

PROGRAMME STRUCTURE

Medium of Instruction: The medium of Instruction for this programme is English.

Programme Duration: The minimum duration of the programme is 2 years and the maximum duration is 4 years.

Salient Feature of the Programme:

- AICTE & DEB(UGC) approved Programme
- Latest curriculum
- Study material in Self Learning Mode
- Learning along with job
- Affordable fee
- Flexible learning

The Master of Business Administration Programme is divided into two parts. Each part consists of two semesters (Semester – 1 and Semester – 2)

		Semester - Odd	Semester- Even
Part I	First Year	Semester - 1	Semester - 2
Part II	Second Year	Semester - 3	Semester - 4

List of the courses

PART I: FIRST YEAR

The schedule of First Year Part I examination shall comprise of two semesters: Semester I and Semester II. The schedule of papers during the first year of the programme shall be as follows:

Semester - 1

- MBAFT-6101 Organizational Behaviour
- MBAFT-6102 Data Analysis and Decision Tools
- MBAFT-6103 Managerial Economics
- MBAFT-6104 Accounting for Managers
- MBAFT-6105 Marketing Management
- MBAFT-6106 Human Resource Management
- MBAFT-6107 Business Communication
- MBAFT-6108 Information Technology Management

Semester- 2

MBAFT-6201 Organization Effectiveness and Change
MBAFT-6202 Decision Modeling and Optimization
MBAFT-6203 Economic Environment of Business
MBAFT-6204 Corporate Finance
MBAFT-6205 Management Accounting
MBAFT-6206 Production and Operation Management
MBAFT-6207 Marketing Research
MBAFT-6208 Management of Information System

Summer Training (For non-working students)

On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to undergo summer training in an organisation. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester.

PART II: SECOND YEAR**Semester – 3**

During Semester 3 of the program, in addition to the three compulsory papers, a student shall have to choose five elective courses from the list of optional papers announced at the beginning of Semester 3. Compulsory papers are listed here; elective papers are listed areawise.

MBAFT-6301 Business Ethics & Sustainability
MBAFT-6302 Strategic Analysis
MBAFT-6303 Project Study

Semester- 4

During Semester 4 of the program, in addition to the three compulsory papers, a student shall have to choose five elective courses from the list of optional papers announced at the beginning of Semester 4. Compulsory papers are listed here; optional papers are listed areawise.

MBAFT-6401 Legal Environment of Business
MBAFT-6402 Strategic Management
MBAFT-6403 Global Business Management

Elective Course Areas

Area 1: Economics & Public Policy	MBAFT-7201 to MBAFT-7202
Area 2: Entrepreneurship	MBAFT-7301 to MBAFT-7302
Area 3: Finance	MBAFT-7401 to MBAFT-7414
Area 4: Information Technology Management	MBAFT-7501 to MBAFT-7503
Area 5: Marketing	MBAFT-7601 to MBAFT-7615
Area 6: Operations Management	MBAFT-7701 to MBAFT-7712
Area 7: Organizational Behaviour & Human Resource Management	MBAFT-7801 to MBAFT-7815
Area 8: Strategic Management	MBAFT-7901 to MBAFT-7905

LIST OF ELECTIVE COURSES

AREA – 1: ECONOMICS & PUBLIC POLICY

1. MBAFT-7201 Economic Growth and Development
2. MBAFT-7202 Economics of Innovation

AREA - 2: ENTREPRENEURSHIP

1. MBAFT-7301 Managing Human Resources in SMEs/Start-Ups
2. MBAFT-7302 Entrepreneurship, Creativity, and Innovation

AREA - 3: FINANCE

1. MBAFT-7401 Quantitative Analysis of Financial Decisions
2. MBAFT-7402 Security Analysis and Portfolio Management
3. MBAFT-7403 Financial Analytics
4. MBAFT-7404 International Financial Management
5. MBAFT-7405 Merchant Banking and Financial Services
6. MBAFT-7406 Management Control System
7. MBAFT-7407 Corporate Taxation
8. MBAFT-7408 Financial Derivatives
9. MBAFT-7409 Project Planning, Analysis, and Management
10. MBAFT-7410 Financial Risk Management
11. MBAFT-7411 Fixed Income Securities
12. MBAFT-7412 Financial Markets and Institutions
13. MBAFT-7413 Financial Reporting
14. MBAFT-7414 Mergers and Corporate Restructuring

AREA - 4: INFORMATION TECHNOLOGY MANAGEMENT

1. MBAFT- 7501 Managing E-Business

2. MBAFT- 7502 Business Process Re-engineering
3. MBAFT- 7503 Strategic Management of Information Technology

AREA - 5: MARKETING

1. MBAFT- 7601 Consumer Behaviour
2. MBAFT- 7602 Advertising Management
3. MBAFT- 7603 Competitive Marketing
4. MBAFT- 7604 Business Marketing
5. MBAFT- 7605 Sales Force Management
6. MBAFT- 7606 Service Marketing
7. MBAFT- 7607 Sales Promotion Management
8. MBAFT- 7608 Brand Management
9. MBAFT- 7609 Digital Marketing
10. MBAFT- 7610 Retailing Management
11. MBAFT- 7611 Marketing Channels
12. MBAFT- 7612 Marketing Analytics
13. MBAFT- 7613 Advanced Marketing Research
14. MBAFT- 7614 Global Marketing
15. MBAFT- 7615 Rural Marketing

AREA - 6: OPERATIONS MANAGEMENT & DECISION SCIENCES

1. MBAFT- 7701 Operations Strategy
2. MBAFT- 7702 Total Quality Management for Business Excellence
3. MBAFT- 7703 Integrated Management Systems
4. MBAFT- 7704 World Class Manufacturing
5. MBAFT- 7705 Technology, Innovation and New Product Management
6. MBAFT- 7706 Service Operations Management
7. MBAFT- 7707 Systems Optimization and Management Science
8. MBAFT- 7708 Predictive Analytics and Big Data
9. MBAFT- 7709 Supply Chain Analytics
10. MBAFT- 7710 Supply Chain Management
11. MBAFT- 7711 Sustainable Operations Management
12. MBAFT- 7712 Artificial Intelligence and Deep Learning

AREA - 7: ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

1. MBAFT-7801 Human Resource Metrics & Analytics
2. MBAFT-7802 Performance Management and Training Intervention
3. MBAFT-7803 Managing Training, Learning and Development
4. MBAFT-7804 Talent Management
5. MBAFT-7805 Personal Power & Leadership through Asian Values
6. MBAFT-7806 Compensation and Rewards Management
7. MBAFT-7807 Managing Interpersonal and Group Processes

8. MBAFT-7808 Managing Diversity
9. MBAFT-7809 Counseling Skills for Managers
10. MBAFT-7810 Human Resource Development: Strategies and Systems
11. MBAFT-7811 Management of Industrial Relations
12. MBAFT-7812 Negotiation and Influence Skills
13. MBAFT-7813 Cross Cultural and Global Management
14. MBAFT-7814 Change and Intervention Strategies
15. MBAFT-7815 Leadership, Power and Politics

AREA – 8: STRATEGIC MANAGEMENT

1. MBAFT-7901 Strategic Capability Building and Innovation
2. MBAFT-7902 Strategic Management in Social Enterprises
3. MBAFT-7903 International Business Strategy
4. MBAFT-7904 Strategic Management of Startups
5. MBAFT-7905 Strategic Innovation in Health Care and Education

Selection of Elective Courses:

During Semester 3 of the program, in addition to the three compulsory papers, a student shall have to choose five elective courses from the list of optional papers announced at the beginning of Semester 3. Also, during Semester 4 of the program, in addition to the three compulsory papers, a student shall have to choose five elective courses from the list of optional/elective papers announced at the beginning of the Semester 4.

Course Credit Scheme

Definitions:

- (i) 'Academic Programme' means an entire course of study comprising its programme structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/Centre
- (ii) 'Course' means a segment of a subject that is part of an Academic Programme
- (iii) 'Programme Structure' means a list of courses (Core, Elective, Open Elective) that makes up an Academic Programme, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes, minimum number of credits required for successful completion of the programme etc. prepared in conformity with University Rules, eligibility criteria for admission
- (iv) 'Core Course' means a course that a student admitted to a particular programme must successfully complete to receive the degree and which cannot be substituted by any other course
- (v) 'Elective Course' means an optional course to be selected by a student out of such courses offered in the same or any other Department/Centre
- (vi) 'Open Elective' means an elective course which is available for students of all programmes, including students of the same department. Students of other Departments

can opt these courses subject to fulfilling eligibility criteria as laid down by the Department offering the course.

- (vii) 'Credit' means the value assigned to a course which indicates the level of instruction; hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical could be proposed as part of a course or as a separate practical course
- (viii) 'SGPA' means Semester Grade Point Average calculated for the individual semester.
- (ix) 'CGPA' is Cumulative Grade Points Average calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.
- (x) 'Grand CGPA' is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters. Grand CGPA is being given in Transcript form. To benefit the student, a formula for conversion of Grand CGPA into percentage marks is given in the Transcript

Semester	Core Courses			Elective Course			Open Elective Course			Total Credits
	No. of papers	Credits (L+T/P)	Total Credits	No. of papers	Credits (L+T/P)	Total Credits	No. of papers	Credits (L+T/P)	Total Credits	
I	8	4.5*	36	0	NA	NA	NA	NA	NA	36
II	8	4.5	36	0	NA	NA	NA	NA	NA	36
III	3	4.5	13.5	5	4.5	22.5	NA	NA	NA	36
IV	3	4.5	13.5	5	4.5	22.5	NA	NA	NA	36
Total Credits for the Course	22	18	99	10	9	45	NA	NA	NA	144

Semester - I				
Number of Core Courses	Credits in each core course			
Course	Theory	Practical	Tutorial	Credits
MBAFT - 6101	4.5	NA	NA	4.5
MBAFT - 6102	4.5	NA	NA	4.5
MBAFT - 6103	4.5	NA	NA	4.5
MBAFT - 6104	4.5	NA	NA	4.5
MBAFT - 6105	4.5	NA	NA	4.5
MBAFT - 6106	4.5	NA	NA	4.5
MBAFT - 6107	4.5	NA	NA	4.5
MBAFT - 6108	4.5	NA	NA	4.5
Total credits in core courses	36			36

Semester - II				
Number of Core Courses		Credits in each core course		
Course	Theory	Practical	Tutorial	Credits

MBAFT - 6201	4.5	NA	NA	4.5
MBAFT - 6202	4.5	NA	NA	4.5
MBAFT - 6203	4.5	NA	NA	4.5
MBAFT - 6204	4.5	NA	NA	4.5
MBAFT - 6205	4.5	NA	NA	4.5
MBAFT - 6206	4.5	NA	NA	4.5
MBAFT - 6207	4.5	NA	NA	4.5
MBAFT - 6208	4.5	NA	NA	4.5
Total credits in core courses	36			36

Semester - III				
Number of Core Courses		Credits in each core course		
Course	Theory	Practical	Tutorial	Credits
MBAFT - 6301	4.5	NA	NA	4.5
MBAFT - 6301	4.5	NA	NA	4.5
MBAFT - 6301	4.5	NA	NA	4.5
Total credits in core courses	13.5			13.5
Number of Core Courses		Credits in each core course		
Course	Theory	Practical	Tutorial	Credits
Elective Course 1*	4.5	NA	NA	4.5
Elective Course 2*	4.5	NA	NA	4.5
Elective Course 3*	4.5	NA	NA	4.5
Elective Course 4*	4.5	NA	NA	4.5
Elective Course 5*	4.5	NA	NA	4.5
Total credits in elective courses	22.5			22.5

Semester - IV				
Number of Core Courses		Credits in each core course		
Course	Theory	Practical	Tutorial	Credits
MBAFT - 6401	4.5	NA	NA	4.5
MBAFT - 6401	4.5	NA	NA	4.5
MBAFT - 6401	4.5	NA	NA	4.5
Total credits in core courses	13.5			13.5
Number of Core Courses		Credits in each core course		
Course	Theory	Practical	Tutorial	Credits
Elective Course 1*	4.5	NA	NA	4.5
Elective Course 2*	4.5	NA	NA	4.5
Elective Course 3*	4.5	NA	NA	4.5
Elective Course 4*	4.5	NA	NA	4.5
Elective Course 5*	4.5	NA	NA	4.5
Total credits in elective courses	22.5			22.5

*Elective courses will be shared with the participants at the end of second semester.

Assessment of Students' Performance and Scheme of Examinations:

- English shall be the medium of instruction and examination.
- Duration of examination of each paper shall be 3 hours.
- Each course will be of 100 marks out of which 70 marks shall be allocated for semester end examination and 30 marks for internal assessment.

Pass Percentage

The minimum marks for passing the examination for each semester shall be 45% in aggregate and a minimum of 40% marks in the semester-end examination in each theory paper and 40% in internal assessment marks of each paper. In each paper, numeric scores will be awarded to both the evaluation components: internal assessment and final semester examination. Internal assessment score will be based on the average of the numeric scores of the various components (decided at the beginning of the semester). The total score in a paper is obtained by adding the internal assessment marks and end semester examination marks.

Promotion Criteria

To be eligible for promotion to the Second Year (Part II) of the programme, a student must clear successfully at least 12 papers out of the 16 papers offered during the first year of the programme. However, he/ she will have to clear the remaining papers while studying in Part II of the programme.

Re-Examination

A candidate who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in aggregate or has secured the minimum marks in aggregate but has not secured the minimum marks in the semester-end examination in any paper/s, may take reexamination in that/ those paper/s in order to be able to secure the minimum marks prescribed to pass the semester any time during the Span Period of the programme.

Conversion of Marks into Grades

In each paper, numeric scores will be awarded to both the evaluation components: internal assessment and final semester examination, internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, project work, class participation, mid-semester exams, etc. The total score in a paper is obtained by adding the internal assessment marks and the end semester examination marks. The total score obtained in a paper is converted to a letter grade in a ten-point grading scale as given below:

A+	A	A-	B+	B	B-	C+	C	D	F
10	9	8	7	6	5	4	3	2	1

Relative Grading Method based on Standard Deviation shall be used for the conversion of the numeric scores to the letter grades. Student grades are based on their distance from the mean score of the class. The standard deviation, mean and median are computed after creating the frequency distribution of the total scores (internal assessment marks plus end semester marks) so that cut-off points for each grade level can be determined. If the mean and median are similar in value then mean should be used for further computations of the cut-off of grades. In case, mean and median are not similar then the median should be used for computation of cut-off of grades. The details are given below:

Letter Grade	Marks Interval
A+	Total Score > Mean + 2.0 S.D
A	Mean +1.5 S.D < Total Score < Mean+2.0 S.D
A-	Mean +1.0 S.D < Total Score < Mean+1.5 S.D
B+	Mean +0.5 S.D < Total Score < Mean+1.0 S.D
B	Mean < Total Score < Mean+0.5 S.D
B-	Mean -0.5 S.D < Total Score < Mean
C+	Mean – 1.0 S.D < Total Score < Mean-0.5 S.D
C	Mean -1.5 S.D < Total Score < Mean-1.0 S.D
D	Mean -2.0 S.D < Total Score < Mean-1.5 S.D or Total score > 40 %
F	Total Score < 40 %

Grade Points: As per the University Examination rule

CGPA Calculation: As per the University Examination rule.

SGPA Calculation: As per the University Examination rule.

Grand SGPA Calculation: As per the University Examination rule.

Conversion of Grand CGPA into Marks: As notified by competent authority the formula for conversion of Grand CGPA into marks.

Division of Degree into Classes

The degree shall be awarded to the successful students on the basis of the combined results of Part-I and Part-II in the first year and second year examinations as follows:

Candidates securing 60% and above	:	First Division
Candidates securing above 50% but below 60%	:	Second Division
All others	:	Third Division

Span Period

The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two year programme within the span period of 4 years.