



MAHATMA GANDHI UNIVERSITY, KERALA

Abstract

MBA Programme (Full time) - 2024-25 admission onwards - Modified Scheme & Regulations - Approved - Orders issued

ACADEMIC A 4 SECTION

No. 6957/AC A 4/2025/MGU

Priyadarsini Hills, Dated: 29.07.2025

Read:- 1) U.O No:- 11135/AC A4/2024/MGU, Dated: 10.12.2024.

2) U.O No:- 68/AC A 4/2025/MGU, Dated: 04.01.2025.

3) Minutes of the meeting of Expert Committee of (MBA) Management (PG) held on 10.06.2025.

4) Minutes of the online meeting of Expert Committee of (MBA) Management (PG) held on 02.07.2025.

5) Recommendation of Convener, Expert Committee of (MBA) Management (PG) Dated: 23/07/2025

ORDER

The restructured Scheme & Regulations of Master of Business Administration (MBA) Programme (2024 Admission onwards), to be followed in the Affiliated Colleges of the University, has been approved and the Orders were issued vide Paper read as (1) above. Further modifications to the approved Scheme & Regulations of Master of Business Administration (MBA) Programme (2024 Admission onwards) were effected as per the U.O read as (2) above.

The Convener of the Expert Committee (MBA) Management (PG) has recommended the following amendments to the Scheme & Regulations of the Master of Business Management (MBA) programme, applicable from 2024 admission onwards.

Recommendations as per the minutes of the Expert Committee meeting read as Paper 3 above.

- **Maintain the existing five Functional elective streams. and to introduce Business Analytics as the fifth Functional elective stream.**
- **Remove the Sectoral Elective areas.**

- **Under Business Analytics stream, following elective courses are to be included.**

Course Code	Course Title	Category	Credits	Marks		
				CIE	ESE	Total
24MB03FE41	Database and Data Mining Applications in Business	S3-FEC	4	40	60	100
24MB03FE42	Python Programming for Business	S3-FEC	4	40	60	100
24MB03FE43	Data Visualization Using Tableau	S3-FEC	4	40	60	100
24MB03FE44	Introduction to Big Data & Cloud Computing	S3-FEC	4	40	60	100
24MB03FE45	Artificial Intelligence in Business Applications	S3-FEC	4	40	60	100
24MB04FE46	Social media, Web and Text Analytics	S4-FEC	4	40	60	100
24MB04FE47	Financial Modeling & Predictive Analytics	S4-FEC	4	40	60	100
24MB04FE48	Strategic Business Analytics	S4-FEC	4	40	60	100
24MB04FE49	Business Analytics using R	S4-FEC	4	40	60	100
24MB04FE50	Industry 4.0 and Internet of Things	S4-FEC	4	40	60	100

- **Valuation of Answer Scripts of End Semester Examination (ESE)**

Following modifications are to be made:

There shall be Single valuation of Answer Scripts of the End Semester Examination (ESE) by the additional examiners duly appointed by the University followed by the Chief valuation.

- Credit for Elective Courses in Semester 3 and Semester 4 shall be 4 per course.
- In the case of application related courses, due weightage need to be given for practical component in the continuous assessment.

Recommendations as per the minutes of the Expert Committee meeting read as Paper 4 above.

- **4.3.1 Elective Options**

A student should opt 2 Elective streams. From each stream, 2 Courses in 3rd Semester & 2 Courses in 4th Semester should be completed by a Student.

Table 26A & 26B can be replaced by Table 16 given below.

Table 16

Grade and Grade Point

Grades	Grade Point (GP)	% of Total Marks obtained in the course
S	10	90% and above
A+	9.0	85% and above but less than 90%
A	8.5	80% and above but less than 85%
B+	8.0	75% and above but less than 80%
B	7.5	70% and above but less than 75%
C+	7.0	65% and above but less than 70%
C	6.5	60% and above but less than 65%
D	6.0	55% and above but less than 60%
E	5.5	50% and above but less than 55%
F (Fail)	0	Below 50% (CIE + ESE) or Below 40% for ESE
Ab	0	Could not appear for the end semester examination but fulfills the eligibility criteria

• **5.3.2. End Semester Evaluation (ESE)**

A candidate is required to score a Grade point of 5.5 with Grade E for a pass in a course . If a candidate fails to score 40% marks in the ESE or 50% of marks when ESE & CIE combined together will not get the minimum grade point for pass for a course (ie 5.5 Grade E) . A minimum SGPA of 5.5 with Grade E is required for a pass in the semester.

The candidates who scores F Grade Or Absent (Ab) for a course in the End semester examination shall be required to reappear for a Supplementary examination for that particular course, which will be conducted along with the regular End-semester examination in the following Academic year.

Immediately after the publication of the results of the regular examinations in the third and

fourth semester, Special supplementary examinations will be conducted for the candidates who scores F Grade Or Absent (Ab). Special Supplementary Examination shall be conducted for Regular students only.

Provisions for Revaluation with Scrutiny

For all the courses candidates can apply for revaluation with or without scrutiny. The online application for revaluation and scrutiny shall be submitted within 15 days of the publication of the results.

- **Calculation of Grade Points, SGPA & CGPA**

Calculation of SGPA/CGPA: Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) are calculated as follows.

SGPA = $\Sigma(C_i \times G_{Pi}) / \Sigma C_i$, where 'C_i' is the credit assigned for a course and 'G_{Pi}' is the grade point for that course. Summation is done for all courses specified in the curriculum of that semester.

The failed and incomplete courses shall also be considered in the calculation.

CGPA = $\Sigma(C_i \times G_{Pi}) / \Sigma C_i$, where 'C_i' is the credit assigned for a course and 'G_{Pi}' is the grade point for that course. Summation is done for all courses specified in the curriculum up to that semester for which the 'CGPA' is needed. Here the failed courses shall also be accounted.

SGPA and CGPA shall be rounded off to the nearest two decimal points.

Recommendation of Convener, Expert Committee of (MBA) Management (PG) read as Paper 5 above.

Table 16 A
SGPA/CGPA and Grades

SGPA/CGPA Range	Grade
>9 and ≤10	S
>8.5 and ≤9	A+
>8 and ≤8.5	A
>7.5 and ≤8	B+
>7 and ≤7.5	B
>6.5 and ≤7	C+
>6 and ≤6.5	C
>5.5 and ≤6	D
5.5	E

Percentage of marks = SGPA/CGPA * 10

The Vice Chancellor, by exercising powers of Academic Council under Section 10 (17), Chapter 3 of MGU Act 1985, has approved the above recommendations to be effected in the Scheme & Regulations of MBA Programme 2024-25 admission onwards.

Orders are issued accordingly.

SREEJITH R

ASSISTANT REGISTRAR I
(ACADEMIC)
For REGISTRAR

Copy To

- 1.P.S to V C/P V C
2. P.A to Registrar/C E
3. Convener, Expert Committee, (MBA) Management (PG).
4. JR/DR/AR(Exam/Academic)
- 5.EI-7/EI-35/EI-40/ACC 2/Legal sections
- 6.IT Cell/Record sections/Stock File

Encl

MBA Scheme & Regulations - 2024-25 - Modified

Forwarded / By Order

Section Officer



മഹാത്മാഗാന്ധി സർവ്വകലാശാല, കേരളം
Mahatma Gandhi University, Kerala
महात्मा गांधी विश्वविद्यालय, केरल

MASTER OF BUSINESS ADMINISTRATION (Full-time)

Regulations, Scheme and Syllabus

For affiliated Non-Autonomous Colleges

With effect from Academic Year 2024-25

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1. PREAMBLE

Nomenclature of the Programme: Master of Business Administration (MBA)

1.1 Nature of the Programme

Master of Business Administration (MBA) is a 2-year full-time postgraduate professional programme offered under the semester system. The programme is delivered under the Choice-based Credit and Semester System (CBCSS) with a grading system. The revised curriculum of the MBA will be introduced with effect from the Academic Year 2024-25. The full-time MBA programme is developed after considering the national requirements and best practices in management education, integrated with 21st-century skills. The recommendations in the AICTE model curriculum are also aligned with the new MBA curriculum. The new education policy, the evolving expectations from students, teachers, parents, and other stakeholders, were considered while developing the revised curriculum. Also, prime focus has been given to the outcome-based management education (OBE).

1.2 Programme Educational Objectives (PEOs)

The Programme Educational Objectives (PEOs) implies the broader futuristic performance of the students which will explicitly demonstrate what they can perform through the embodiment of knowledge, skills and attitude attained with the professional studies in the domain of management education. After successful completion of the MBA programme, the graduates will be able:

PEO 1: To extensively contribute towards better management practices with updated technology in India and abroad

PEO 2: To demonstrate astute leadership with a strong ethical background so as to efficiently and effectively manage business amidst of environmental turbulences

PEO 3: To initiate and nurture entrepreneurial ventures with an innovative and creative mindset

PEO 4: To contribute towards the management of non-business sectors and social enterprises with a main focus on the local and regional level.

PEO5: To be self and lifelong learners with strong values and to protect the environment amidst sustainable growth.

1.3 Programme Outcomes

PO1: Application-oriented Knowledge in Domain and Business Environment –

Ability to assimilate knowledge and skills pertaining to the framework of management and apply it to resolve complex problems in the business.

PO2: Analytical & Critical thinking – Ability to examine the business with multi-dimensional and micro-level approach to generate and appraise the data-driven managerial decisions.

PO3: Astute Leadership and Synergy – Ability to demonstrate intelligent leadership and team skills.

PO4: Communication & Creativity – Think creatively and communicate effectively, being adaptive to changing environment to achieve the organizational goals.

PO5: Entrepreneurial Approach – Ability to promote entrepreneurial ventures based on local and regional priorities and requirements aligned with broader objectives

PO6: Social Responsiveness and Ethical Standards –Ability to respond and intervene into the socio-economic environment and explore solutions towards sustainable development and growth of the society with ethical dimensions

PO7: Global Exposure and Cross-Cultural Appreciation–Ability to approach business problems from a global perspective and to be adaptive towards various management practices in different cultural environments

2.ELIGIBILITY AND ADMISSIONS

2.1 Eligibility

- The qualifying degree shall be any Bachelor's Degree of three years duration with not less than 50% marks in the aggregate or a Master's Degree examination with 50% marks in aggregate from Mahatma Gandhi University or any other recognized University. If the Bachelor's Degree is under the grading pattern, the equivalent percentage of marks shall be calculated to ensure that the candidate has secured 50% marks in aggregate. Under any circumstances, it shall be the responsibility of the Director / Principal of the affiliated college to ensure that a candidate is having 50% marks in aggregate in order to become

eligible for admission. Also, the Directors / Principals shall ensure that the candidate has passed the qualifying degree under the 10+2+3 pattern-the UG Degree shall be from a University recognized by Mahatma Gandhi University.

- The students who pass the UG Degree from a university outside the State of Kerala shall remit the prescribed fee towards the recognition of the qualifying degree.
- *The Reservation Rules are applicable as per the Government and University norms in all the affiliated colleges.* For SC/ST students: A pass in any Bachelor's Degree examination is required for SC/ST candidates.

2.2 Admission Procedure

The admission procedure in the affiliated colleges should be based on the norms stipulated by the Admissions Supervisory Committee (ASC). All affiliated colleges are required to prepare the prospectus in accordance with the directives from the Admissions Supervisory Committee (ASC) from time to time. The admissions to the MBA full-time program shall be strictly on the basis of merit as determined by the entrance examinations KMAT Kerala / CMAT / CAT, and Group Discussion and Personal Interview conducted at the institution level.

The rank list shall be prepared by affiliated institutions on the basis of the sum of the following components:

Table 1
Admissions – Components of Rank List

Component	Weight
Entrance Examination Score	80%
Group Discussion	10%
Personal Interview	10%

The application to join the MBA programme in affiliated colleges shall be submitted to the Director / Principal only through online as regulated by ASC Kerala. Based on the score in the entrance test and academic performance in the qualifying examination, candidates shall be short-listed for Group Discussion and Personal Interview. The Group Discussion and Personal Interview shall be conducted by a panel of senior faculty members deputed by the Director/ Principal. The provisional admission memo

shall be issued online by the Director / Principal of the affiliated college. The provisional admission status shall be clearly mentioned in the admission memo, and admissions will be confirmed only after verification by the Admissions Supervisory Committee (ASC- Kerala) and the University. While preparing the rank list, if there are the same index marks for more than one candidate, he/she will be ranked on the basis of actual marks obtained in the qualifying exam. Even after this, if there is a tie, they will be ranked on the basis of date of birth; i.e., the elder person is to be ranked higher. Based on the performance in the entrance examination, group discussion and interview, merit rank list shall be prepared and notified duly signed by the Director/Principal.

The Director/Principal of the affiliated college shall submit the list of admitted candidates along with the rank list to the Admissions Supervisory Committee (ASC- Kerala) on or before the cut-off date. Also, the list of admitted candidates shall be submitted to the university on the next working day after the closing date of admissions as stipulated by All India Council for Technical Education (AICTE) academic calendar. The details of submissions are as follows:

- The list of admitted candidates, along with the rank list, shall be submitted to the Registrar of the university with a copy to the Controller of Examinations.
- The format of submission is presented in Annexure 1 of the MBA Regulations.

3. COURSE DURATION-ACADEMIC AND INTERNSHIP/PROJECT CALENDAR

3.1 ACADEMIC CALENDAR

The academic and exam calendar published by the University should be strictly followed by all affiliated colleges in order to ensure the timely completion of the course, conduct of examinations, internships, project works, and declaration of results. The dates for the Centralized Valuation (CV) Camp will be notified by the university after the completion of the examination. The Directors/Principals of all affiliated colleges can suggest a suitable time period for CV Camps to the Controller of Examinations so that the university can schedule it accordingly. The Directors / Principals shall ensure full participation of faculty members for the timely completion of the CV Camp.

3.2 INTERNSHIP AND PROJECT CALENDAR

The Summer Internship in the first year and the research-based project in the second year are scheduled during the months mentioned in Table 2.

Table2
MBA INTERNSHIP AND PROJECT CALENDAR

Semester	Internship/Project	Duration
S3	Summer Internship	April-May
S4	Research Project	April-May

3.3 DURATION OF THE COURSE

The minimum time period for the completion of MBA Programme shall be two years and the maximum period for securing a pass shall be four (4) years from the date of admission. The Directors / Principals of all affiliated colleges shall provide Course Completion Certificate to the candidates who have completed all courses in the curriculum. The Course Completion passing out ceremony may be conducted by all affiliated colleges during the months of June/July every year.

3.4 PROVISIONS FOR READMISSION

A candidate who discontinued studies during a semester or on completion of a semester of the programme for genuine reasons, with the prior intimation to and permission of the Director / Principal, he/she can be permitted to complete the programme by taking the required number of courses within a maximum period as stipulated by UGC and approved by the University from the date of commencement of the first semester of the programme, provided he/she has not been removed from the rolls by issuing a Transfer Certificate. In all cases of discontinuation and readmissions, candidates must submit an application countersigned by the Director / Principal and obtain the required statutory order for the same from the university. Candidates who are readmitted to repeat a course must follow the then existing syllabus for the said programme and will have no assurance to do the repeat course in the same syllabus which he/she had attempted initially for the course. They need to attend classes along with the new batch of students and should obtain the required percentage of attendance as usual. All there admissions to Programme Structure & Syllabus MBA 2024 shall be granted subject to the fulfillment of the following conditions stipulated by the university

- (a) They should have been promoted to the next higher semester in which they are taking admission.
- (b) They should be admitted in the beginning of the semester.
- (c) They should be able to complete the course within eight semesters from the year of original admission.

4. MBA PROGRAMME SCHEME - CHOICE BASED CREDIT SEMESTER SYSTEM

As per National Policy and academic practices, the University has adopted Credit and grading system for MBA programme with effect from AY 2019-20. The credit and semester system are fine-tuned and implemented from AY2024- 25. Under the Choice based Credit Semester System (CBCSS) students can accumulate prescribed number of Credits to become eligible for the degree. The number of credits with the cumulative grade points earned by the students reflect their level of proficiency attained in the intended outcomes of the course.

The curriculum comprises of courses at three levels:

- ❖ Foundation Courses (FC) (No Credits)
- ❖ Core Courses (CC)
- ❖ Functional Elective Courses (FEC)

Apart from foundation, core, and elective courses, one summer internship and a research-based project are also part of the MBA programme.

- 2-month Summer Internship – At the end of Semester II
- 2-month Research Project–Semester IV

Under the credit system, all core and elective courses are presented in Lecture (L), Tutorial (T), and Practical (P) components as part of contact hours (LTP). Contact hours include work related to Lecture (L), Tutorial (T), Practical(P), and Project (I/P), where the affiliated colleges can exercise flexibility to decide course requirements. The theory course framework is presented with a lecture component only. However, the faculty members who deliver the course can decide on the tutorial and practical elements.

Lecture (L) refers to classroom sessions delivered by a faculty member in an interactive and participatory mode. Tutorial (T) comprises remedial sessions/discussions/self-study/ article or research paper reviews/group

assignments/class seminars with presentations, etc. Practical (P) comprises case study analysis/field work/observation study/software exercises for certain courses/management games/role plays / quizzes, and simulation exercises, etc. It varies from the nature of each course in different semesters. The prescribed syllabus for a course is presented in modules and a number of units within a module, with an overall indication for instructional hours. The Directors / Principals of the affiliated colleges shall strictly follow the instructional hours in order to ensure the timely completion of the syllabus. One credit is equal to 15 hours, and as such, all 3 credit courses should be delivered with 45 contact hours, out of which 30 is for class work. The remaining 15 hours are for learning and evaluation.

4.1 Foundation Programme

It is imperative to provide a foundation programme for the MBA aspirants since the professional course in management is meant for students from different disciplines. It is recommended to conduct the foundation programme in all affiliated colleges based on the course contents prescribed by the University. The foundation program consists of seven (7) courses with a specific number of hours allotted for completion. The Principal / Head of the Department shall allocate the courses in the foundation programme to Regular/ Guest Faculty Members.

The framework for the foundation programme is presented in Table 3.

Table 3
List of Foundation Courses

Course Code	Course Title	Category	L	T	P	I/P	Sessions	Marks		
								CIE	ESE	Total
24MB FC01	Introduction to Management	Foundation	7	0	0	0	7	40		40
24MB FC02	Quantitative Foundation	Foundation	5	0	0	0	5	40		40
24MB FC03	Fundamentals of Economics	Foundation	5	0	0	0	5	40		40
24MB FC04	Fundamentals of Accounting	Foundation	7	0	0	0	7	40		40
24MB FC05	Introduction to Case Methodology	Foundation	4	0	0	0	4	40		40

24MB FC06	Introduction to Business Research & Projects	Foundation	5	0	0	0	5	40		40
24MB FC07	General Orientation Programme (GOP)	Foundation	15	0	0	0	15			
			48				48	240		240

Suggested areas in the General Orientation Programme (GOP) are:

1. Goal Setting
2. Mind Setting & Attitude Formation
3. Self-discipline and Professionalism
4. Leadership & Synergy
5. Group Discussion & Presentation Skills
6. Self-Learning
7. Understand the Course Plan

For the Foundation Programme, a maximum of 48 hours is allotted (6 hours per day × 8 days). All affiliated colleges are required to complete the foundation programme within the stipulated time. The Principal/Head of the Department shall ensure the completion of the foundation program with an element of internal evaluation. The evaluation of the foundation courses shall be conducted internally through the appropriate modes. The suggested evaluation modes are:

- (a) Written tests
- (b) Q & A sessions
- (c) Quizzing
- (d) Presentations

The documents pertaining to the foundation program (Schedule, Content, and Evaluation) are to be prepared and kept by the Director / Principal of the affiliated college. On successful completion of the foundation courses by the candidates, the Director / Principal of the affiliated college shall issue a certificate showing the completion of the foundation programme in MBA.

4.2 Core Courses

There are 18 core courses in the MBA programme over 4 semesters. Core courses provide multi-disciplined domain knowledge and skills at the basic and working level

to the participants. These core courses lay a strong foundation for management concepts, which can be further studied in depth during the elective phase.

Table 4

Semester I Core Courses

Course Code	Course Title	Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB01 CC01	Management Concepts & Organizational Behaviour	Core	3	0	0	0	3	3	40	60	100
24MB01 CC02	Business Communication	Core	3	0	0	0	3	3	40	60	100
24MB01 CC03	Managerial Economics	Core	3	0	0	0	3	3	40	60	100
24MB01 CC04	Accounting for Management	Core	4	0	0	0	3	4	40	60	100
24MB01 CC05	Quantitative Methods	Core	4	0	0	0	3	4	40	60	100
24MB01 CC06	Legal Environment of Business	Core	3	0	0	0	3	3	40	60	100
24MB01 CC07	Environment & Disaster Management	Core	3	0	0	0	3	3	40	60	100
Total			23	0	0	0	21	23	280	420	700

Table 5

Semester II Core Courses

Course Code	Course Title	Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB02 CC08	Financial Management	Core	3	0	0	0	3	3	40	60	100
24MB02 CC09	Marketing Management	Core	3	0	0	0	3	3	40	60	100
24MB02 CC10	Human Resource Management	Core	3	0	0	0	3	3	40	60	100
24MB02 CC11	Operations Management	Core	3	0	0	0	3	3	40	60	100
24MB02 CC12	Management Science	Core	3	0	0	0	3	3	40	60	100
24MB02 CC13	Management Information System & Cyber Security	Core	3	0	0	0	3	3	40	60	100

24MB02 CC14	Business Research Methods	Core	3	0	0	0	3	3	40	60	100
24MB02 CC15	Entrepreneurship Development	Core	3	0	0	0	3	3	40	60	100
24MB02 CC16	Comprehensive Viva I	Core					4			100	100
Total			24	0	0	0	28	24	320	580	900

Table 6
Semester III Courses

Course Code	Course Title	Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB03 CC17	Big Data & Business Analytics	Core	3	0	0	0	3	3	40	60	100
24MB03 CC18	Indian Knowledge System & Indian Ethos	Core	3	0	0	0	3	3	40	60	100
	Functional Elective 1	FEC	4	0	0	0	4	4	40	60	100
	Functional Elective 2	FEC	4	0	0	0	4	4	40	60	100
	Functional Elective 3	FEC	4	0	0	0	4	4	40	60	100
	Functional Elective 4	FEC	4	0	0	0	4	4	40	60	100
24MB03 SI01	Summer Internship					4	4		40	60	100
Total			18	0	0	4	26	18	280	420	700

Table 7
Semester IV Courses

Course Code	Course Title	Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB04 CC19	Strategic Management	Core	3	0	0	0	3	3	40	60	100
	Functional Elective 1	FEC	4	0	0	0	4	4	40	60	100
	Functional Elective 2	FEC	4	0	0	0	4	4	40	60	100
	Functional Elective 3	FEC	4	0	0	0	4	4	40	60	100
	Functional Elective 4	FEC	4	0	0	0	4	4	40	60	100
24MB04 CC20	Comprehensive Viva II						4			100	100
24MB04 RP01	Research Project	P				4	4		40	60	100
Total			18	0	0	4	27	18	240	460	700

4.3 Elective Courses

Elective courses are to be conducted under the Lecture(L), Tutorial(T), and Practical(P) – LTP pattern. A student has to complete 4 elective courses in Semester III and 4 elective courses in Semester IV as part of their specialization in MBA.

4.3.1 Elective Option

A student should opt 2 Elective streams. From each stream, 2 Courses in 3rd Semester & 2 Courses in 4th Semester should be completed by a student.

Choice of Elective Area

A candidate is expected to select the functional domains based on the following criteria:

- i) The choices shall be based on the preference, skills, and aptitude of the student.
- ii) The availability of Faculty Members specialized in different functional domains in the affiliated colleges and the required infrastructure.
- iii) Job market realities and opportunities in a functional area

The final decision pertaining to offering the specialization choice in the functional domains shall be made by the Director / Principal of the affiliated colleges.

The following domains of functional specializations are offered by the University in the third and fourth semesters.

Table 8
Functional Electives

Sl. No.	Functional Elective Domains (FE)
I	Finance
II	Marketing
III	Human Resources Management
IV	Operations Management
V	Business Analytics

Table 9
Functional Elective – Finance

Course Code	Course Title	Semester & Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB03 FE01	Security Analysis & Portfolio Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE02	Financial Derivatives & Risk Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE03	Banking & Financial Services	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE04	Corporate Taxation	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE05	Project Risk Evaluation & Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE06	Behavioural Finance	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE07	International Finance & Forex Management	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE08	Management of Financial Service	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE09	Rural Economy & Micro Finance	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE10	Strategic Financial Management	S4-FEC	4	0	0	0	4	4	40	60	100

Table 10
Functional Elective - Marketing

Course Code	Course Title	Semester & Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB03 FE11	Sales Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE12	Retail Business Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE13	Services Marketing	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE14	Digital & Social Media Marketing	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE15	Integrated Marketing Communication	S3-FEC	4	0	0	0	4	4	40	60	100

24MB04 FE16	Product & Brand Management	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE17	Marketing Analytics	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE18	Consumer Behaviour	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE19	Agriculture Business & Rural Marketing	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE20	Marketing Research	S4-FEC	4	0	0	0	4	4	40	60	100

Table 11
Functional Elective – Human Resources Management

Course Code	Course Title	Semester & Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB03 FE21	Training & Development	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE22	Performance & Talent Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE23	Organizational Change & Transformation	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE24	Compensation Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE25	Global Human Resource Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE26	Mentoring Coaching & Management Consulting	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE27	Industrial Relations & Labour Laws	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE28	Counseling Skills for Managers	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE29	Human Resources Information System	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE30	Leadership for Managerial Performance	S4-FEC	4	0	0	0	4	4	40	60	100

Table 12
Functional Elective – Operations Management

Course Code	Course Title	Semester & Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB03 FE31	Supply Chain Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE32	Total Quality Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE33	Project Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE34	World Class Manufacturing	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE35	Services Operations Management	S3-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE36	Industrial Safety & Occupational Health	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE37	Global Operations & Logistics Management	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE38	Maintenance Management	S4-FEC	4	0	0	0	4	4	40	60	100
24M04 FE39	Materials and Purchase Management	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE40	Advanced Operations Research	S4-FEC	4	0	0	0	4	4	40	60	100

Table13
Functional Elective – Business Analytics

Course Code	Course Title	Semester & Category	L	T	P	I/P	Credits	Sessions	Marks		
									CIE	ESE	Total
24MB03 FE41	Database and Data Mining Applications in Business	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE42	Python Programming for Business	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE43	Data Visualization Using Tableau	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE44	Introduction to Big Data & Cloud Computing	S3-FEC	4	0	0	0	4	4	40	60	100
24MB03 FE45	Artificial Intelligence in Business Applications	S3-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE46	Social media, Web and Text Analytics	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE47	Financial Modeling & Predictive Analytics	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE48	Strategic Business Analytics	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE49	Business Analytics using R	S4-FEC	4	0	0	0	4	4	40	60	100
24MB04 FE50	Industry 4.0 and Internet of Things	S4-FEC	4	0	0	0	4	4	40	60	100

4.4 Viva Voce

The MBA Programme has a comprehensive external viva-voce as part of the curriculum. Course viva-voce is considered as a full-credit course in semesters 2 and 4. A panel of not less than two (2) external examiners from the affiliated colleges shall conduct the course viva-voce. The guidelines for the course viva-voce and evaluation format are included in Annexure No. 2.

For Research Project (Semester IV), viva-voce shall be conducted by not less than two (2) external examiners from the affiliated colleges. The guidelines for the project viva is included in Annexure No. 4.

4.5 Summer Internship

All candidates are required to undertake an internship of 2 months duration during semester 2. For details of the Summer Internship guidelines, refer to Annexure No. 3.

4.6 Research Project

A research-based dissertation is compulsory for all candidates at the beginning of semester 4 during the months of April and May. The guidelines pertaining to the Research project are included in Annexure No. 4.

Table 14
COURSE SUMMARY

Semester	Course Details	Total Marks for Continuous Internal Evaluation (CIE)	Total Marks for End-Semester Evaluation	No. of Credits
I	Foundation Courses-7 Core Courses - 7	280	420	21
II	Core Courses - 8 Comprehensive Viva-1	320	580	28
III	Core Course-2 Elective Courses- 4 Internship - 1	280	420	26
IV	Core Course - 1 Elective Courses - 4 Research Project-1	240	460	27
Total Marks & Credits		1120	1880	102
Grand Total of Marks		3000		
Total Credits		102		

5. Teaching, Assessment, and Evaluation

In the Credit system, the emphasis is on the hours put in by the learner and not on the workload of the teacher. Each credit can be visualized as a combination of 3 components, viz. Lecture(L)+Tutorials(T)+Practical(P) i.e. LTP Pattern.

5.1 Teaching Methods

Since the MBA Programme is a professional course, the teaching methods shall be carefully designed at the institutional level. The teaching methods in the MBA programme ideally include the following components: (This is not comprehensive, and Faculty Members are free to design appropriate teaching methods.)

Table 15
Teaching Methods

Lectures in Interactive Mode (Video Lectures, Online Sessions)	Practical Illustrations & Simulations, Management Games
Case Studies	Role Plays
Quizzing	Class Seminars & Presentations

5.2 Grading System

Indirect Grading System

The grading system for affiliated non-autonomous MBA colleges was introduced in 2019. The present grading pattern is fine-tuned to scientifically set the grade points.

When the performance displayed by the examinees is first assessed in terms of marks and subsequently transformed into letter grades by using different modes, it is called, '*Indirect Grading.*' The grading system followed is that of an Indirect and Absolute Grading System on a ten-point scale for the MBA programme, i.e. the assessment of individual courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by a defined mechanism 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. The conversion of the marks to the grade will be performed in the university only. The grading pattern is presented in Table 16.

Table 16
Grade and Grade Points

Grades	Grade Point (GP)	% of Total Marks obtained in the course
S	10	90% and above
A+	9.0	85% and above but less than 90%
A	8.5	80% and above but less than 85%
B+	8.0	75% and above but less than 80%
B	7.5	70% and above but less than 75%
C +	7.0	65% and above but less than 70%
C	6.5	60% and above but less than 65%
D	6.0	55% and above but less than 60%
E	5.5	50% and above but less than 55%
F (Fail)	0	Below 50% (CIE + ESE) or Below 40% for ESE
Ab	0	Could not appear for the end semester examination but fulfills the eligibility criteria

Table 16 A
SGPA/CGPA and Grades

SGPA/CGPA Range	Grade
>9 and <=10	S
>8.5 and <=9	A+
>8 and <=8.5	A
>7.5 and <=8	B+
>7 and <=7.5	B
>6.5 and <=7	C+
>6 and <=6.5	C
>5.5 and <=6	D
5.5	E

Percentage of marks = SGPA/CGPA * 10

5.3 Assessment and Evaluation

The evaluation of students comprises continual evaluation at the institutional level and comprehensive evaluation by the University.

5.3.1 Continuous Internal Evaluation (CIE)

Continuous Evaluation or internal assessment shall be conducted throughout the semester. It shall be based on internal examinations and various components as decided by the Faculty Member who is handling the course. The following components are suggested for continuous evaluation. However, the Faculty Members are free to include any appropriate component with prior permission from the Head of the Department/ Director/ Principal.

Table 17
Components of Continuous Evaluation

Internal Examinations Written Examinations – Open Book Exams, Question & Answer Sessions–Online Exams – Spot Tests	Individual Assignments– Problem-Solving Group Assignments Class Seminars Case Study/Caselet Analysis and Presentation
Roleplays–Management Games–Story Telling	Software Exercises–Soft Assignments
Internal Viva-voce – Quizzes – Group Discussions– Interview with Industry Experts	Book Reviews– Article/Research Paper Reviews
Field Visits–Industrial Visits–Study Tour– Observation Study(with brief Reports)	Newspaper Reading

Continuous evaluation shall be completed in a transparent and justifiable manner. The purpose of continuous evaluation is to facilitate the learner/participant to achieve learning outcomes. Faculty Members in all affiliated colleges are required to conduct internal assessments strictly in compliance with the university-prescribed criteria. In case of underperformance by the candidates in any components due to various reasons, remedial measures shall be taken by the Faculty Member so that the student will be transformed by the time of award of continual assessment marks. Head of the Department / Director Principal of the Institution should

ensure that no candidate is getting intimidated during continual evaluation in all semesters. Any complaint/grievance by the students pertaining to internal assessment shall be submitted to the Grievance Committee in the college, and appropriate measures shall be taken by the Director/Principal for resolving the grievance. Faculty Members also can complain against the disobedience/mistrust / negative attitude etc. from the student's side to the Head of the Department / Director / Principal. All processes in this regard shall be completed before the publication of internal assessment marks. The Faculty Members, at the end of the semester, shall submit the continual evaluation marks in the prescribed format to the Director / Principal (Annexure 5). The Director /Principal shall publish the continual internal evaluation marks. The Faculty Members are required to keep in safe custody a record of internal assessment marks duly signed by the faculty member and countersigned by the Director/Principal. The Director/Principal shall publish the continual evaluation marks 5 days before the commencement of university examinations. After resolving the complaints/grievances, if any, the continual evaluation document shall be submitted to the University through uploading the file as required before the end of university examinations (Annexure 6). This is to facilitate uniformity in the internal evaluation process. There is no separate minimum mark for continual internal evaluation. The distribution of continual evaluation shall be as follows:

Table 18
Criteria for Continual Evaluation

Sl. No.	Components of Continual Evaluation	Marks	Percentage
1.	Test Papers (Subject to a Minimum of 2 tests including a model exam for each course)	18	45%
2.	Assignments - Other Components	16	40%
3.	Class Participation, Punctuality, Discipline	6	15%
Total		40	100

5.3.2. End Semester Evaluation (ESE)

A candidate is required to score a grade point of 5.5 with grade E for a pass in a course.

If a candidate fails to score 40% marks in the ESE or 50% of marks when ESE & CIE combined together will not get the minimum grade point for pass for a course (ie 5.5 grade point with grade E) . A minimum SGPA of 5.5 with Grade E is required for a pass in the semester.

The candidates who scores F grade Or Absent (Ab) for a course in the end semester examination shall be required to reappear for a supplementary examination for that particular course, which will be conducted along with the regular end-semester examination in the following academic year.

Immediately after the publication of the results of the regular examinations in the third and fourth semester, special supplementary examinations will be conducted for the candidates who scores F grade Or Absent (Ab). **Special Supplementary Examination shall be conducted for regular students only.**

Provisions for Revaluation with Scrutiny

For all the courses candidates can apply for revaluation with or without scrutiny. The online application for revaluation and scrutiny shall be submitted within 15 days of the publication of the results.

Calculation of Grade Points, SGPA & CGPA

Calculation of SGPA/CGPA: Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) are calculated as follows.

$SGPA = \frac{\sum(C_i \times G_{P_i})}{\sum C_i}$, where 'C_i' is the credit assigned for a course and 'G_{P_i}' is the grade point for that course. Summation is done for all courses specified in the curriculum of that semester.

The failed and incomplete courses shall also be considered in the calculation.

CGPA = $\Sigma(C_i \times G_{P_i}) / \Sigma C_i$, where 'C_i' is the credit assigned for a course and 'G_{Pi}' is the grade point for that course. Summation is done for all courses specified in the curriculum up to that semester for which the 'CGPA' is needed. Here the failed courses shall also be accounted.

SGPA and CGPA shall be rounded off to the nearest two decimal points.

5.3.3 Semester Promotion

Candidates for the MBA Degree shall be eligible to undergo the courses of study in the next semester and appear for the examination of that semester, irrespective of the results of the examinations of the previous semester, provided they have completed all the requirements of attendance, payment of all fees due to the University and Institution, and registration for the examinations in the earlier semesters.

6. End-Semester Evaluation and Examinations

The End Semester Evaluation (ESE) is conducted by the affiliated University through the written examinations. The norms and guidelines towards the end semester evaluation, model of question papers, preparation of question bank, and valuations of answer scripts are delineated in this section.

6.1 Exam Calendar

The University shall prepare the examination calendar in consultation with the Directors and Principals of affiliated colleges every year. The tentative calendar with months of examinations is presented in Table 19.

Table 19
Time Period for End Semester Examinations

Semester	End Semester Examination Time Period
I	First Week of January
II	Second Week of July
III	First Week of December
IV	First Week of June

6.2 Viva-voce Calendar

Table 20
Time Period for Comprehensive Viva-voce

Semester	Comprehensive Viva-voce Time Period
II	July
IV	June

6.3 University Examinations

The rules and regulations for the end-of-semester University examinations are included in this section.

6.3.1 Question Bank & Question Paper Generation

A question bank for all theory courses exams is required to be prepared by the University, with the contribution from the faculty members of all affiliated colleges. The Directors and Principals of affiliated colleges are required to instruct their faculty members to prepare a model question bank for their respective allocated courses in all semesters. The internally prepared question bank can be used for conducting the continual internal evaluation (CIE) examinations, and the college can contribute the questions to the University question bank.

The University is required to appoint Subject Right Owners (SROs) for all courses included for end-of-semester examinations. The Subject Right Owners (SROs) shall upload the questions to the portal within the stipulated time period. SROs can collect the questions from all affiliated colleges and edit the same towards quality check, if required, to make it eligible for entry to the question bank portal. The SROs shall also prepare and check the blueprint of the question bank in terms of the percentage of marks from each module mentioned in the course syllabus. The SROs shall submit an undertaking to the Convenor of the Question Bank Committee with respect to compliance with the course-level requirements.

The University is required to appoint a committee for the question bank every year at the beginning of the Academic Year with the following members:

- (i) A Convenor for the Question Bank Committee – The convenor should have a Ph.D. qualification with more than 10 years of teaching experience in MBA.
- (ii) Five Members from the senior teachers who specialize in different functional areas – one each from Finance, Marketing, HRM, Operations, Business Analytics, and Sectoral Specializations. The five members should have a Ph.D. qualification with more than 7 years of teaching experience in MBA.
- (iii) One External Expert from outside Mahatma Gandhi University as a consultant and observer
- (iv) The Subject Right Owners (SROs) should have a minimum of 5 years of teaching experience in MBA.
- (v) The Convenor, Senior Faculty Members and SROs should have MBA qualification with the mandatory years of experience in teaching MBA students.

A meeting of the question bank committee (online/offline) shall be conducted to check the quality of the questions in terms of Bloom's Taxonomy levels and other parameters of student evaluation. The senior faculty members of the question bank committee shall check the question bank for all courses in their functional area to ensure the quality of the same. The Convenor of the Question Bank Committee shall send the completion report to the Controller of Examinations before the commencement of the university exams.

6.3.2 University Evaluation

The following rules are to be strictly followed by the affiliated colleges for the timely completion of answer script valuation and publication of the results.

- (i) Continual Internal Evaluation (CIE) Marks** – The Directors / Principals of the affiliated MBA colleges shall strictly follow the norms stipulated for internal marks submission by the faculty members and the publication of the same for the students' information. The internal assessment marks of all courses shall be uploaded by the concerned faculty members to the university portal after careful verification. The Examination Monitoring Cell (EMC) Convenor in the affiliated colleges shall verify the entries with the original internal assessment sheet published by the college and inform the Director / Principal. The Director / Principal of the institution should check the marks entered in the portal and forward the same to the University. A soft copy of the internal assessment sheet, duly signed by the Head of the Department and the Director / Principal with the name and college seal, shall be submitted to the concerned University section in PDF.
- (ii)** In the case of application-oriented courses, due weightage shall be given for practical components in continuous assessment.
- (iii) Valuation of Answer Scripts** – There shall be a single valuation of answer scripts of the end semester examinations by the additional examiners duly appointed by the University, followed by the chief valuation.
- (iv)** All other rules and regulations of the University are to be strictly followed for the evaluation of the answer scripts. The remuneration for preparing the scheme and answer key, remuneration for Additional and Chief Examiners and the Chairperson shall be governed by the University rules and regulations from time to time.

7. Academic Administration in Affiliated Colleges

7.1 Registration and Attendance Norms

- ❖ Every candidate should register for all subjects of the end-semester examinations of each semester. A candidate who does not register will not be permitted to attend the end-of-semester examinations. He/she shall not be permitted to attend next semester.
- ❖ No student shall be allowed to appear for the University examinations (written and viva-voce), if he/she has not secured 75% attendance for each course. In this regard, it is required to note that prior application and subsequent sanction of leave will not be considered as presence. Under any circumstances, the Director/Principal shall be the final authority to decide upon the requests made by the candidate to condone the absence due to genuine reasons, such as a medical case. In such cases, the candidate has to undergo special/remedial sessions and complete all academic requirements in order to become eligible to appear in university exams.

7.2 Faculty Advisory System

- ❖ All candidates who are provisionally admitted to the MBA Programme, shall be assigned to a **Faculty Advisor** who shall advise him/her about academic courses, Teaching learning process, self-development, choice of specialisation, career focus, and other required aspects for the holistic development and transformation of the candidate into a management professional.

7.3 Course Plan

- ❖ In the beginning of every semester, all teachers are required to submit their course plan to the Head of the Department/Director/Principal. The course plans shall be prepared with utmost care after considering the semester duration, holidays, non-academic endeavours of the college, and other relevant aspects. The course plans should ideally include the following elements/sections (not comprehensive) shown in Table 27. A soft copy of all evaluated course plans is to be provided to all participants before the commencement of classwork during all semesters.

Table 21
Components of the Course Plan

1.	Title of the Course, Semester, Course Code, Level of intended knowledge, Course Facilitator
2.	Brief Description of the Course
3.	Course Objectives
4.	Course Outcomes-Related Program Outcomes-CO-PO Matrix
5.	Session Plan with provision for Backlogs and Additional Sessions with Dates
6.	Assignment Plan with date of Submission and Statement of Evaluation
7.	Pedagogy for the Course-Elements
8.	Learning Resources
9.	Instructions to the Participants
10.	End Report Format- To be submitted to the Director/Principal after the completion of the course

7.4 Academic Review

- ❖ The academic progress and teaching learning process shall be reviewed by the Director / Principal during Class Committee Meetings. (Refer Class Committee section). The Representatives of Students in Class Committee shall inform HOD / Director/Principal about the progress in teaching learning and also the problems that may occur during the conduct of the course.
- ❖ All document pertaining to Academics shall be maintained by the Head of the Department, under the supervision of the Director/Principal. The documents shall be produced on demand during inspection by the University.
- ❖ All academic-related works, including continual evaluation and remedial measures, shall be completed before the last working day in a particular semester.

7.5 General Instructions

- Academics and Academic Administrations shall be entrusted fully to the Director/ Principal and the Faculty Council. The Faculty Council consists of the Director / Principal and all Faculty Members. Periodic meetings of the Faculty Council are to be convened by the Director / Principal, and proper minutes shall be maintained. The Secretary of the Faculty Council (a full-time faculty member) shall prepare the

minutes. The Management Representative may also attend the meeting periodically and ensure effective administration of the professional course in management.

- Grievance Committee, as per statutory requirements, is to be constituted in all affiliated colleges. The complaints from the students and Faculty Members are to be resolved through deliberations. The online portal for submission of grievances shall be available on the website of the college. The Director / Principal of the affiliated college shall initiate grievance redressal procedures and resolve the complaints raised by the students, faculty members, and staff members.
- Library Hours are to be compulsorily allocated in the regular timetable of the Institution. The teachers are expected to motivate the participants and ensure quality library reference by the students throughout the MBA Programme.
- Internet connectivity and Wi-Fi facilities are to be provided to students as per AICTE norms.
- It is the responsibility of the Management to ensure that a conducive environment exists for the effective teaching and learning process. All issues pertaining to the administration of the college are to be deliberated and resolved in Governing Body Meetings and Advisory Board Meetings.
- All mandatory requirements stipulated by the All-India Council for Technical Education (AICTE) and the Government and its agencies are to be strictly implemented by the affiliated MBA Colleges. The Director / Principal shall constitute all statutory committees based on the norms stipulated by AICTE/UGC/ Affiliated University. The meetings of the statutory committees shall be conducted periodically, with minutes.

7.6 Class Committee Functions

The Director / Principal shall constitute and notify a Class Committee for each batch at the beginning of every semester. This Committee shall be in existence through out for the concerned semester. The structure of the Class Committee shall be as follows:

- Chairperson-Director/Principal of the affiliated college
- HOD/Class Coordinator
- Faculty Member

- Four (4) students out of which two shall be ladies – Two (2) students should be designated as Chief Coordinators and the other two Assistant Coordinators.

There should be at least two meetings of the class committee every semester. It shall be the responsibility of the Head of Department / Director / Principal to convene Class Committee meetings and discuss academic and co-curricular matters. The functions of Class Committee are the following:

- To review periodically the progress and conduct of students in the class.
- To ensure syllabus coverage within the stipulated time
- To discuss any academic problems/matters related to any course in any semester.
- Maintain strict vigil Against Ragging.
- Any other relevant issues related to the conduct of the MBA Programme at the Institution

The Minutes of Class Committee Meetings are to be maintained in safe custody by the Head of the Department / Academic Head, duly signed by the HOD and the Director / Principal.

7.7 Examination Monitoring Cell

The Director / Principal shall constitute an Examination Monitoring Cell (EMC) at the college level at the beginning of every academic year for the conduct and supervision of all examinations, especially the internal examinations. The Exam Monitoring Cell shall be headed by a Faculty Member, with a minimum of 2 years' experience in teaching MBA as Convener, and the Cell shall consist of a minimum of two Faculty Members, including the Convener, and one member shall be a lady. A clerical staff member having computer skills shall be assigned to assist the Examination Monitoring Cell.

The following are the responsibilities of the Examination Monitoring Cell:

1. Schedule and conduct all internal examinations – EMC has to notify all internal examinations as per the schedule decided by the faculty council from time to time. The internal exam schedule has to be notified in advance, duly signed by the EMC Convener and the Director/ Principal.

2. To coordinate various forms of students' applications related to examinations to the University.
3. To make all arrangements for the examinations.
4. To Act as the Examination Squad to keep a vigil on all internal and University Examinations – EMC Members have to act as a Squad for preventing malpractices in internal examinations. Any form of malpractice has to be reported to the Director / Principal immediately, and appropriate disciplinary action shall be initiated.
5. To receive any complaints from students regarding issues like out-of-syllabus questions, printing mistakes, etc., of the end semester examinations. Cell shall investigate these complaints and, if necessary, forward the same to the university with specific comments.
6. To receive complaints from students regarding internal examinations, award of marks, and any allegation of victimization. The Cell shall enquire about such incidents and give a report to the Director/ Principal for necessary action.
7. To coordinate the timely submission of Summer Internship / Research Project Reports to the University as soft copies.
8. To function as a wing of the University Office of Controller of Examinations at the Institution, to coordinate the evaluation of internal examination answer scripts and the publication of marks under the supervision of the Director / Principal.
9. EMC Convenor shall function as Assistant Superintendent of Examinations under the supervision of the Chief Superintendent (Director / Principal). The Chief Superintendent can delegate authority to the Assistant Superintendent in his/her absence during the examinations through written communication.

GROUP DISCUSSION & PERSONAL INTERVIEW SCORESHEET - RANKLIST

Name of the College:

[illegible]



Mahatma Gandhi University, Kerala
മഹാത്മാഗാന്ധി സർവ്വകലാശാല, കേരളം
महात्मा गांधी विश्वविद्यालय, केरल

COMPREHENSIVE COURSE VIVA-EVALUATION
SHEET S2/S4
Name of the College

PRN	Name of the Candidate	Subject Knowledge	Communication Skills	Total marks
		75	25	100
ExternalExammer1				
ExternalExaminer2				
		Certified that all entries are verified with no errors		
		Counter Signed by Chairperson		

MASTER OF BUSINESS ADMINISTRATION – FULLTIME SUMMER INTERNSHIP & INDUSTRY ANALYSIS (SIIA)

During the second semester, all students will have to undertake an internship with industrial analysis. The Summer Internship carries 100 marks with 4 credits. This internship and analysis of industry is expected to provide the participants with elements of experiential learning pertaining to managerial functions. The following are the objectives of the Summer Internship and Industry Analysis:

1. To provide practical insight to MBA students in managerial functions and processes.
2. To provide short-term training on managerial skills and application of management concepts
3. To analyse an industry by using standard procedure and understand the status of the business

SUMMER INTERNSHIP

The Summer Internship is envisaged to provide the participants with practical knowledge in managerial functions and processes. The purpose is to expose the MBA participants to the business world and make them understand how various managerial functions are performed in an organisation. The students are expected to gain practical insights into the application of various management concepts in an organisation.

- ❖ The students will have to undergo a Summer Internship in any reputed organisation where they can get practical experience in various functional areas of Management. The affiliated colleges will have to ensure that the students undergo a summer internship in an organization worth doing an internship in management. The organisations from either the manufacturing or services sectors may be selected by the students for an internship and subsequent industry analysis. PSUs, Organisations in Co-operative Sector, SMEs, Private and Public Limited firms may be selected for the project. The students can pursue their internship across India or abroad within the stipulated time period.

- ❖ The students may give more importance to the functional areas where they plan to specialize in the second year during the Summer Internship.

INDUSTRY ANALYSIS

The Industry Analysis is to be carried out preferably in the same industry where the selected organization does its business. Industry Analysis is a market assessment tool used by businesses and analysts to understand the competitive dynamics of an industry. The profile of the industry has to be carefully analysed by the participants so that the current position and future trends can be ascertained. An Industry Analysis Report must be prepared and submitted by the students in the prescribed format by strictly following the guidelines. The suggested chapters / sections in the Summer Internship and Industry Analysis Report are presented in Table 1.

Table1

Sl. No.	CHAPTERS
01.	Introduction-An Overview of the Industry Brief History of the Industry Business Process of the Industry Market Demand and Supply-Contribution to GDP - Revenue Generation Level and Type of Competition-Firms Operating in the Industry Prospects and Challenges in the Industry Key Drivers of the Industry Stalwarts in the Industry
02.	Industry Analysis -Porter's 5 Forces Model/SWOT Analysis/ Environment Scanning (PEST Analysis)/Camels' Analysis (For Banking)
03.	Internship Outcome Observations by the Candidate about the Organisation Specific Learning Outcome
04.	Findings -Summary of Findings-Critical Observations by the Candidate about Industry and Organisation
Bibliography Annexures	

- ❖ The Summer Internship is to be scheduled during April-May every year for a period of 60 days.

GUIDELINES FOR REPORT SUBMISSION AND EVALUATION

- The candidates shall submit periodic working reports through email to the Faculty Guide in the Institution and the External Guide, if any in the Industry/Organisation. Periodic reviews and discussions are compulsory and Faculty Guides are required to submit brief periodic reports to the HOD / Director / Principal. The HOD / Class Coordinator shall submit a Report to the Director / Principal, specifically showing whether the learning outcome through the Summer Internship and Industry Analysis is satisfactory / not satisfactory.
- The Summer Internship Report shall be typed in “Cambria” font by using 12 font size with 1.5 spacing. All chapter headings shall be in font size 14 in bold. All main headings shall be in font size 12 in bold, and all sub-headings are to be in 12 font size. The cover page of the Report shall be in white with colour / black & white printing with the college emblem.
- **Summer Internship Internal Evaluation & Report Submission**
 - The candidates are required to submit a *soft copy* of the draft report of the Summer Internship to the Faculty Guide before the cut-off date.
 - Faculty Guides, after corrections and required changes, shall direct the candidates to submit the Report in the prescribed format as a single PDF File with all certificates enclosed.
 - The internal marks (out of 40) are to be awarded through a brief presentation of the internship report by the candidate before a panel of not less than two examiners appointed by the Director / Principal.
 - The Director / Principal shall verify all Reports submitted by registered candidates and forward the soft copies (in PDF) of the same to the Chairperson of the Board of Examiners along with the internal mark list, duly signed by the HOD / Class Coordinator and the Director / Principal.
 - The candidates are also required to take one hard copy of the Summer Internship Report with Project completion certificates from the Organisation and the College. The hard copy of the Report has to be signed by the Faculty Guide and the Director/ Principal.

- **Summer Internship Report Evaluation**

- The Chairperson of the Board of Examiners shall distribute the soft copies to senior external examiners for valuation during the CV Camp of S3 MBA.
- The external examiners shall complete the valuation of the summer internship reports allotted to them and submit the mark lists in the prescribed formats to the Chairperson of the Board of Examiners in S3 MBA.
- The Chairperson shall countersign all mark lists and forward the same to the University.
- The evaluation of the Summer Internship Report shall be based on the criteria given in the evaluation format.

SUMMER INTERNSHIP & INDUSTRY ANALYSIS - MBA

Reg. No.	Name of the Candidate	Overview of the Industry	Industry Analysis	Internship Report	Overall Learning Outcome	Project Presentation & Communication Skills (Internal)	Total Marks
		20	30	5	5	40	100
Director / Principal		Additional Examiner				Countersigned by Chairperson	

SUMMER INTERNSHIP & INDUSTRY ANALYSIS - MBA

Name of the College:

PRN	Name of the Candidate	Overview of the Industry	Industry Analysis	Internship Report	Overall Learning Outcome	Project Presentation & Communication Skills (Internal)	Total Marks
		20	30	5	5	40	100
Director/Principal		Additional Examiner				Counter signed by Chairperson	

SUMMER INTERNSHIP - Internal Valuation

Name of the College

PRN	Name of the Candidate	Internship Presentation	Communication Skills	Total marks
		30	10	40

ExternalExamner1

External Examiner 2

Counter Signed by Chairperson

Certified that all entries are verified with no errors

Director/Principal

MASTER OF BUSINESS ADMINISTRATION – FULLTIME RESEARCH PROJECT

At the end of the fourth semester, all students will have to undertake a Research Project. The research project is a problem-centered study in management where the students are expected to follow the basic process of research. A specific managerial problem from any industry/firm shall be selected by the candidate in consultation with the Faculty Guide. The candidate can select any area of specialisation for the research project. The following are the objectives of the Research Project:

1. To provide basic insights into the process of research in management.
2. To provide practical experience in identifying a managerial problem in any industry and carrying out a study
3. To provide basic knowledge in data collection, processing, analysis, and report writing using appropriate methodology.

The suggested chapters/sections in the Research Report are represented in Table 1.

Table 1

Sl. No.	CHAPTERS
01.	Introduction–Statement of the Problem Background of Study Statement of the Problem Relevance & Scope of the Study Objectives of the Study
02.	Review of Literature An Overview of Earlier Studies Uniqueness of Research Study
03.	Methodology of the Study Research Approach and Design Sources of Data Sampling Design–Reliability & Content Validity Data Analysis Tools Report Structure Limitations of the Study
04.	Data Analysis, Interpretation and Inference
05.	Findings of the Study
06.	Conclusions
Bibliography Annexures	

- ❖ The Research Project has to be carried out for a period of 2 months during April and May every year. This period is inclusive of problem formulation, discussions, survey, data analysis, and report writing.

GUIDELINES FOR REPORT SUBMISSION AND EVALUATION

- The candidates shall submit periodic working reports through e-mail to the Faculty Supervisors in the Institution. Periodic reviews and discussions are compulsory, and Faculty Supervisors are required to submit a brief report to the Director / Principal. The Head of the Department / Class Coordinator shall submit a report to the Director / Principal, specifically showing whether the learning outcome through the Research Report is satisfactory / not satisfactory.
- The Research Report shall be typed in “Cambria” font by using 12 font size with 1.5 spacing. All chapter headings shall be in font size 14 in bold. All main headings shall be in font size 12 in bold, and all sub-headings are to be in 12 font size. The cover page of the Report shall be in white with colour / black & white printing with the college emblem.
- Research Project Report Submission
 - The candidates are required to submit a *soft copy* of the draft report of the Research to the Faculty Supervisor before the cut-off date.
 - Faculty Supervisors, after corrections and suggested changes, shall direct the candidates to submit the Report in the prescribed format as a single PDF file with all certificates enclosed.
 - The internal marks (out of 40) are to be awarded through a brief presentation of the research report by the candidate before a panel of not less than two examiners appointed by the Director / Principal.
 - The Director / Principal shall verify all Reports submitted by registered candidates and forward the same to the Chairman of the Board of Examiners for S4MBA appointed by the University.
 - The candidates are also required to take one hard copy of the Research Report with Project completion certificates from the College. The hard

copy of the Report has to be signed by the Faculty Guide and the Principal / Director.

- The evaluation of the Research Report and Presentation shall be based on the criteria given in the evaluation format.
- Evaluation of Research Report and internal presentation carries 60 and 40 marks respectively, and the candidates are required to score an overall passing minimum of fifty percent (50%).
- An unsatisfactory research report by the candidate after corrective measures and reminders shall be summarily rejected by the Director / Principal, and the candidate has to repeat the project in the subsequent months after the declaration of the final semester results. In such cases, on successful completion of the research project, the Director / Principal of the affiliated college can forward the project report to the University for special evaluation by a faculty member recommended by the Chairperson appointed for the S4 MBA.



RESEARCH DISSERTATION EVALUATION SHEET

Name of the College:

Reg. No.	Name of the Candidate	Problem Formulation & Objectives	Literature Review	Methodology & Tools	Research Report	Project Presentation & Communication Skills (Internal Evaluation)	Total Marks
		15	5	30	10	40	100
Additional Examiner		Director / Principal				Countersigned by Chairperson	

RESEARCH DISSERTATION EVALUATION SHEET

Name of the College:

PRN	Name of the Candidate	Problem Formulation & Objectives	Literature Review	Methodology Tools	Research Report	Project Presentation & Communication Skills (Internal Evaluation)	Total Marks
		15	5	30	10	40	100
Additional Examiner		Director/Principal				Counter signed by Chairperson	

RESEARCH PROJECT - Internal Valuation

Name of the College

PRN	Name of the Candidate	Project Presentation	Communication Skills	Total marks
		30	10	40
ExternalExamner1				
External Examiner 2				
Counter Signed by Chairperson				
Certified that all entries are verified with no errors				
Director/Principal				

CONTINUAL EVALUATION RECORD - MBA

Name of the College:

PRN	Name of the Candidate	Internal Test1	Model Exam	Assignments & Other Components	Class Participation, Punctuality, Discipline	Overall Remark by Faculty Advisor-Satisfactory/ Not Satisfactory	Total
		8	10	16	6		40
Faculty Member		Certified that all entries are verified with no errors				Director/Principal	

CONTINUAL EVALUATION RECORD - S1/S2/S3/S4 MBA

Name of the College:

PRN	Name of the Candidate	MB010101	MB010102	MB010103	MB010104	MB010105	MB010106	MB010107	Remarks, if any
		40	40	40	40	40	40	40	
Head of the Department		Certified that all entries are verified with no errors and the Document is published for students' information							
								Director/Principal	

Name of the College:

Semester	Course Code	Name of the Course	No. of Registered Candidates	No. of Valued Answer Scripts	Name of the Additional Examiner	Signature	Remarks
		Certified that the first evaluation of the Answer Scripts are completed in our Centre as per the norms of the University Regulations				Counter signed by Chairperson	
		Signature & Seal of Director/ Principal- Chief Superintendent with College Seal					