

SCHEME OF TEACHING AND EXAMINATION

VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI
Scheme of Teaching and Examinations – 2020 - 21
MASTER OF BUSINESS ADMINISTRATION
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

I SEMESTER

Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	20MBA11	Management & Organizational Behavior	03	02	03	40	60	100	4
2	PCC	20MBA12	Managerial Economics	03	02	03	40	60	100	4
3	PCC	20MBA13	Accounting for Managers	03	02	03	40	60	100	4
4	PCC	20MBA14	Business Statistics	03	02	03	40	60	100	4
5	PCC	20MBA15	Marketing Management	03	02	03	40	60	100	4
6	PCC	20MBA16	Managerial Communication	03	02	03	40	60	100	4
TOTAL				18	12	18	240	360	600	24

Note:

PCC: Professional Core Course

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Four credit courses are designed for 50 hours Teaching – Learning process.

Note:

- Each course has a theory component of 3hrs (3credits) and a practical component of 2hrs (1credit). The time-table allotment for each course should be 5hrs (3+2). For the practical component it is mandatory to maintain a record.
- 20% of marks should be allocated for application oriented questions in the Semester End Examination (SEE) question paper based on practical component.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases will be part of the SEE question paper.
- One industrial visit per semester is mandatory. The department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Students and course instructor/s to involve either individually or in groups to interact together to enhance the learning and application skills.
- Practical component:**
Students should interact with industry (small, medium and large) to understand their problems or foresee what can be undertaken for study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.
- The students shall**
 - Gain confidence in modeling of management systems.
 - Work on different software/s (tools) to simulate, analyse and authenticate the output to interpret and conclude.
 - Involve in case studies and field visits/ field work.
 - Accustom with the use of standards to narrow the gap between academia and industry.

All activities should enhance student's abilities to employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise etc.



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Scheme of Teaching and Examinations – 2020 - 21
MASTER OF BUSINESS ADMINISTRATION
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

II SEMESTER

Sl. No	Course	Course Code	Course Title	Teaching Hours /Week		Examination				Credits
				Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
✓ 1	PCC	20MBA21	Human Resource Management	03	02	03	40	60	100	4
2	PCC	20MBA22	Financial Management	03	02	03	40	60	100	4
3	PCC	20MBA23	Research Methodology	03	02	03	40	60	100	4
✓ 4	PCC	20MBA24	Operations Research	03	02	03	40	60	100	4
5	PCC	20MBA25	Strategic Management	03	02	03	40	60	100	4
6	PCC	20MBA26	Entrepreneurship & Legal Aspects	03	02	03	40	60	100	4
TOTAL				18	12	18	240	360	600	24

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3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases will be part of the question paper.
4. One industrial visit per semester is mandatory. The department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
5. Internship (four weeks) to be carried out by students after second semester during vacation and the report submitted by the students be assessed internally during the third semester.



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MASTER OF BUSINESS ADMINISTRATION
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

III SEMESTER(Core Courses and Specialisation Courses)

III SEMESTER(Core Courses and Specialisation Courses)											
Sl. No	Course	Course Code			Teaching Hours /Week		Examination				Credits
		Marketing	Finance	Human Resource	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	20MBA301*	20MBA301*	20MBA301*	03	02	03	40	60	100	4
2	PCC	20MBA302*	20MBA302*	20MBA302*	03	02	03	40	60	100	4
3	PEC	20MBAMM303	20MBAFM303	20MBAHR303	03	02	03	40	60	100	4
4	PEC	20MBAMM304	20MBAFM304	20MBAHR304	03	02	03	40	60	100	4
5	PEC	20MBAMM305	20MBAFM305	20MBAHR305	03	02	03	40	60	100	4
6	PEC	20MBAMM306	20MBAFM306	20MBAHR306	03	02	03	40	60	100	4
7	PCC	20MBA IN 307	20MBA IN 307	20MBA IN 307	-	08	-	40	60	100	4
TOTAL					18	20	18	280	420	700	28

Note:

PCC: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.


Four credit courses are designed for 50 hours Teaching – Learning process.

* Interdisciplinary Core Courses may be taught by engineering faculty/subject expert.

Note:

- Each course has a theory component of 3hrs (3credits) and a Practical component of 2hrs (1credit). The time-table allotment for each course should be 5hrs (3+2). For the practical component it is mandatory to maintain a practical record.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- One industrial visit per Semester is mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases will be part of the question paper.
- Project (six weeks) to be carried out by students after third semester and the report submitted by the students during the fourth semester.


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Scheme of Teaching and Examinations – 2020 - 21
MASTER OF BUSINESS ADMINISTRATION
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

III SEMESTER (Core Courses and Dual Specialisation)

SL No	Course	Course Code			Teaching Hours /Week		Examination				Credits
		Marketing & Finance	Finance & Human Resource	Human Resource & Marketing	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PCC	20MBA301*	20MBA301*	20MBA301*	03	02	03	40	60	100	4
2	PCC	20MBA302*	20MBA302*	20MBA302*	03	02	03	40	60	100	4
3	PEC	20MBAMM303	20MBAFM303	20MBAHR303	03	02	03	40	60	100	4
4	PEC	20MBAMM304	20MBAFM304	20MBAHR304	03	02	03	40	60	100	4
5	PEC	20MBAFM303	20MBAHR303	20MBAMM303	03	02	03	40	60	100	4
6	PEC	20MBAFM304	20MBAHR304	20MBAMM304	03	02	03	40	60	100	4
7	PCC	20MBA IN 307	20MBA IN 307	20MBA IN 307	--	08	--	40	60	100	4
TOTAL					18	20	18	280	420	700	28

Note:

PCC: Professional Core Course, PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Four credit courses are designed for 50 hours Teaching – Learning process.

*** Interdisciplinary Core Courses may be taught by engineering faculty/subject expert.**

Note:

- Each course has a theory component of 3hrs (3credits) and a practical component of 2hrs (1credit). The time-table allotment for each course should be 5hrs (3+2). For the practical component it is mandatory to maintain a practical record.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- One industrial visit per semester is mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard/Case Centre. The student cannot assume the same cases be part of the question paper.
- Project (six weeks) to be carried out by students after third semester and the report submitted by the students during the fourth semester.


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MASTER OF BUSINESS ADMINISTRATION					
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)					
III SEMESTER					
Core Courses					
Subject Code	Title of the Subject		Subject Code	Title of the Subject	
20MBA301	Emerging Exponential Technologies		20MBA301	Emerging Exponential Technologies	
20MBA302	Technology & Operational Strategy		20MBA302	Technology & Operational Strategy	
Specialisation Courses					
Marketing Professional Elective Courses		Finance Professional Elective Courses		Human Professional Elective Courses	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
20MBAMM303	Services Marketing	20MBAFM 303	Investment Management	20MBAHR303	Recruitment & Selection
20MBAMM304	Marketing Research & Analytics	20MBAFM304	Direct Taxation	20MBAHR304	Human Resource Analytics
20MBAMM305	Consumer Behaviour	20MBAFM305	Banking and Financial Services	20MBAHR305	Industrial Relations and Labour Laws
20MBAMM306	Retail Management	20MBAFM306	Advanced Financial Management	20MBAHR306	Compensation & Reward System
20MBAIN307	Internship	20MBAIN307	Internship	20MBAIN307	Internship



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IV SEMESTER (Specialisation Courses)

Sl No	Course	Specialisation Courses			Teaching Hours /Week		Examination				Credits
		Marketing	Finance	Human Resource	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PEC	20MBAMM401	20MBAFM401	20MBAHR401	03	-	03	40	60	100	3
2	PEC	20MBAMM402	20MBAFM402	20MBAHR402	03	-	03	40	60	100	3
3	PEC	20MBAMM403	20MBAFM403	20MBAHR403	03	-	03	40	60	100	3
4	PEC	20MBAMM404	20MBAFM404	20MBAHR404	03	-	03	40	60	100	3
5	PEC	20MBAMM405	20MBAFM405	20MBAHR405	03	-	03	40	60	100	3
6	PEC	20MBAMM406	20MBAFM406	20MBAHR406	03	-	03	40	60	100	3
7	PCC	20MBAPR407	20MBAPR407	20MBAPR407	-	12	-	40	60	100	6
TOTAL					18	12	18	280	420	700	24

Note:

PEC: Professional Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.

Three credit courses are designed for 40 hours Teaching – Learning process.

Note:

1. Each Course has a theory component of 3hrs (3credits). The Time-Table allotment for each course should be 3hrs.
2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.



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Scheme of Teaching and Examinations – 2020 - 21

MASTER OF BUSINESS ADMINISTRATION

Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

IV SEMESTER(Dual Specialisation)

Sl. No	Course	Subject Code			Teaching Hours /Week		Examination				Credits
		Marketing & Finance	Finance & Human Resource	Human Resource & Marketing	Theory	Practical Component	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PEC	20MBAMM401	20MBAFM401	20MBAHR401	03	-	03	40	60	100	3
2	PEC	20MBAMM402	20MBAFM402	20MBAHR402	03	-	03	40	60	100	3
3	PEC	20MBAMM403	20MBAFM403	20MBAHR403	03	-	03	40	60	100	3
4	PEC	20MBAFM401	20MBAHR401	20MBAMM401	03	-	03	40	60	100	3
5	PEC	20MBAFM402	20MBAHR402	20MBAMM402	03	-	03	40	60	100	3
6	PEC	20MBAFM403	20MBAHR403	20MBAMM403	03	-	03	40	60	100	3
7	PCC	20MBAPR407	20MBAPR407	20MBAPR407	-	12	-	40	60	100	6
TOTAL					18	12	18	280	420	700	24

Note:

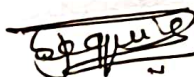
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Three credit courses are designed for 40 hours Teaching – Learning process.

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IV SEMESTER (Specialisation Courses)					
Marketing Specialization		Financial Specialization		Human Resource Specialization	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
20MBAMM401	B2B Marketing Management	20MBAFM401	Risk Management and Insurance	20MBAHR401	Organizational Leadership
20MBAMM402	Logistics and Supply Chain Management	20MBAFM402	Financial Derivatives	20MBAHR402	Personal Growth & Interpersonal Effectiveness
20MBAMM403	Digital Marketing Management	20MBAFM403	Indirect Taxation	20MBAHR403	International Human Resource Management
20MBAMM404	Strategic Brand Management	20MBAFM404	Mergers, Acquisitions & Corporate Restructuring	20MBAHR404	Organization Change and Development
20MBAMM405	Agri Business Marketing	20MBAFM405	Corporate Valuation	20MBAHR405	Human Recourse Audit
20MBAMM406	International Marketing Management	20MBAFM406	International Financial Management	20MBAHR406	Management Consulting for Business Excellence
20MBAPR407	Project Report	20MBAPR407	Project Report	20MBAPR407	Project Report

Programme Outcomes (POs)

1. Students are given sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations/institutions of importance
2. Students are provided effective communication skills with a high degree of lateral and critical thinking that enhances learn ability, developed for being continuously employable.
3. Students are instilled with leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness
4. Students are trained for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment
5. Students are equipped with self sustaining entrepreneurship qualities that encourages calculated risk taking.

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MBA Program Structure and Credits			
Year	Particulars	Credits	Total Credits
I	I Semester	24	48
	II Semester	24	
II	III Semester	24	52
	Internship (III Semester)	4	
	IV Semester	18	
	Project Work(IV Semester)	6	
Total		100	100

PROGRAMME OUTCOMES STUDENT WILL BE ABLE TO (POS)

PO1. Acquire Sufficient theoretical knowledge and are enabled to apply them to solve practical problems in business and other organizations / institutions of importance.

PO2. Apply Effective communication skills with a high degree of lateral and critical thinking that enhances learn ability, developed for being continuously employable.

PO3. Demonstrate leadership qualities, ethically sound, enabled with decision making skills that reflect a high degree of social consciousness

PO4. Recognise the need for sustained research orientation to comprehend a growingly complex, economic, legal and ethical environment

PO5. Possess self-sustaining entrepreneurship qualities that encourages calculated risk taking.


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SCHEME OF TEACHING AND EXAMINATION

I Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam hours	Marks for		Total Marks	Credits
			Lecture	Practical Component	Total		CIE	SEE		
18MBA11	Management & Organizational Behavior	Core	4	-	4	3	40	60	100	4
18MBA12	Managerial Economics	Core	4	-	4	3	40	60	100	4
18MBA13	Accounting for Managers	Core	4	-	4	3	40	60	100	4
18MBA14	Business Statistics & Analytics	Core	4	-	4	3	40	60	100	4
18MBA15	Marketing Management	Core	4	-	4	3	40	60	100	4
18MBA16	Managerial Communications	Core	4	-	4	3	40	60	100	4
Total			24	-	24	-	240	360	600	24


Note:

1. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard Case Centre. The student cannot assume the same cases will be part of the question paper.
2. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
3. Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.

II Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Examination Hours	Marks for		Total Marks	Credits
			Lecture	Practical Component	Total		CIE	SEE		
18MBA21	Human Resource Management	Core	4	-	4	3	40	60	100	4
18MBA22	Financial Management	Core	4	-	4	3	40	60	100	4
18MBA23	Research Methodology	Core	4	-	4	3	40	60	100	4
18MBA24	Legal and Business Environment	Core	4	-	4	3	40	60	100	4
18MBA25	Strategic Management	Core	4	-	4	3	40	60	100	4
18MBA26	Entrepreneurship Development	Core	4	-	4	3	40	60	100	4
Total			24	-	24	-	240	360	600	24

Note:

1. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard Case Centre. The student cannot assume the same cases will be part of the question paper.
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III Semester (Core Specialization)												
Subject Code			Course Category	Teaching hours per week			Duration of Examination hours	Marks for		Total Marks	Credits	
				Lecture	Practical Component	Total		CIE	SEE			
Marketing	Finance	Human Resource										
18MBAMM301 Consumer Behavior ✓	18MBAFM301 Banking and Financial Services ✓	18MBAHR301 Recruitment & Selection ✓	Elective	3	2	5	3	40	60	100	4	
18MBAMM302 Retail Management ✓	18MBAFM302 Investment Management ✓	18MBAHR302 HR Analytics ✓	Elective	3	2	5	3	40	60	100	4	
18MBAMM303 Services Marketing ✓	18MBAFM303 Direct Taxation ✓	18MBAHR303 Compensation & Reward System ✓	Elective	3	2	5	3	40	60	100	4	
18MBAMM304 Marketing Research & Analytics ✓	18MBAFM304 Advanced Financial Management ✓	18MBAHR304 Learning & Development ✓	Elective	3	2	5	3	40	60	100	4	
18MBAMM305 Business Marketing ✓	18MBAFM305 Cost Management ✓	18MBAHR305 Industrial Relations & Legislations ✓	Elective	3	2	5	3	40	60	100	4	
18MBAMM306 Supply Chain Management ✓	18MBAFM306 Project Appraisal Planning & Control ✓	18MBAHR306 Conflict & Negotiation Management ✓	Elective	3	2	5	3	40	60	100	4	
18MBAOS307 Organization Study			Core	0	8	8	—	40	60	100	4	
Industrial Visit			Core	—	—	—	—	—	—	—	—	
Total				18	20	38	—	280	420	700	28	

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- For the practical component, it is mandatory to maintain a practical record.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- Organization Study (Four Weeks) will be carried out by students after second semester during vacation and the report submitted by the students will be assessed internally during the third semester.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.

Rubrics for Organization Study			Rubrics for Viva voce Examination		
Particulars	Marks		Aspects	Marks	
CIE Assessment by the Guide- Interaction with the student	20		Communication skill	5	
Report Evaluation by the Guide	20		Understanding the Industry	5	
SEE Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	60		Understanding the Corporate Functions/Company profile	10	
Total	100		Mckensy's 7S framework and Porter's Five Force Model	10	
			SWOT analysis	10	
			Financial statement analysis	10	
			Learning experience	5	
			Overall presentation	5	
			Total	60	

III Semester (Dual Specialization)												
Subject Code			Course Category	Teaching hours per week			Duration of Examination hours	Marks for		Total Marks	Credits	
Marketing & Finance	Finance & IIR	IIR & Marketing		Lecture	Practical Component	Total		CIE	SEE			
18MBAMM301 Consumer Behavior	18MBAFM301 Banking and Financial Services	18MBAHR301 Recruitment & Selection	Elective	3	2	5	3	40	60	100	4	
18MBAMM302 Retail Management	18MBAFM302 Investment Management	18MBAHR302 HR Analytics	Elective	3	2	5	3	40	60	100	4	
18MBAMM303 Services Marketing	18MBAFM303 Direct Taxation	18MBAHR303 Compensation & Reward System	Elective	3	2	5	3	40	60	100	4	
18MBAFM301 Banking and Financial Services	18MBAHR301 Recruitment & Selection	18MBAMM301 Consumer Behavior	Elective	3	2	5	3	40	60	100	4	
18MBAFM302 Investment Management	18MBAHR302 HR Analytics	18MBAMM302 Retail Management	Elective	3	2	5	3	40	60	100	4	
18MBAFM303 Direct Taxation	18MBAHR303 Compensation & Reward System	18MBAMM303 Services Marketing	Elective	3	2	5	3	40	60	100	4	
18MBAOS307 Organization study			Core	—	8	8	—	40	60	100	4	
Industrial Visit			Core	—	—	—	—	—	—	—	—	
Total				18	20	38	—	280	420	700	28	

Note:

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Rubrics for Organization Study			Rubrics for Viva voce Examination		
Particulars	Marks		Aspects	Marks	
CIE Assessment by the Guide- Interaction with the student	20		Communication skill	5	
Report Evaluation by the Guide	20		Understanding the Industry	5	
SEE Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	60		Understanding the Corporate Functions/Company profile	10	
Total	100		Mckensy's 7S framework and Porter's Five Force Model	10	
			SWOT analysis	10	
			Financial statement analysis	10	
			Learning experience	5	
			Overall presentation	5	
			Total	60	

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IV Semester (Core Specialization)

Subject Code			Course Category	Teaching hours per week			Duration of Examination hours	Marks for		Total Marks	Credits
Marketing	Finance	Human Resource		Lecture	Practical Component	Total		CIE	SEE		
18MBAMM401 Sales Management	18MBAFM401 Mergers, Acquisitions & Corporate Restructuring	18MBAHR401 Public Relations	Elective	3	-	3	3	40	60	100	3
18MBAMM402 Integrated Marketing Communication	18MBAFM402 Risk Management and Insurance	18MBAHR402 Organizational Leadership	Elective	3	-	3	3	40	60	100	3
18MBAMM403 Digital and Social Media Marketing	18MBAFM403 Indirect Taxation	18MBAHR403 International Human Resource Management	Elective	3	-	3	3	40	60	100	3
18MBAMM404 Strategic Brand Management	18MBAFM404 International Financial Management	18MBAHR404 Organization Change and Development	Elective	3	-	3	3	40	60	100	3
18MBAMM405 Rural Marketing	18MBAFM405 Financial Derivatives	18MBAHR405 Strategic Talent Management	Elective	3	-	3	3	40	60	100	3
18MBAMM406 International Marketing Management	18MBAFM406 Corporate Valuation	18MBAHR406 Personal Growth & Interpersonal Effectiveness	Elective	3	-	3	3	40	60	100	3
18MBAPR407 Project Work			Core	0	12	12	-	40	60	100	6
Industrial Visit			Core	-	-	-	-	-	-	-	-
Total				18	12	30	-	280	420	700	24

Note:
1. Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.
2. Project work (Six Weeks) will be carried out after third semester and shall be evaluated during fourth semester.

IV Semester (Dual Specialization)

Subject Code			Course Category	Teaching hours per week			Duration of Examination hours	Marks for		Total Marks	Credits
Marketing & Finance	Finance & HR	HR & Marketing		Lecture	Practical Component	Total		CIE	SEE		
18MBAMM401 Sales Management	18MBAFM401 Mergers, Acquisitions & Corporate Restructuring	18MBAHR401 Public Relations	Elective	3	-	3	3	40	60	100	3
18MBAMM402 Integrated Marketing Communication	18MBAFM402 Risk Management and Insurance	18MBAHR402 Organizational Leadership	Elective	3	-	3	3	40	60	100	3
18MBAMM403 Digital and Social Media Marketing	18MBAFM403 Indirect Taxation	18MBAHR403 International Human Resource Management	Elective	3	-	3	3	40	60	100	3
18MBAFM401 Mergers, Acquisitions & Corporate Restructuring	18MBAHR401 Public Relations	18MBAMM401 Sales Management	Elective	3	-	3	3	40	60	100	3
18MBAFM402 Risk Management and Insurance	18MBAHR402 Organizational Leadership	18MBAMM402 Integrated Marketing Communication	Elective	3	-	3	3	40	60	100	3
18MBAFM403 Indirect Taxation	18MBAHR403 International Human Resource Management	18MBAMM403 Digital and Social Media Marketing	Elective	3	-	3	3	40	60	100	3
18MBAPR407 Project Work			Core	-	12	12	-	40	60	100	6
Industrial Visit			Core	-	-	-	-	-	-	-	-
Total				18	12	30	-	280	420	700	24

Note:
1. Course instructors are free to set the Course outcome and map with the Programme Outcome, subsequently attainment level may be calculated.
2. Project work (Six Weeks) will be carried out after third semester and shall be evaluated during fourth semester.

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**SCHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION**

Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment *	Total		IA	Exam		
16MBA11	Management & Organizational Behaviour	Core Course	3	2	5	3	20	80	100	4
16MBA12	Managerial Economics	Core Course	3	2	5	3	20	80	100	4
16MBA13	Accounting for Managers	Core Course	3	2	5	3	20	80	100	4
16MBA14	Quantitative Methods	Core Course	3	2	5	3	20	80	100	4
16MBA15	Marketing Management	Core Course	3	2	5	3	20	80	100	4
16MBA16	Managerial Communications	Core Course	3	2	5	3	20	80	100	4
	Total		18	12	30		120	480	600	24

* Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.


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II SEMESTER										
Subject Code	Title of the Subject	Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
			Lecture	Practical / Field Work / Assignment *	Total		IA	Exam		
16MBA21	Human Resource Management	Core Course	3	2	5	3	20	80	100	4
16MBA22	Financial Management	Core Course	3	2	5	3	20	80	100	4
16MBA23	Research Methods	Core Course	3	2	5	3	20	80	100	4
16MBA24	Business Law and Policy	Core Course	3	2	5	3	20	80	100	4
16MBA25	Strategic Management	Core Course	3	2	5	3	20	80	100	4
16MBA26	Entrepreneurship Development	Core Course	3	2	5	3	20	80	100	4
	Total		18	12	30		120	480	600	24

* Practical / Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.



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III SEMESTER
(Core Specialisation)

Subject Code			Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
Marketing	Finance	Human Resource		Lecture	Practical / Field Work / Assignment **	Total		IA	Exam		
16MBAMM301	16MBAFM301	16MBAHR301	Foundation Course	3	2	5	3	20	80	100	3
16MBAMM302	16MBAFM302	16MBAHR302	Foundation Elective	3	2	5	3	20	80	100	3
16MBAMM303	16MBAFM303	16MBAHR303	Elective	3	2	5	3	20	80	100	3
16MBAMM304	16MBAFM304	16MBAHR304	Foundation Course	3	2	5	3	20	80	100	3
16MBAMM305	16MBAFM305	16MBAHR305	Foundation Elective	3	2	5	3	20	80	100	3
16MBAMM306	16MBAFM306	16MBAHR306	Elective	3	2	5	3	20	80	100	3
16MBAIN307			Internship *	0	8	8	-	50	50	100	4
			Industrial Visit	0	0	0	0	0	00	00	0
				18	12	30		120	480	700	22

* Internship will be carried out by students after second semester during vacation and the report submitted by the students will be assessed internally during the third semester. Total number of teaching hours per week is excluding internship workload.

** Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.
Industrial visit is a mandatory activity with zero credits


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IV SEMESTER
(Core Specialisation)

Subject Code			Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
				Lecture	Practical / Field Work / Assignment **	Total		IA	Exam		
Marketing	Finance	Human Resource									
16MBAMM401	16MBAFM401	16MBAHR401	Foundation Course	3	2	5	3	20	80	100	3
16MBAMM402	16MBAFM402	16MBAHR402	Foundation Elective	3	2	5	3	20	80	100	3
16MBAMM403	16MBAFM403	16MBAHR403	Elective	3	2	5	3	20	80	100	3
16MBAMM404	16MBAFM404	16MBAHR404	Foundation Course	3	2	5	3	20	80	100	3
16MBAMM405	16MBAFM405	16MBAHR405	Foundation Elective	3	2	5	3	20	80	100	3
16MBAMM406	16MBAFM406	16MBAHR406	Elective	3	2	5	3	20	80	100	3
16MBAPR407			Project Work *	0	8	8	---	50	150	200	12
										800	30

* Project work will be carried out after third semester and shall be evaluated during fourth semester. The internal assessment will be made for 50 marks. In the examination, the total marks of 150 shall be allotted as follows: 50 marks each for report evaluation by internal and external examiners respectively and remaining 50 marks for the viva voce examination, jointly assessed by internal and external examiners.

** Practical / Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.


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**** Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.**

**IV SEMESTER
(Dual Specialisation Subjects)**

Marketing & Finance Specialisation		Marketing & Human Resources Specialisation		Finance & Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
16MBAMM401	Sales Management	16MBAMM401	Sales Management	16MBAFM401	Mergers, Acquisitions & Corporate Restructuring
16MBAMM402	Integrated Marketing Communication	16MBAMM402	Integrated Marketing Communication	16MBAFM402	Risk Management and Insurance
16MBAMM403	E-Marketing	16MBAMM403	E-Marketing	16MBAFM403	Tax Management
16MBAFM401	Mergers, Acquisitions & Corporate Restructuring	16MBAHR401	Public relations	16MBAHR401	Public relations
16MBAFM402	Risk Management and Insurance	16MBAHR402	Workplace Ethics & Value Systems	16MBAHR402	Workplace Ethics & Value Systems
16MBAFM403	Tax Management	16MBAHR403	International Human Resource Management	16MBAHR403	International Human Resource Management

Plan of action (proposed)

1. Implementation of CBCS for MBA Programme will be effective from next academic year, i.e., 2016-17
2. Review of Scheme of Teaching and Examinations being finalized
3. Award of Credits for various components of MBA Programme
4. Allotment of marks for the subjects/papers, seminar and summer project.
80:20 patterns of marks for external examination and internal (IA) marks respectively is to be adopted for all the subjects, except Internship, for which the pattern will be 50:50 basis for internal and external assessments respectively.

Question paper for theory examination shall consist of Part A and B as under:

- Part A shall consist of 5 questions subdivided into a, b, c in 3+7+10 mixed pattern
- Part B shall be a *compulsory* question on Case study/ Practical problem for 20 marks (may contain a maximum of 4 sub-questions).

IA Pattern: 20 marks in each subject, comprising of 10 marks for tests and 10 marks for assignments/seminars/practical exercises/quiz/oral exams


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- II Semester – Company Analysis (one specific company for each group)
- III Semester – Literature Review (one or a set of topics/ articles/cover stories from journals/books etc related to specialization area to be reviewed by each student)
- IV Semester – Current Topics (one specific topic for each individual student, related to likely/proposed project work)

*** QUESTION PAPER PATTERN: BUNCHING
(OF QUESTIONS) METHOD IS TO**

BE FOLLOWED:

- a) Section A - Seven 3 Marks Questions - Students to Answer 4 out of 7 Questions
- b) Section B - Seven 7 Marks Questions - Students to Answer 4 out of 7 Questions
- c) Section C - Seven 10 Marks Questions - Students to Answer 4 out of 7 Questions
- d) Section D - 20 Marks - Compulsory - Questions to be based on Case Study/ Analytical / Quantitative / Practical Applications

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**Visvesvaraya Technological University
Internal Evaluation Mark Sheet for Internship Report**

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	First Presentation	05
2	Second Presentation	05
3	Third Presentation	10
4	Introduction and Methodology	05
5	Industry and Company Profile	05
6	Theoretical background of study	05
7	Data analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	05
TOTAL		50

Marks Sheet:

SL.No	USN	1	2	3	4	5	6	7	8	TOTAL
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Signature of the Guide with Date _____

**Visvesvaraya Technological University
External Evaluation Mark Sheet for Internship Report**

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Introduction and methodology	10
2	Industry and Company Profile	05
3	Theoretical background of study	05
4	Data analysis and interpretation	20
5	Summary of findings, suggestions and conclusion	10
TOTAL		50

Marks Sheet:

SL.No	USN	1	2	3	4	5	6	7	8	TOTAL
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Signature of External Examiner with affiliation _____

Visvesvaraya Technological University
Viva voce Mark Sheet for Internship Report

Name of the Institution: _____

Marks Allocation

SL. No	Aspects	Marks
1	Presentation skill	05
2	Communication skills	05
3	Subject knowledge	10
4	Objective of the study or methodology	10
5	Analysis using statistical tools and statistical packages	10
6	Findings and appropriate suggestions	10
	TOTAL	50

Marks Sheet:

SL.No	USN	1	2	3	4	5	6	7	8	TOTAL
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

Signature of External Examiner with affiliation

Signature of HOD



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Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

Module VII

(4 Hours)

Group Behaviour: Definition, types, formation of groups, building effective teams.

Conflict: Meaning, nature, types, process of conflict, conflict resolution.

Power and politics: Basis of power, effectiveness of power tactics. The ethics of behaving politically.

Practical Component

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Module 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviours with respects to the trait, behavioural and contingency theories studied.
- Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.

RECOMMENDED BOOKS:

- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2012.
- Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House,
- Organization Behaviour – Ashwathappa, Himalaya Publication House
- ORGB - Nelson, Quick, Khanelwal, 2/e, Cengage Learning, 2012.
- Organizational Behaviour - Anada Das Gupta, Biztantra, 2011.
- Organizational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2011.
- Organizational Behaviour – Rao V. S. P, Excel BOOKS, 2009.


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REFERENCE BOOKS:

- Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
- Management and Organizational Behaviour - Laurie J Mullins, Pearson Education
- Fundamentals of Organizational Behaviour - Slocum/Hillriegel, Cengage Learning
- Organizational Behaviour, Aquinas P. G, Excel BOOKS.



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III SEMESTER
(Core Specialisation Subjects)

Marketing Specialisation		Finance Specialisation		Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
✓ 16MBAMM301	Consumer Behavior	✓ 16MBAFM301	Principles & Practices of Banking	16MBAHR301	Industrial Relations & Legislations
✓ 16MBAMM302	Retail Management	16MBAFM302	Investment Banking & Financial Services	16MBAHR302	Recruitment & Selection
✓ 16MBAMM303	Services Marketing	16MBAFM303	Investment Management	16MBAHR303	Compensation & Benefits
✓ 16MBAMM304	Marketing Research	16MBAFM304	Advanced Financial Management	16MBAHR304	Learning & Development
✓ 16MBAMM305	Business Marketing	✓ 16MBAFM305	Cost Management	16MBAHR305	Knowledge Management
✓ 16MBAMM306	Supply Chain Management	✓ 16MBAFM306	Strategic Credit Management	16MBAHR306	Conflict & Negotiation Management

III SEMESTER (Dual Specialisation)

Subject Code			Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
Marketing & Finance	Finance & HR	HR & Marketing		Lecture	Practical / Field Work / Assignment **	Total		IA	Exam		
16MBAMM301	16MBAFM301	16MBAHR301	Foundation Course	3	2	5	3	20	80	100	3
16MBAMM302	16MBAFM302	16MBAHR302	Foundation Elective	3	2	5	3	20	80	100	3
16MBAMM303	16MBAFM303	16MBAHR303	Elective	3	2	5	3	20	80	100	3
16MBAFM301	16MBAHR301	16MBAMM301	Foundation Course	3	2	5	3	20	80	100	3
16MBAFM302	16MBAHR302	16MBAMM302	Foundation Elective	3	2	5	3	20	80	100	3
16MBAFM303	16MBAHR303	16MBAMM303	Elective	3	2	5	3	20	80	100	3
16MBAIN307			Internship *	0	8	8	---	50	50	100	4
			Industrial Visit	0	0	0	0	00	00	00	0
				18	12	30		120	480	700	22

* Internship will be carried out by students after second semester during vacation and the report submitted by the students will be assessed internally during the third semester. Total number of teaching hours per week is excluding internship workload.

** Practical /Field Work / Assignment is a part of contact hours for the faculty and must be considered in the workload.
Industrial visit is a mandatory activity with zero credits


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
IV SEMESTER
(Core Specialisation Subjects)

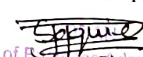
Marketing Specialisation		Financial Specialisation		Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
16MBAMM401	Sales Management	16MBAFM401	Mergers, Acquisitions & Corporate Restructuring	16MBAHR401	Public relations
16MBAMM402	Integrated Marketing Communication	16MBAFM402	Risk Management and Insurance	16MBAHR402	Workplace Ethics & Value Systems
16MBAMM403	E-Marketing	16MBAFM403	Tax Management	16MBAHR403	International Human Resource Management
16MBAMM404	Strategic Brand Management	16MBAFM404	International Financial Management	16MBAHR404	Organisation Change and Development
16MBAMM405	Rural Marketing	16MBAFM405	Financial Derivatives	16MBAHR405	Strategic Talent Management
16MBAMM406	International Marketing Management	16MBAFM406	Corporate Valuation	16MBAHR406	Personal Growth & Interpersonal Effectiveness

IV SEMESTER
(Dual Specialisation)

Subject Code			Category	Teaching hours / week			Duration of Exam (Hours)	Marks for		Total Marks	Credits
Marketing & Finance	Finance & HR	HR & Marketing		Lecture	Practical / Field Work / Assignment **	Total		IA	Exam		
16MBAMM401	16MBAFM401	16MBAHR401	Foundation Course	3	2	5	3	20	80	100	3
16MBAMM402	16MBAFM402	16MBAHR402	Foundation Elective	3	2	5	3	20	80	100	3
16MBAMM403	16MBAFM403	16MBAHR403	Elective	3	2	5	3	20	80	100	3
16MBAFM401	16MBAHR401	16MBAMM401	Foundation Course	3	2	5	3	20	80	100	3
16MBAFM402	16MBAHR402	16MBAMM402	Foundation Elective	3	2	5	3	20	80	100	3
16MBAFM403	16MBAHR403	16MBAMM403	Elective	3	2	5	3	20	80	100	3
16MBAPR407			Project Work *	0	8	8	---	50	150	200	12
										800	30

- Project work will be carried out after third semester and shall be evaluated during fourth semester. The internal assessment will be made for 50 marks. In the examination, the total marks of 150 shall be allotted as follows: 50 marks each for report evaluation by internal and external examiners respectively and remaining 50 marks for the viva voce examination, jointly assessed by internal and external examiners.


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**SCHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION**

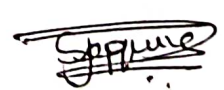
I SEMESTER

Subject Code	Title of the Subject	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam		
14MBA 11	Management & Organisational Behaviour	4	1	5	3	50	100	150	4
14MBA 12	Economics for Managers	4	1	5	3	50	100	150	4
14MBA 13	Accounting for Managers	4	1	5	3	50	100	150	4
14MBA 14	Business Analytics	4	1	5	3	50	100	150	4
14MBA 15	Marketing Management	4	1	5	3	50	100	150	4
14MBA 16	Managerial Communication	4	1	5	3	50	100	150	4
	Total	24	6	30		300	600	900	24

II SEMESTER

Subject Code	Title of the Subject	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam		
14MBA 21	Human Resource Management	4	1	5	3	50	100	150	4
14MBA 22	Financial Management	4	1	5	3	50	100	150	4
14MBA 23	Research Methods	4	1	5	3	50	100	150	4
14MBA 24	Business, Government and Society	4	1	5	3	50	100	150	4
14MBA 25	Strategic Management	4	1	5	3	50	100	150	4
14MBA 26	Entrepreneurial Development	4	1	5	3	50	100	150	4
	Total	24	6	30		300	600	900	24


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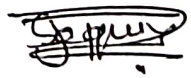

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III SEMESTER

Subject Code	Title of the Subject	Teaching hours / week			Duration of Exam Hours	Marks for		Total Marks	Credits
		Lecture	Practical / Field Work / Assignment	Total		IA	Exam		
	ELECTIVE 1	4	1	5	3	50	100	150	4
	ELECTIVE 2	4	1	5	3	50	100	150	4
	ELECTIVE 3	4	1	5	3	50	100	150	4
	ELECTIVE 4	4	1	5	3	50	100	150	4
	ELECTIVE 5	4	1	5	3	50	100	150	4
	ELECTIVE 6	4	1	5	3	50	100	150	4
	Total	24	6	30		300	600	900	24

Marketing Specialisation		Financial Specialisation		Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
14MBAMM301	Consumer Behavior	14MBAFM301	Principles & Practices of Banking	14MBAHR301	Industrial Relations & Legislations
14MBAMM302	Retail Management	14MBAFM302	Financial Services	14MBAHR302	Recruitment & Selection
14MBAMM303	Services Marketing	14MBAFM303	Investment Management	14MBAHR303	Compensation & Benefits
14MBAMM304	Marketing Research	14MBAFM304	Advanced Financial Management	14MBAHR304	Learning & Development
14MBAMM305	Business Marketing	14MBAFM305	Cost Management	14MBAHR305	Knowledge Management
14MBAMM306	Supply Chain Management	14MBAFM306	Strategic Credit Management	14MBAHR306	Negotiation & Conflict Management



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Marketing Specialisation		Financial Specialisation		Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
14MBAMM407	Sales Management ✓	14MBAFM407	Business Valuation Analysis ✓	14MBAHR407	Public relations ✓
14MBAMM408	Integrated Marketing Communication ✓	14MBAFM408	Risk Management and Insurance ✓	14MBAHR408	Workplace Ethics ✓
14MBAMM409	E-Marketing ✓	14MBAFM409	Tax Management ✓	14MBAHR409	International Human Resource Management ✓
14MBAMM410	Strategic Brand Management ✓	14MBAFM410	International Financial Management ✓	14MBAHR410	Organisation Change and Development ✓
14MBAMM411	Rural Marketing ✓	14MBAFM411	Financial Derivatives ✓	14MBAHR411	Strategic Talent Management ✓
14MBAMM412	International Marketing Management ✓	14MBAFM412	Strategic Financial Management ✓	14MBAHR412	Personal Growth & Interpersonal Effectiveness ✓

DUAL Specialization:

Marketing & Finance Specialisation		Marketing & Human Resources Specialisation		Finance & Human Resource Specialisation	
Subject Code	Title of the Subject	Subject Code	Title of the Subject	Subject Code	Title of the Subject
14MBAMM407	Sales Management ✓	14MBAMM407	Sales Management	14MBAFM407	Business Valuation Analysis
14MBAMM408	Integrated Marketing Communication	14MBAMM408	Integrated Marketing Communication	14MBAFM408	Risk Management and Insurance
14MBAMM409	E-Marketing	14MBAMM409	E-Marketing	14MBAFM409	Tax Management
14MBAFM407	Business Valuation Analysis	14MBAHR407	Public relations	14MBAHR407	Public relations
14MBAFM408	Risk Management and Insurance	14MBAHR408	Workplace Ethics	14MBAHR408	Workplace Ethics
14MBAFM409	Tax Management	14MBAHR409	International Human Resource Management	14MBAHR409	International Human Resource Management


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