conditions, which may be prescribed by the University, alone shall be admitted to this programme.

6. The Examinations for Semesters I, II, III and IV shall be held twice in a year at such places and on such dates as may be fixed by the University.
7. The fees for examination shall be as prescribed by the University from time to time.
8. A student admitted to the MBA programme under this Direction, in pursuance of provisions of para 5 above or in pursuance of the absorption scheme hereunder, shall not be eligible to join any other programme (under graduate or a post-graduate) in this university or any other university simultaneously.
9. In order to be eligible for appearing in the end semester examination conducted by the university the student must have pursued a regular course of study for not less than 90 days, to be certified by the Director/Head/Principal of the Institution/College/Department of the college or the University, in that semester.
10. 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 collegiate candidate, registered for the course governed by this Direction.
11. **Outcome Based Student Centric Evaluation:** The program and its all courses shall have well defined outcomes to be attained by the student on completion of the program/course. The question papers shall be set to assess the attainment of these outcomes.
12. **Choice Based Credit System (CBCS):** The MBA program shall consist of 30 courses including a project equivalent to 1 course in in any of the specialization area opted by the student and an Exit Seminar equivalent to 1 course. The courses in this program are of **two kinds: Core and Elective, as detailed below. The elective courses also include MOOCs.**
 - f. **Core Course:** - This is the course which is to be compulsorily studied by a student as a core requirement to complete the requirement of a program in a said discipline of study (Comprising of basic subjects of Business Management).

- g. **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.

A student is required to Select *Any Two* Electives as follows-

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

Core Group	Financial Management
	Marketing Management
	Human Resource Management
Complementary Group	Operations Management
	Business Analytics
	Entrepreneurship Development
	International Business

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 only if minimum **TEN** students opt for the same.

- a. **MOOCs :** - Every student admitted to this program has to successfully complete TWO Massive Online Open Courses available on portal to become eligible for the award of MBA degree. The credit points of MOOCs earned by a student shall be transferred in the Mark list of Semester IV. The student has liberty to complete these two courses any time during the MBA program after his/her admission and it is not restricted to any specific semester/s. However, the student is advised to successfully complete these MOOCs before 4th Semester.
- b. In compliance with the Choice Based Credit System, the student is free to opt for any course available on the SWAYAM/NPTEL portal during a particular semester provided the course has minimum **4 credits**. Following guidelines are to be followed by the concerned stakeholders such as students, University and Institute/College/ Department to enable student to opt for MOOC and the credit transfer of such MOOC completed by the student.

- i. The Institute/College/Department shall provide the list of courses **(with minimum 4 Credits/minimum duration of 12 weeks)** available in the beginning of each semester to students on its website, college notice boards and through other medium of communication. Similarly, such a list shall also be published on the University's website.
- ii. A student may select the course **(with minimum 4 Credits/minimum duration of 12 weeks)** of her/his choice from the available courses and register for the same.
- iii. A student is also required to appear and successfully complete the online examination for the MOOC opted by him/her.
- iv. The successful completion of TWO such MOOCs comprising of total **8 Credit Points** is mandatory for every student to become eligible for the award of degree.
- v. If a student has completed a MOOC carrying more than 4 credits, then only 4 credits shall be considered and be shown in the mark list of 4th Semester against such course.
- vi. In case, the MOOC certificate does not have a mention of Credits, the Principal/Director/Head shall certify the number of credits for which a course of minimum duration of 12 weeks shall be considered equivalent to 4 credits.
- vii. A student is expected to fill the examination form for Semester IV along with the titles of courses (MOOC courses) he/she had completed or pursuing.
- viii. The University shall provide an option as 'MOOC-1' and 'MOOC- 2' in the drop-down list while filling up the online examination form for IVth Semester.
- ix. The marks/grade obtained by the student in such MOOCs shall be submitted by the Institute/College/Department (with copy of Certificate) to the University along with Internal Assessment Marks for Semester IV.
- x. In case a student is not able to complete TWO MOOCs by the end of Semester IV, he/she shall be marked absent in MOOC - 1 and MOOC - 2 subjects in the Semester IV Mark list. Such students, on successful completion of MOOCs and submission of certificates to that effect, shall be declared successful and become eligible for award of degree.
- xi. The Board of Studies in Business Administration and Business Management shall appoint a 'Steering Committee' to deal with the difficulties and problems of students/Institutes arising out of this scheme.
- xii. The online examination of such courses (MOOC) is conducted by Host Institutions and not by the University and the dates of examination are declared at the beginning of the session. Hence, the University shall keep these days free from its MBA

Examination Time-Table and shall not schedule any End Semester Examination on such dates.

- xiii. The examination fee of MOOCs is to be paid and borne by the student separately.

13. Credit Based Teaching and Evaluation Scheme:

Induction Cum Foundation Course:

This course is aimed at making the student ready to pursue higher education in business management. As a graduate of any stream/faculty is eligible to take admission to this program, the Institute/College/Department may have students from various streams such as Commerce, Humanities, Science, Engineering or any other Interdisciplinary studies. Hence, every institute shall organize an Induction Cum Foundation Course for First Year Students before commencement of academic session for First Semester. The desired contents of such Induction Course is provided in **Appendix No. 3**.

Guidelines for Induction Cum Foundation Course:

- The Induction Course shall have minimum 40 contact hours.
- The Induction Course does not carry any Credit and hence the evaluation of students is not mandatory at the end of this Course.
- The Institute/College/Department shall organize the Induction Course before commencement of classes for First Semester and ensure the attendance of all enrolled students for the same.
- The Institute/College/Department shall keep proper record of the Induction Course to be verified by the competent authority, if needed.
- The contents of Induction Course provided in **Appendix No.3** are minimum and the Institute/College/Department is free to add any relevant content as they deem fit.

14. 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		
1T1	Managerial	Uni.	20	10	30	80	20	100	3
1T2	Management Information Systems	Uni.	20	10	30	80	20	100	3
1T3	Business Research	Uni.	10	20	30	80	20	100	3
1T4	Organizational Behaviour	Uni.	25	05	30	80	20	100	3
1T5	Financial Reporting, Statements and Analysis	Uni.	20	10	30	80	20	100	3
1T6	Business Statistics and Analytics for Decision Making	Uni.	20	10	30	80	20	100	3
1T7	Legal and Business Environment	Uni.	25	05	30	80	20	100	3
1P8	Managerial Skills for Effectiveness	Internal	10	20	30	00	100	100	3
Total			150	90	240	560	240	800	24

Semester-II

Course Code	Course Name	Internal/ University Examination Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits	
					Semester End Exam. Internal	Assessment	Total		
2T1	Financial Management	Uni.	20	10	30	80	20	100	3
2T2	Marketing	Uni.	25	05	30	80	20	100	3
2T3	Human Resource Management	Uni.	25	05	30	80	20	100	3
2T4	Operations Management	Uni.	20	10	30	80	20	100	3
2T5	International Business	Uni.	25	05	30	80	20	100	3

2T6	CSR and Sustainability	Uni.	25	05	30	80	20	100	3
2T7	Cost Accounting	Uni.	20	10	30	80	20	100	3
2T8	Management Case Analysis	Internal	20	20	40	00	100	100	4
Total			180	70	25	560	240	800	25

Semester-III

Course Code	Course Name	Internal / University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
3P1	Summer Internship Project Assessment	Internal	15	45	60	00	100	100	6
3T2	Elective I - Paper 1	Uni.	30	10	40	80	20	100	4
3T3	Elective I - Paper 2	Uni.	30	10	40	80	20	100	4
3T4	Elective I - Paper 3	Uni.	30	10	40	80	20	100	4
3T5	Elective II -Paper 1	Uni.	30	10	40	80	20	100	4
3T6	Elective II-Paper 2	Uni.	30	10	40	80	20	100	4
3T7	Elective II- Paper 3	Uni.	30	10	40	80	20	100	4
3T8	Strategic Management	Uni.	25	05	30	80	20	100	3
Total			220	110	330	560	240	800	33

Semester-IV

Course Code	Course Name	Internal / University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
4T1	Elective I - Paper 4	Uni.	30	10	40	80	20	100	4
4T2	Elective II - Paper 4	Uni.	30	10	40	80	20	100	4
4M3	MOOC 1	MOOC Assessment	20	20	40	00	100	100	4

4M4	MOOC 2	MOOC Assessment	20	20	40	00	100	100	4
4P5	Project Work and Viva Voce	Uni.	10	30	40	50	50	100	4
4S6	Exit Seminar and Open Defense	Uni.	10	30	40	100	00	100	4
Total			120	120	240	310	290	600	24

Summary of the Total Marks and Credits

Sr. No.		Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
					Semester End Internal Assessment	Total		
1	Semester - I	150	90	240	560	240	800	24
2	Semester - II	180	70	250	560	240	800	25
3	Semester - III	220	110	330	560	240	800	33
4	Semester - IV	120	120	240	310	290	600	24
Total		670	390	1060	199	101	3000	106

- a. The End Semester written examination of all the courses shall be conducted by the University.
- b. 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) carrying 20% marks and the second component will be the End Semester Examination (conducted by the University) 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	05

	semester	marks
1	Internal assessment Total marks	20
2	Semester wise End Examination marks	80
Total Marks Per Course		100

- Marks for internal assessment, 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 and institute website for information of students* and it shall be communicated to the University at least 5 days before the commencement of the End Semester examination.
 - The college shall preserve the answer sheets and assignments submitted by the students and attendance record and evaluation sheets for at least *five* academic years, while the summary of the internal marks to be preserved as a permanent record.
 - A student has to pass each course/subject *jointly* in University Assessment and Internal Assessment. There is no provision for reassessment of Internal Assessment marks.
- c. **Summer Training:** At the end of second semester, all students will have to undergo summer training of 6-10 weeks 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. The detailed parameters for evaluation of SIP projects are provided in **Appendix No. 3**.
15. **Credit and Grade Point System:**
Conversion of Marks to Grades and Calculations of SGPA (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 the mechanism herein specified wherein the overall performance of the Learners 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 for this purpose 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 = $\frac{\sum CG}{\sum C}$: Sum of Product of Credits & Grades points / $\sum C$: 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....

Calculation of SGPA:

Illustration for Calculation of SGPA

Sr. No.	Name of Subject	Credits	Marks obtained out of 80	Internal Assessment Marks (Out of 20)	Total Marks (Out of 100)	Grade Points	Credit Points (CreditsXGrade)
1	Managerial Economics	3	43	17	60	7	21
2	Management Information Systems	3	52	18	70	8	24
3	Business Research	3	54	18	72	8	24
4	Organizatio	3	63	17	80	9	27

	nal Behaviour						
5	Financial Reporting, Statements and Analysis	3	54	18	72	8	24
6	Business Statistics and Analytics for Decision Making	3	43	17	60	7	21
7	Legal and Business Environment	3	63	17	80	9	27
8	Managerial Skills for Effectiveness	3	-	-	85	10	30
		24					198
Thus, SGPA = 198/24							8.25

Calculation of CGPA:

$$CGPA = \frac{\sum SGPA \times Credits}{\sum Credits}$$

Illustration for Calculation of CGPA

Semester	Total Credits	SGPA	SGPA X Credits
I	24	8.25	198
II	24	9	216
III	34	8.6	292.4
IV	24	8	192
TOTAL	106		898.4

Thus, CGPA = 898.4/106 = 8.48

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the Mark list / Transcript.

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+, A, B+, 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
00-4.9	F (Fail)	Fail

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

16. The award of grace marks for passing an examination and securing higher Grades shall be as per the governing Ordinance/Direction of the university.
17. **Conversion of CGPA into Equivalent Percent Marks:**
The CGPA obtained by an examinee shall be converted into the aggregate percent marks by using the following formula. This formula shall be printed on the Semester IV Mark list of the examinee.
Equivalent Aggregate Percentage Marks = 10(CGPA - 0.75)
18. **Project Work and Exit Seminar:** Project Work and Exit Seminar will be compulsory for each student appearing at the semester- IV Examination.
 - (i) Project Work shall carry 100 marks as follows-

Head of Passing	Marks
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Project Report Evaluation and Viva-Voce by External Examiner	50
Project Report Evaluation and Viva-Voce by Internal Examiner	50
TOTAL	100

(ii) Exit Seminar shall carry 100 marks as follows -

Head of Passing	Marks
Exit Seminar and Open Defense to be conducted by External Examiner	100
TOTAL	100

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

(iv) The guide or the supervisor shall be appointed by the institute/college/department and should be teaching in the MBA Programme with minimum qualifications as prescribed by AICTE for Assistant Professor.

(v) The External examiner for Project Evaluation and Exit Seminar shall be appointed from the list of full time approved teaching faculty of the MBA programme by the University.

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

(vii) **ONE copy** of Project work (Printed and hard bound) shall be submitted to the Institute/College/Department at least one month before commencement of MBA Semester IV Examination for evaluation purpose. The Institute/college/Department shall retain the copy of Project Work for evaluation and the list of 'Project Work Titles' of all students shall be submitted to the University.

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;
- That the Project work is the result of the candidate's 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 for 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 Viva-voce at the Institute/College/ Department by internal examiner appointed by

Director/Principal/Head and external examiners appointed by University within 10 days of the completion of Semester IV examination.

- The Exit Seminar Presentation and Open Defence shall be evaluated through Seminar, Presentation and Open Defence at the Institute/college/department by external examiners appointed by the University within 15 days.
- A student appearing for the Semester IV Examination will have to pay additional fees as prescribed by the University from time to time.

(viii) **Exit Seminar**

Exit Seminar is a culmination and presentation of all the learning that has happened in all *four* semesters of MBA program. The idea is to check the key learnings of a student manager and to map them with the program outcomes so as to assess the attainment of program outcomes. The Viva-Voce should be targeted at assessment of following POs.

MBA Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems
2. Foster Analytical and Critical thinking abilities for data-based decision making
3. Ability to develop Value Based Leadership ability
4. Ability to understand, analyze and communicate global, economic, legal, and ethical areas of business
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

This will also present the student portfolio evaluation i.e. a systematic and organized collection of a student's work that exhibits the direct evidence of a student's efforts, achievements and progress over a period of MBA program including Theory Papers, SIP, Live Projects, MOOCs, etc.

Evaluation of Exit Seminar:

- The individual presentation should ideally last for 15-20 minutes followed by Open Defence Question-Answer session.
- The External Examiner (appointed by the University) should evaluate Maximum 20 (Maximum 10 at One Institute) Exit Seminars.

Exit Seminar and Open Defence:

Format for Presentation-

Presentation should include following-

1. Summary of Learning from core courses across semesters
2. Summary of Learning from elective 1 courses
3. Summary of Learning from elective 2 courses
4. Summary of Learning from MOOCs

5. Summary of Learning from Summer Internship Project
6. Summary of Learning from Project Work
7. Exhibition of student portfolio i.e. a systematic and organized collection of a student's work that exhibits the direct evidence of a student's efforts, achievements and progress over a period of time including Theory Papers, SIP, Live Projects, MOOCs, etc.
8. Level of Attainment of PO1 with justification
9. Level of Attainment of PO2 with justification
10. Level of Attainment of PO3 with justification
11. Level of Attainment of PO4 with justification
12. Level of Attainment of PO5 with justification
13. Concluding Remark

Open Defense – The external examiner should ask questions to check the attainment of 5 POs

Evaluation of Exit Seminar:

- The individual presentation should ideally last for 15-20 minutes followed by Open Defence Question-Answer session (10-15 minutes).
- The External Examiner (appointed by the University) should evaluate Maximum 20 (Maximum 10 at One Institute) Exit Seminars.

Rubrics and detailed parameters for evaluation of Project Work and Exit Seminar are mentioned in Appendix 3.

- 19. 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. However, the formula for conversion of CGPA into equivalent marks should be printed on Semester IV Mark list.
 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, be awarded a Degree in the prescribed form signed by the Vice-Chancellor.

6. An examinee failing to clear any end semester examination shall be eligible for re-examination on payment of a fresh Examination Fee as prescribed by the University.

20. Promotion to Higher Semester (ATKT)-

An examinee failing to clear any semester examination shall be ALLOWED TO KEEP TERM (ATKT) in accordance with the provisions of Clause No. 11 of Direction No. 10 of 2019 in following manner:-

Admission to Semester	Eligibility for admission and taking University Examination
Ist Semester	Candidate should have passed the qualifying examination as per the relevant Direction governing the course.
IIInd Semester	Candidate should have completed the term of the Ist semester and filled examination form.
IIIrd Semester	Candidate should have completed the term of the IIInd semester, filled the examination form of the same and has obtained exemption in 2/3 rd passing heads of the Ist and IIInd semesters taken together.
Ivth Semester	Candidate should have completed the term of the IIIrd semester and filled the examination form of the same.

21. Rejection of results:

- i. A candidate who fails in one or more course(s) of a semester may be permitted to 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 Institute/College/Department 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.

22. Improvement of results:-

The examinee of any of the semesters of MBA program shall be eligible for improvement of results in accordance with the governing law of the university.

23. Guidelines for Setting Question Papers of Semester I, II, III & IV End Examinations.

- 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 End Examination shall be 3.00 Hours per course/subject.
- c. The evaluation of the Summer Internship Project should be conducted at the Institute/College/Department by the Examiner appointed by the Principal/Director/Head of the Institute/ Department.
- d. The evaluation of Semester IV Project and Viva Voce should be conducted at Institute/College/Department by the Project Supervisor of the student and an External Examiner appointed for the same by the University.
- e. The evaluation of Semester IV Exit Seminar and Open Defense should be conducted at Institute/College/Department by an External Examiner appointed for the same by the University.
- f. The result for these examinations should be declared within time limit as per University norms and communicated to the University within stipulated time.
- g. The record of conduct of such examination, evaluation and results should be maintained for a period of at least FIVE years by the respective Institute/Department for the verification by the competent authority.
- h. 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. All the questions shall have internal choice within the questions, i.e. there shall be 2 questions from each module/unit of the curriculum with an internal option.
 3. The concerned Board of Studies shall develop a question bank of 10 questions for each module/unit of each course/subject.
 4. The question bank shall be prepared on the following guidelines:
 - a. The questions shall be framed to assess the attainment of Course Outcomes defined in Appendix - 3 for each module/unit of each course/subject. Taxonomy shall be referred while framing the questions.
 - b. The competent authority shall prepare a panel of examiners for preparing a question bank.
 - c. The remuneration to be paid for preparing a question bank shall be decided by the competent authority according to the prevailing norms.
 - d. A question bank of 10 questions per module/unit (carrying 16 marks each) shall be submitted to the University before commencement of the academic session.
 - e. The examiner shall also mandatorily submit a detailed scheme of evaluation (Memorandum of Instructions for both numerical and theory questions) along with the question bank to enhance the objectivity and maintain consistency in evaluation.

- f. The Subject Examination Committee shall moderate the questions submitted by examiners and pick up the appropriate questions to set the question paper in the pattern detailed below:

ILLUSTRATIVE PATTERN OF QUESTION PAPER

- Q.1 (A)based on module/unit 1
 OR
 Q.1(B).....based on module/unit 1
- Q.2(A).....based on module/unit 2
 OR
 Q.2(B).....based on module/unit 2
- Q.3(A).....based on module/unit 3
 OR
 Q.3(B).....based on module/unit 3
- Q.4(A).....based on module/unit 4
 OR
 Q.4(B).....based on module/unit 4
- Q.5(A).....based on module/unit 5
 OR
 Q.5(B).....based on module/unit 5

24. 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 examination of the programme.

25. Absorption Scheme:-

The failure students of the MBA programme as per Direction No. 22 of 2017 (Introduced in 2016 the old programme) immediately preceding the course under this Direction shall be given chance to appear for *three* more consecutive examinations according to old syllabus.

- a. The University shall conduct the examination of old programme for three more consecutive examinations after the new scheme of examination is introduced as per following table:

Semester Examination	Attempt-1	Attempt-2	Attempt-3
Semester-I	Winter 2019	Summer 2020	Winter 2020

Semester-II	Summer 2020	Winter 2020	Summer 2021
Semester-III	Winter 2020	Summer 2021	Winter 2021
Semester-IV	Summer 2021	Winter 2021	Summer 2022

The students are required to clear all their papers/subjects/courses within the stipulated time. The students clearing all the papers/subject/courses of the old programme in permissible number of attempts shall be awarded degree according to the scheme of Examination for the old programme.

In case a student is not able to clear her/his papers in given attempts as per old scheme of examination, she/he shall be absorbed in the MBA programme under this Direction in the following manner:

- I. A student who has passed Semester I and II in the given three attempts will be eligible for admission to Second Year of MBA.
 - a. Such a student will be required to take a casual admission to First year by paying Rs. Five Hundred only.
 - b. Such a student will be required to fill the examination form for Sem I and Sem II and appear and pass the subjects for which there was no equivalent paper in old MBA programme.
 - c. The new mark list as per this Direction shall be generated for Sem I and Sem II wherein the marks of equivalent subjects (as mentioned in the table given hereunder) shall be mentioned.
 - d. The marks for subject 'Business Communication and Information Systems' as per old programme shall be mentioned against two subjects i.e. 'Management Information Systems' and 'Managerial Skills for Effectiveness' as per this Direction.
 - e. The marks for subject 'Research Methodology and Quantitative Techniques' as per old programme shall be mentioned against two subjects i.e. 'Business Statistics and Analytics for Decision Making' and 'Business Research' as per this Direction.
 - f. The marks for 'Strategic Management' as per this Direction shall be mentioned if the student has passed 'Strategic Management' of MBA Sem III of old programme. If not, the student will have to appear for the same paper as per this Direction.
 - g. Every such student will have to appear for the subject 'CSR and Sustainability', if she/he has not passed either 'Environment Management' or 'Business Ethics and Corporate Governance' as per old syllabus of the old programme.
 - h. Such a student will have to appear for Sem III examination as per this Direction. However, the student will be entitled for the equivalent subjects she/he had passed as per the old MBA programme.

II.A student who has failed in one or more subjects of Semester I and II will be eligible for admission to Second Year if she/he satisfies the conditions mentioned in Clause No. 11 of Direction No. 10 of 2019.

- a. Such a student will be required to take a casual admission to First year by paying Rs. Five Hundred only.
- b. Such a student will be required to fill the examination form for Sem I and Sem II and appear for the subjects required to be passed as per this Direction. This includes the equivalent subjects of old programme which he could not pass and the subject 'CSR and Sustainability', if she/he has not passed either 'Environment Management' or 'Business Ethics and Corporate Governance' as per old syllabus.
- c. The new mark list as per this Direction shall be generated for Sem I and Sem II wherein the marks of equivalent subjects (as mentioned in the table given hereunder) shall be mentioned.
- d. The marks for subject 'Business Communication and Information Systems' as per old programme shall be mentioned against two subjects i.e. 'Management Information Systems' and 'Managerial Skills for Effectiveness' as per this Direction.
- e. The marks for subject 'Research Methodology and Quantitative Techniques' as per old programme shall be mentioned against two subjects i.e. 'Business Statistics and Analytics for Decision Making' and 'Business Research' as per this Direction.
- f. The marks for 'Strategic Management' as per this Direction shall be mentioned if the student has passed 'Strategic Management' of MBA Sem III of old programme. If not, the student will have to appear for the same paper as per this Direction.
- g. Such a student will have to appear for Sem III examination as per this Direction. However, the student will be entitled to exemption for the subjects she/he had passed as per the old programme.

III.A student who has passed Semesters I, II and III examinations as per old programme in the given attempts and eligible for MBA Sem IV as per this Direction.

- a. Such a student will be required to take a casual admission to First year and Second year by paying Rs. Five Hundred only per semester.
- b. Such a student will be required to fill the examination form for Sem I, Sem II and Sem III and appear for the subjects required to be passed as per this Direction. This includes the subjects 'CSR and Sustainability' and 'Management Case Analysis' if she/he has not passed either 'Environment Management' or 'Business Ethics and Corporate Governance' as per old syllabus.
- c. The new mark list as per this Direction shall be generated for Sem I, Sem II and Sem III wherein the marks of equivalent subjects (as mentioned in the table given hereunder) shall be mentioned.

- d. The marks for subject 'Business Communication and Information Systems' as per old programme shall be mentioned against two subjects i.e. 'Management Information Systems' and 'Managerial Skills for Effectiveness' as per this Direction.
- e. The marks for subject 'Research Methodology and Quantitative Techniques' as per old course shall be mentioned against two subjects i.e. 'Business Statistics and Analytics for Decision Making' and 'Business Research' as per this Direction.
- f. If the student had opted for 'Service Sector Management' specialization as per old programme, she/he will be having a choice of selecting any other specialization offered in this Direction as the 'Service Sector Management' specialization is not offered in this Direction. However, if the student has passed Paper 1 or 2 or both of 'Service Sector Management' marks of the same shall be mentioned against same papers in new mark list.

IV. Note on Specialization: This direction does not offer 'Service Sector Management' specialization which was offered in old programme. Hence, a student will have a choice to select new specialization area. However, the student shall be exempted from the papers of specialization that she/he had passed as per old direction in the following manner:

Specialization selected as per this Direction	Service Sector Management (Direction No. 22 of 017)	Status of Equivalence
Paper 1	Paper 1	Yes
Paper 2	Paper 2	Yes
Paper 3	Paper 3	Yes
Paper 4 (To be Compulsorily passed by such a student)	--	No

V. MOOCs: Every student who was admitted to old MBA programme (under Direction No. 22 of 2017) but could not pass all subjects in given attempts and is now absorbed in the scheme of examination as per this Direction is required to successfully complete TWO MOOCs from SWAYAM/NPTEL portal to become eligible for the award of degree. The guidelines provided under Clause 9 (a) of this Direction is applicable to all such students also.

Table 1: List of Equivalent Subjects/Papers (Core)

Semester Examination under this Direction	Name of the Course under this Direction	Semester Examination under Old Course (2016)	Name of the Course under Old Direction (2016)	Status of Equivalence
I	Managerial Economics	I	Managerial Economics	Yes
	Management Information Systems	I	Business Communication and Information Systems	Yes
	Managerial Skills for Effectiveness	I	Business Communication and Information Systems	Yes
	Organizational Behaviour	I	Principles of Management	Yes
	Financial Reporting, Statements and Analysis	I	Accounting For Managers	Yes
	Business Statistics and Analytics for Decision Making	I	Research Methodology and Quantitative Techniques	Yes
	Legal and Business Environment	I	Business Laws	Yes
	Business Research	I	Research Methodology and Quantitative Techniques	Yes
II	Financial Management	II	Financial Management	Yes
	Marketing Management	II	Marketing Management	Yes
	Human Resource Management	II	Human Resource Management and	Yes

			Organizational Behaviour	
	Operations Management	II	Operations Management	Yes
		III	Project Management	Yes
	International Business	II	Economic Environment of Business	Yes
		IV	International Business Management	Yes
	CSR and Sustainability	III	Environment Management	Yes
		IV	Business Ethics and Corporate Governance	Yes
	Cost Accounting	II	Cost Accounting	Yes
	Management Case Analysis			NO
III	Elective I - Paper 1			Refer to Table 2
	Elective I - Paper 2			
	Elective I - Paper 3			
	Elective II - Paper 1			
	Elective II - Paper 2			
	Elective II - Paper 3			
	Strategic Management	III	Strategic Management	Yes
		IV	Business Ethics and Corporate Governance	Yes
IV	Elective I - Paper 4			Refer to Table 2
	Elective II - Paper 4			
	MOOC 1			NO
	MOOC 2			NO

Table 2: List of Equivalent Elective/Specialization Papers

Elective / Specialization Group	Semester Exam under this Direction	Paper	Name of the Course under this Direction	Semester Exam under old Direction	Name of the Course under old Direction	Status of Equivalence
Financial Management	III	Paper 1	Investment Analysis and Portfolio Management	III	Security, Portfolio and Risk Management	Yes
	III	Paper 2	Project Appraisal and Finance	III	Corporate Financial Management	Yes
	III	Paper 3	Financial Derivatives	IV	Investment Environment & Wealth Management	Yes
	IV	Paper 4	Managing Banks and Financial Institutions		Investment Environment & Wealth Management	Yes
Marketing Management	III	Paper 1	Sales and Distribution Management	III	Sales and Distribution Management	Yes
	III	Paper 2	Digital and Social Media Marketing	III	Consumer Buying Behaviour	Yes
	III	Paper 3	Integrated Marketing Communication and Brand Management	IV	Integrated Marketing Communication & Brand Management	Yes
	IV	Paper 4	Retail Sales Management and Services Marketing			NO
Human Resource	III	Pap	Manpower Planning,	III	Training & Developmen	Yes

Management		er 1	Recruitment and Selection		t Practices	
	III	Pap er 2	Performance Management System	III	Performance and Compensation Management	Yes
	III	Pap er 3	Compensatio n and Benefits Management	III	Performance & Compensation Management	Yes
	IV	Pap er 4	Team Dynamics	IV	Industrial relations &Labour Laws	Yes
Operations Management	III	Pap er 1	Logistics & Supply Chain Management	III	Logistics & Supply Chain Management	Yes
	III	Pap er 2	Quality Toolkit for Managers	IV	Total Quality Management	Yes
	III	Pap er 3	Operations Research	III	Operations Research	Yes
	IV	Pap er 4	Sales and Operations Planning			
Business Analytics	III	Pap er 1	Data Visualization for Managers			
	III	Pap er 2	Data Mining			
	III	Pap er 3	Data Science using R			
	IV	Pap er 4	WEB and Social Media Analytics			

Entrepreneurs hip Development	III	Pap er 1	Entrepreneuri al Theory and Practices			
	III	Pap er 2	Business Plan Formulation			
	III	Pap er 3	Social Entrepreneurs hip			
	IV	Pap er 4	Entrepreneuri al Marketing			
International Business	III	Pap er 1	International Marketing Management			
	III	Pap er 2	Export Documentatio n and Procedures			
	III	Pap er 3	International Finance			
	IV	Pap er 4	International Human Resource Management			

g. The above absorption scheme of M.B.A. shall be effective till the introduction of new Syllabus with new absorption scheme.

26. Guidelines for Project Work :

Objective:-

Every student will be assigned a project in 4th Semester 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.

Types 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. Approved synopsis shall be part of final report as appendix.
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 a hard bound copy 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 4th Semester Examinations for MBA.

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 100 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 50 marks and by the Supervisor (Internal examiner) for 50 marks. 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/department as per the schedule fixed by the university. No External Examiner shall be allow to examine/evaluate the project of more than 20 students in any academic year.

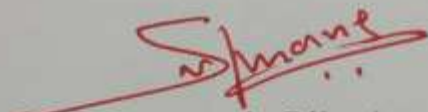
27. **Industrial Tour:-**

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

28. This direction shall come into force in a phase wise from the academic session 2019-20.

29. With the issuance of this Direction all the earlier Directions, if in existence,, shall stand repealed.

30. Notwithstanding the repeal of earlier directions by this directions any action taken by the university in pursuance of and in furtherance of those directions shall be valid and binding on all the persons.


(Dr. Siddharthavinayaka P. Kane)
Vice-Chancellor

Nagpur.

Dated: 8/8/2019