

C S I B E R

**CHHATRAPATI SHAHU INSTITUTE OF BUSINESS
EDUCATION AND RESEARCH, KOLHAPUR.**

(AN AUTONOMOUS INSTITUTE)

CPE Phase III, NAAC A+



STRUCTURE & SYLLABI

**Under C.B.C.S. Pattern
With Effect from 2021-22**

MBA

Programme

MASTER OF BUSINESS ADMINISTRATION (MBA)

PROGRAMME EDUCATIONAL OBJECTIVES (PEOS):

Programme Educational Objectives are broad statements that describe what students are expected to attain within few years of completing their graduation. Programme Educational Objectives are based on the needs of the students undergoing the programme.

The PEOs of MBA Program at CSIBER are as follows;

PEO 1:

Our graduates will develop themselves as professionals contributing effectively and efficiently by applying theories in management and demonstrating team work, effective communication, analytical and creative thinking skills for problem-solving.

PEO 2:

Our graduates will be equipped with leadership and entrepreneurial abilities to enable them to establish themselves as dynamic and innovative business professionals.

PEO 3:

Our graduates will not only be able to adapt to changes in the global environment but also act as change agents in bringing about holistic and sustainable development in the society.

PEO 4:

Our graduates will have highest regard for Personal & Institutional Integrity, Ethical values and Social Responsibility.

GRADUATE ATTRIBUTES for MBA COURSE

1. Problem solving using domain knowledge and quantitative techniques
2. Well versed with soft skills
3. Deal with contemporary issues (innovation, emerging technology, disruption)
4. Entrepreneurial and Leadership abilities.
5. Inter-cultural competency
6. Cater to needs of holistic and sustainable development
7. Develop the capacity for independent and lifelong learning.
8. Global citizenship

Programme Outcomes (POS):

The programme outcomes of MBA program are as follows;

1. **Conceptual Knowledge:-** Graduates will be able to conceptualize, organize, analyse and resolve complex business problems by using their domain knowledge of management.
2. **Leadership and Innovation Skills:-** Graduates will be able to adopt and adapt the contemporary trends in their domain area as well as innovations, emerging technology and global changes while leading and managing business.
3. **Soft Skills:-** Graduates will practice and perform effective communication skills and soft skills under various business situations.
4. **Entrepreneurial Skills:-** Graduates will be able to identify, assess and shape entrepreneurial opportunities and evaluate their potential for starting an enterprise.
5. **Stakeholder Concern:-** Graduates will address ethical, legal and cultural issues of organization and society by utilizing their conceptual knowledge.
6. **Sustainability:-** Graduates will gain ability to take business decisions keeping in mind the need for sustainable and holistic development.
7. **Research and Lifelong Learning:-** Graduates will be able to participate in active research work, as well as independent and lifelong learning.
8. **Problem Solving:-** Graduates will possess and use competencies in quantitative and qualitative techniques for problem solving in their respective functional areas.

I. DURATION :

The degree of **MBA** shall be full-time course and its duration shall be of **Two Years**.

The course consists of Four Semesters. The examination to be held in the First and

Second Semester will be called Part – I (First Year) and the examination to be held in the Third and Fourth Semester will be called Part – II (Second Year).

If a candidate fails to clear all the theory papers and project report within **Six** years of his/her registration, the past performance will stand automatically nullified.

If a candidate discontinues any of the terms (i.e. Semester – I to IV) on any account, he/she will be allowed to complete the incomplete terms in the subsequent years subject to the condition that it is within the stipulated time duration of **Six** years.

In addition to the above, once a student's term (Semester) is granted, he/she shall be allowed to appear and pass in any of the subsequent examinations held, provided the examinations are within the stipulated period of **Six** years.

In case the term (Semester) is not granted the student has to seek fresh admission in the next year and complete the term and pass the examination. This must be done within **Six** years of his/her registration.

Course Completion with Break in Between:

A student who has passed M.B.A. – I and is seeking admission to M.B.A. – II after a long gap (Provided the gap lies within the stipulated duration of **Six** years) should complete the course syllabus which is in existence at the time he is seeking admission for the academic year.

II. ASSESSMENT:

Taking into consideration the UGC and AICTE requirements, SIBER has adopted “Credit Grade Based Performance Assessment System” (CGPA). Each paper is of 100 marks and contact hours for each paper is 60. One credit is allotted to 15 contact hours. All papers are considered as Full credit papers i.e. **Four** credits are allotted to each paper. Practical of 50 marks are considered as half credit i.e. **Two** credit is allotted to each practical.

1. For the paper of 100 marks. The distribution of the marks will be as follows –
 - i) Internal Marks i.e. Concurrent evaluation - 40 Marks
 - ii) External Marks i.e. Semester-end examination - 60 marks

2. For the paper of 50 marks. The distribution of the marks will be as follows –
 - i) Internal Marks i.e. Concurrent evaluation - 20 Marks
 - ii) External Marks i.e. Semester-end examination - 30 marks

Breakup of Internal Marks i.e. Concurrent Evaluation

Head	Marks Out of 40	Marks Out of 20
Class Participation	10	05
Moodle Test/Quiz	10	05
Any Two from given alternatives: 1. Case Study 2. Home assignment 3. Mid-term test 4. Viva voce 5. Library-based assignment 6. Book report 7. Scrap Book 8. Lab. Practical 9. Field-based activity 10. Group Discussion 11. Seminar 12. Group Activity	10 + 10	05 + 05
	40	20

Assessment of AEC courses:

AEC courses will be assessed as follows;

- | | | |
|--|---|----------|
| i) Internal Marks i.e. Concurrent evaluation | - | 20 Marks |
| ii) External Marks | - | 30 marks |

- External Marks (out of 30) will be given on the basis of viva/ presentation by panel consisting of one internal and one external member.

The Internal Marks assessed by the teachers be shown to the students and their signature will be obtained.

3. For the Project Work of 100 marks, the distribution of the marks will be as follows –
 - i) Project Report - 40 Marks
 - ii) Viva Voce - 60 Marks

The assessment of papers will be done by an Internal and External examiner. A difference of more than **20%** in the marks awarded by these examiners would necessitate the valuation of the paper by Third examiner. The ‘**nearest**’ highest two marks will be considered for determining the average mark of such papers.

4. Once the Student passes in the internal marks (Concurrent evaluation out of 40) and the record is submitted to the examination department, it should be carried forward whenever required and it cannot be improved in any case.

5. Students who fail in the internal marks (Concurrent evaluation out of 40) should reappear for the same, only then the revised marks will be considered for further calculation.

III. STANDARD OF PASSING:

1. In order to pass in a paper/head, a candidate will have to obtain 50% in the internal marks (Concurrent evaluation), 40% marks in theory, and a minimum of 50% of the marks in aggregate in each paper head.
2. To pass the M.B.A. examination, a candidate will have to pass in all Four Semester in Two Parts i.e. Part – I (Semester – I & II) and Part – II (Semester – III & IV)
3. To pass the Project work a candidate must obtain a minimum of 50% of the Project Report and Viva Voce marks. If a candidate fails in the project report and its viva-voce, he/she will have to reappear for the same in the subsequent semester.
4. A candidate from the first year M.B.A. will be eligible to proceed to the Semester III, if he/she is not having more than **5 (Five)** papers backlog of the First Year (that is Semester – I & II).
5. A candidate will be permitted to proceed to the second Semester even though he/she fails in one or more subjects of the first Semester.
6. The students who have a backlog of not more than **five papers** in the First year (Sem. I & II) examination will be eligible to be admitted to the Second year (IIIrd Semester) of M.B.A.
7. A candidate will be permitted to proceed to the Fourth Semester even though he/she fails in one or more subjects in third Semester.
8. Semester Performance Index (SPI) will be as follows:

a. Grading System:

There shall be numerical marking for each course, which will be placed into credits. Each subject is classified as a major or minor. The major and minor subjects will be given 2 and 1 credits respectively.

b. Full Credit (100 Marks) Course:

Grade Table for Semester Examination			
Marks Obtained	Letter Grade	Grade Point	Description of Performance
96-100	S+	10.0	SUPER
91-95	S	9.0	
86-90	E+	8.5	Exemplary
81-85	E	8.0	
76-80	O+	7.5	Outstanding
71-75	O	7.0	
66-70	A+	6.5	Good
61-65	A	6.0	
56-60	B+	5.5	Average
50-55	B	5.0	
--	X	0.0	Defaulter
--	XX	---	Incomplete

c. Half Credit (50 Marks) Course:

Grade Table for Semester Examination			
Marks Obtained	Letter Grade	Grade Point	Description of Performance
48-50	S+	10.0	SUPER
46-47	S	9.0	
43-45	E+	8.5	Exemplary
41-42	E	8.0	
38-40	O+	7.5	Outstanding
36-37	O	7.0	
33-35	A+	6.5	Good
31-32	A	6.0	
28-30	B+	5.5	Average
25-27	B	5.0	
--	X	0.0	Defaulter
--	XX	---	Incomplete

9. **Final Result:** For the final result of the student Cumulative Performance Index (CPI) based on total earned credits vis-à-vis total earned grade points shall be calculated will be as follows.

$$\text{Total earned grade points} / \text{Total credits} \mathbf{100}$$

Result		
CPI	Final Grade	Classification of Final Result.
9.6-10.0	S+	SUPER
9.1-9.5	S	
8.6-9.0	E+	Exemplary
8.1-8.5	E	
7.6-8.0	O+	Outstanding
7.1-7.5	O	
6.6-7.0	A+	Good
6.1-6.5	A	
5.6-6.0	B+	Average
5.0-5.5	B	

Note: An aggregate of **5.0** credit points are required to pass the MBA program.

Grade Table for Semester Examination			
Marks Obtained	Letter Grade	Grade Point	Description of Performance
48-50	S+	10.0	SUPER
46-47	S	9.0	
43-45	E+	8.5	Exemplary
41-42	E	8.0	
38-40	O+	7.5	Outstanding
36-37	O	7.0	
33-35	A+	6.5	Good
31-32	A	6.0	
28-30	B+	5.5	Average
25-27	B	5.0	
--	X	0.0	Defaulter
--	XX	---	Incomplete

IV. CALCULATION OF PERFORMANCE INDICES:

A distinction of the performance of one student from the other student is rather impossible to carry out from the grades obtained by a student in all the courses taken by him in a Semester/year. Hence, the evaluation of various courses is cumulated in two performance indices termed as Semester performance index (SPI) and cumulative performance index (CPI) the explanation of which is given below:

Semester Performance Index (SPI):

The performance of a student in a Semester is indicated by a number called Semester Performance Index (SPI). SPI is the weighted average of all the grade points obtained by him in all the courses registered during the Semester r. If G_i is a grade with numerical equivalent as G_i obtained by a student for the course with credit C_i then, SPI for that Semester is calculated using formula.

$$\text{SPI} = \frac{\sum_1 C_i G_i}{\sum_1 C_i}$$

Where summation is for all the courses registered by a student in that Semester. SPI is calculated to two decimal places and rounded off. SPI once calculated shall be modified. Generally, for the students failed in regular examinations SPI is calculated only after the declaration of re-examination grades.

Cumulative Performance Index (CPI):

An up-to-date assessment of the overall performance of a student from the first Semester till completion of the programme is obtained by calculating an index called as Cumulative Performance Index (CPI). The CPI is weighted average of the grade points obtained in all the courses registered by a student since the first semester of the programme.

$$\text{CPI} = \frac{\sum_1 C_i G_i}{\sum_1 C_i}$$

Besides SPI, CPI is also calculated at the end of every semester upto two decimal places and is rounded off. It is necessary to ensure that one course appears only once in calculation of CPI and the denominator in above equation does not exceed the total number of credits registered by him.

Initially there is certain trepidation in the minds of students and there are some difficulties in understanding the mechanics of this system. Therefore, it was decided that for the first year of implementation, on the mark sheets, both, the marks and the grade points and credits should be shown.

V. GRACE MARKS UNDER DIFFERENT ORDINANCE.

S.O. No. 1:-Grace Marks for Passing in each head of Passing (Theory/Practical/ Oral/ Sectional/External/Internal)

The Examinee shall be given the benefit of grace marks only for passing in each head of Passing (Theory/Practical/Oral/Sectional/ in External Internal examination as follows.

Head of Passing	Grace Marks
Upto -50	2
051-100	3
101-150	4
151-200	5
201-250	6
251-300	7
301-350	8
351-400	9
401 and above.	10

Provided that the benefit of such gracing marks in different heads of passing shall not exceed 1% of the aggregate marks in that examination.

Provided further that the benefit of gracing of marks under this ordinance shall be applicable only if the candidate passes the entire examination of Semester/year.

Provided further that this gracing is concurrent with the rules and guidelines of professional statutory bodies at the all India level such as AICTE and UGC.

S.O. No. 2:- Grace Marks for getting higher Class

A Candidate who passes in all the subjects and heads of passing in the examination without the benefit of either gracing or condonation rules and whose total number of Marks falls short for securing Higher Class or Grade by marks not more than 1% of the aggregate marks of that examination or upto 10 marks, whichever is less, shall be given the required marks to get the next higher class of grade as the case may be.

Provided that benefits of above mentioned grace marks shall not be given, if the candidate fails to secure necessary passing marks in the aggregate head of passing also, if prescribed in the examination concerned.

Provided further that the benefits of above mentioned grace marks shall be given to the candidate for such examination/s only for which provision of award of class has

been prescribed. Provided further that this gracing is concurrent with the rules and guidelines of Professional statutory bodies at the All India level such as AICTE and UGC.

S.O. No. 3 Condonation

If a candidate fails in one or more head of passing, having passed in all other heads of passing, his/her deficiency of marks in such head of passing may be condoned by not more than 1% at the aggregate marks of that examination or 10 marks of the total Number of marks of that of passing in which he/she is failing whichever is less. However condonation, whether in one head of passing or aggregate head of passing be restricted to maximum upto 10 marks only.

Condonation of deficiency of marks be shown in the statement of Marks in the form of asterisk and Ordinance number

Provided further that this gracing is concurrent with the rules and guidelines of Professional statutory bodies at the All India level such as AICTE and UGC.

MBA (General) Programme Structure

**Under C.B.C.S. Pattern
With Effect From 2021-22**

MBA-I, Semester – I

Nature of Choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks
Core Component (CC)	CC 101	Perspectives in Management	04	60	40	60	100
	CC 102	Accounting for Business Decisions	04	60	40	60	100
	CC 103	Organizational Behavior	04	60	40	60	100
	CC 104	Managerial Economics	04	60	40	60	100
	CC 105	Business Statistics	04	60	40	60	100
	CC 106	Marketing Management	04	60	40	60	100
Ability Enhancement Course (AECC)	AECC 101	Professional Communication Skills	02	30	20	30	50
Discipline Specific Elective (DSE)	DSE 101 (Any One)	DSE 101 (A) Service Sector Management DSE 101 (B) Family Business Management DSE 101 (C) IT for Managers (not to be offered to students opting GE- Office Automation)	04	60	40	60	100
		Total	30	450	300	450	750

MBA-I Semester-II

Nature of choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks
Core Component (CC)	CC 201	Advanced Excel	04	60	40	60	100
	CC 202	Legal Aspects of Business	02	30	20	30	50
	CC 203	Research Methodology	02	30	20	30	50
	CC 204	Financial Management	04	60	40	60	100
	CC 205	Managing Human Resource	04	60	40	60	100
	CC 206	Operations Management	04	60	40	60	100
	CC 207	Managerial Decisions using Excel	02	30	20	30	50
Ability Enhancement Course (AEC)	AEC201 (Any One)	AEC 201 (A) German AEC 201 (B) Japanese AEC 201 (C) French AEC 201 (D) Selling and Negotiation Skills AEC 201 (G) Digital Marketing AEC 201 (H) Human Values	02	30	20	30	50
Discipline Specific Elective (DSE)	DSE201 (Any One)	DSE 201 (A) Event Management and Public Relations Management DSE 201 (B) Business Communication	04	60	40	60	100
Generic Elective (GE)	GE 201 (Any One)	GE 201 (A) Disaster Management GE 201 (B) Social Welfare Administration GE 201 (C) Management Information System GE 201 (D) Principles of Microeconomics	02	30	40	60	100
		Total	30	450	300	450	750

MBA-II Semester – III

Nature of choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks	
Core Component (CC)	CC 301	Strategic Management	04	60	40	60	100	
	CC 302	International Business	04	60	40	60	100	
	CC 303	Project report and Viva-voce	04	50days + 30	40	60	100	
	CC-Spl-1-304 (Any Two)		CC-Spl-I-304 (A): International Trade And Finance	04	60	40	60	100
			CC-Spl-I-304 (B): Employee Relations And Labour Law	04	60	40	60	100
	CC 305	Lean Management	02	30	20	30	50	
Discipline Specific Elective (DSE)	DSE-Spl-II-301 (Any Two)	DSE-Spl-II-301(A): Direct & Indirect Taxes						
		DSE-Spl-II-301 (B):Strategic And International Human Resource Management						
		DSE-Spl-II-301 (C): Retailing, Service And Industrial Marketing	04	60	40	60	100	
		DSE-Spl-II-301 (D): Rural And Agricultural Marketing	04	60	40	60	100	
		DSE-Spl-II-301 (E): Contemporary Issues in Project Management System						
		DSE-Spl-II-301-(F): Information System Control and Audit						
Ability Enhancement course (AEC)	AEC-301	AEC-301-(A): Entrepreneurial skills and Start up						
		AEC-301-(B): Health and Wellness						
		AEC-301-(C): Tourism Management	02	30	20	30	50	
		AEC-301-(D): Change Management						
Generic Elective (GE)	GE-301 (Any One)	GE-301-(A)Sustainable Agriculture						
		GE-301-(B) Fundamentals of Counseling						
		GE-301-(C) E commerce	02	30	20	30	50	
		GE-301 (D) Fundamentals of Macroeconomics						
		Total	34	480	340	510	850	

MBA-II Semester – IV

Nature of choice	Subject Code	Subject	Credits	Contact Hours	Int. Marks	Ext. Marks	Total Marks
Core Component (CC)	CC 401	Business Ethics and Corporate Governance	04	60	40	60	100
	CC-Spl-I-402 (Any Two)	CC-Spl-I-402-(A) Management Accounting And Control System CC-Spl-I-402- (B) Performance and Compensation Management CC-Spl-I- 402-(C) Contemporary Issues In Marketing	04 04	60 60	40 40	60 60	100 100
		CC-Spl-I-402-(D) Agri-Production And Supply Chain Management CC-Spl-I-402-(E) Purchasing and Inventory Management CC-Spl-I-402-(F) Software Engineering and IT Project Management					
Discipline Specific Elective (DSE)	DSE-Spl-II-401 (Any Two)	DSE-Spl-II-401- (A) Investment And Portfolio Management DSE-Spl-II- 401(B) Talent And Human Capital Management DSE-Spl-II-401-(C) Marketing Strategy	04 04	60 60	40 40	60 60	100 100
		DSE-Spl-II-401-(D) Agri-Commodity Markets And Agri-Business. DSE-Spl-II-401-(E) Modern Approaches to Quality Management DSE-Spl-II-401-(F) Applied Data Science and Business Analytics using R					
Ability Enhancement course (AEC)	AEC-401	Soft Skills and Personality Development	02	30	20	30	50
		Total	22	330	220	330	650

**Component-wise distribution after proposed changes in MBA curriculum
2021-22**

Component \ Semester	II	II	III	IV	Total
CC	24	22	22	12	80
DSE	4	4	8	8	24
AECC	2	-	-	2	4
AEC	-	2	2	-	4
GE	-	2	2	-	4
Total credits:	30	30	34	22	116

Component	Percentage
CC	69
DSE	21
AECC	3.4
AEC	3.4
GE	3.4

Student has to complete and submit certificate of at least one MOOC as per policy of the Institute till semester III.

Evaluation of Internal Marks (40 marks):

10	Class Participation
10	Moodle
10	Any alternative from list given below, suitable to the course
10	Any alternative from list given below, suitable to the course

Evaluation of AEC courses

Concurrent Evaluation 20 Marks

External Evaluation 30 Marks

Concurrent Evaluation will consist of:

Class participation 10 Marks

Any alternative from the list given below 10 Marks

External Evaluation will be done by industry experts. In case any student fails to perform satisfactorily (pass with 40% in both internal and external evaluation and combined passing of 50%) she/he will be allowed to improve marks before the Semester-end examination.

*** Records must be strictly maintained by all Faculty members**

Alternatives for Evaluation of Internal Marks (20 marks):

1. Field-Based Assignment/Mini Project
2. Home Assignment
3. Case/ Case let/Case study
4. Library Assignment
5. Mid-Term Test
6. Seminar
7. Viva Voce
8. Group Discussion
9. Group Activity
10. Book report
11. Lab. Practical
12. Scrap book

COMPONENT-WISE BREAK-UP OF THE CURRICULUM:

PROGRAM COMPONENT	CREDITS	PERCENTAGE
Core Component	80	68.9 %
Generic Elective	4	3.5 %
Discipline Specific Elective	24	20.7 %
Ability Enhancement Course	4	3.5 %
Ability Enhancement Compulsory Course	4	3.5%
Total	116	100%