Pune District Education Association's
INSTITUTE OF TECHNICAL EDUCATION,
RESEARCH & MANAGEMENT
Estd. June 2010

Sec. No. 28, Ganganagar, Akurdi, Pune – 44
E-mail : itermakurdi@gmail.com

Affiliated to Savitribai Phule Pune University
Approved by AICTE

Ph.: 020-27650788
Web site : www.pdeambaakurdi.edu.in

1.1.1

The Institution ensures effective curriculum planning and delivery through a well-planned and documented process including Academic Calendar and conduct internal assessment

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1.1.1 The institution ensures effective curriculum planning and delivery through a well-planned and documented process including Academic calendar and conduct internal assessment

Sr. No	Contents	Years
1.	SPPU Affiliation Letters	2018-2019 to 2022-2023
2.	AICTE Approval Letters	2018-2019 to 2023-2024
3.	Course Structure	2018-2019 to 2022-2023
4	SPPU Academic Calendar	2018-2019 to 2022-2023
5.	Institute Academic Calendar	2018-2019 to 2022-2023
6	Course File Index	2018-2019 to 2022-2023
7.	Summary of Guest Lectures	2018-2019 to 2022-2023
8.	Summary of Industrial Visits	2018-2019 to 2022-2023

P.D.E.A.'s Institute of Technical Education Research & Management
Sec.28, Ganganagar, PCNTDA, Akurdi, Pune-44.

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Pune District Education Association's

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH & MANAGEMENT

Estd. June 2010

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Ph.: 020-27650788
Web site : www.pdeambaakurdi.edu.in

1. SPPU Affiliation Letter

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)

दूरध्वनी क्रमांक :
०२०-२५६२ ११८८
२५६२ ११९७

शैक्षणिक विभाग
(संलग्नता कक्ष)
गणेशखिंड, पुणे-४११००७.

टेलिग्राफ : 'युनिपुणे'
फॅक्स : ०२०-२५६९१२३३
वेबसाइट : www.unipune.ac.in
इ-मेल : affiliation@pun.unipune.ac.in

220700302

संदर्भ क्र.:CA/१२४६

दि.:०८/०८/२०२२

प्रति,
मा. संचालक,
पुणे जिल्हा शिक्षण मंडळ इंस्टीट्यूट ऑफ टेक्निकल एज्युकेशन ,
रिसर्च अँड मॅनेजमेंट पत्ता: प्रधिकरण ,सेक्टर न.-२८,पी. सी.
एन. टी. डी. ए. ,,गंगानगर,प्रोफ.रामकृष्णा मोरे कॉलेज कँपस,
आकुर्डी पुणे ४११०४४ ता.: पिंपरी चिंचवड (महानगर
पालिका हद्द) जि: पुणे पिनकोड: 411044
[IMMP015890]

विषय:- शैक्षणिक वर्ष २०२२-२०२३ या वर्षाकरिता संलग्नीकरणाचे नूतनीकरण / नैसर्गिकवाढीबाबत

महोदय,

वरील विषयासंदर्भात विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार आपणास कळविण्यात येते की, आपल्या महाविद्यालयास/परिसंस्थेस शैक्षणिक वर्ष २०२२-२०२३ करिता खालील रकान्यात नमूद केलेल्या अभ्यासक्रमांच्या संलग्नीकरणाच्या नूतनीकरणास / नैसर्गिकवाढीस महाराष्ट्र सार्वजनिक विद्यापीठ अधिनियम, २०१६ तसेच अखिल भारतीय तंत्रशिक्षण परिषद (AICTE)/ राष्ट्रीय शिक्षक शिक्षण परिषद (NCTE)/ बार कौन्सिल ऑफ इंडिया (BCI)/ फार्मसी कौन्सिल ऑफ इंडिया (PCI)/ कौन्सिल ऑफ आर्किटेक्चर (COA)/ विद्यापीठ अनुदान आयोग/संबंधित शिखर संस्था/परिषद/नियामक मंडळ इ.तसेच केंद्र शासन, महाराष्ट्र शासन आणि सावित्रीबाई फुले पुणे विद्यापीठ यांचेकडून वेळोवेळी विहित करण्यात आलेल्या आणि येणाऱ्या नियम/आदेश/मार्गदर्शक तत्वे/परिनियम/अध्यादेश इ.तरतूदींनुसार तसेच संबंधित अभ्यासक्रम व प्रवेश क्षमता मान्यतेच्या अधीन राहून तसेच स्वयं मूल्यमापन अहवालातील सोबत जोडलेल्या यादीतील अटी व शर्तींची पूर्तता (लागू असल्यास) विद्यापीठाचे पत्र निर्गमित झाल्याच्या दिनांकापासून सहा महिन्यांच्या आत पूर्ण करण्याच्या अटीवर परवानगी देण्यात येत आहे.

अनु.क्र.	अभ्यासक्रमाचा तपशील	विद्यार्थी संख्या	वर्ष व तुकडी	संलग्नीकरणाचा प्रकार
1	मास्टर ऑफ बिझनेस अँडमिनिस्ट्रेशन (एम.बी.ए.)	60	वर्ष प्रथम व द्वितिय- Div No.1,	नूतनीकरण

अटी व शर्तींची यादी

अनु.क्र.	अटी व शर्ती
१	Director, Teaching Staff & Librarian to be appointed as per Universisty and AICTE guidelines.

P.D.E.A's Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Acting Director
P.D.E.A.'s Institute of Technical Education,
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

स. द. डावखर
उपकुलसचिव

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

P.D.E.A's Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Savitribai Phule Pune University

Telephone Number

020-25621188

Barcode

220700302

Educational Division

Ganeshkhind, Pune 411007

Telegraph - Unipune

Fax -020-25691233

Website - www.unipune.ac.in

Email – affiliation@pun.unipune.ac.in

Reference No: CA/1246

Date: 08-08-2022

To

Hon Director,

Pune District Education Association's
Institute of Technical Education Research& Management
Address:- Pradhikaran Sec. No. 28 PCNTDA,
Ganganagar, Prof. Ramkrishna More College Campus
Akurdi, Pune411044 Tal : Haveli ((Excluding Municipal
Corporation limits) Dist: Pune Pincode: 411044
(IMMP015890)

Subject: -Regarding renewal of affiliation/natural growth for the academic year 2022-23

As per the decision by the University authority regarding the above mentioned matter, you are hereby informed that your Institute is granted permission for affiliation natural growth for the program mentioned in the below table for the academic year 2022-23 as per the guidelines of the Maharashtra Public Universities Act 2016 as well as the All India Council of Indian Technical Education (AICTE) /University Grants Commission Concerned Sanctioning Institution Council Regulatory Board etc, as well as Central Government of Maharashtra and Savitribai Phule Pune University and other immediately relevant rules orders guidelines bye-laws ordinances otherwise immediately applicable and subject to the fulfilment of the terms and conditions in the attached list in the self-assessment report (if applicable). The permission is given on the condition of completion within six months from the date of issue of the University letter

Sr. No	Particular of Course/ Program	Sanctioned Intake	Year & Division	Affiliation Type
1	MBA	60	First and Second Year Div. No.1	Renewal

(Deputy Registar)

Academic Section

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

दूरध्वनी क्रमांक :
०२०- २५६२ ११८८
२५६२ ११५६
२५६२ ११५७
२५६२ ११६१

210600107

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)

शैक्षणिक विभाग
गणेशखिंड, पुणे-४११००७.

टेलिग्राफ : 'युनिपुणे'
फॅक्स : ०२०-२५६९१२३३
वेबसाइट : www.unipune.ac.in
इ-मेल : affiliation@pun.unipune.ac.in

संदर्भ क्र.:CA/811

दि.:20/07/2021

प्रति,
मा. संचालक,
पुणे जिल्हा शिक्षण मंडळ इस्टीट्यूट ऑफ टेक्निकल एज्युकेशन ,
रिसर्च अँड मॅनेजमेंट पत्ता: प्रधिकरण ,सेक्टर न.-२८,पी. सी.
एन. टी. डी. ए. ,,गंगानगर,प्रोफ.रामकृष्णा मोरे कॉलेज कॅंपस,
आकुर्डी पुणे ४११०४४ ता.: पिंपरी चिंचवड (महानगर
पालिका हद्द) जि: पुणे पिनकोड: 411044
[IMMP015890]

विषय:- शैक्षणिक वर्ष २०२१-२०२२, या वर्षाकरिता संलग्नीकरणाचे नूतनीकरण / नैसर्गिकवाढीबाबत

महोदय,

वरील विषयासंदर्भात विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार आपणास कळविण्यात येते की, आपल्या परीसंस्थेस शैक्षणिक वर्ष २०२१-२०२२, या वर्षाकरिता खालील रकान्यात नमूद केलेल्या अभ्यासक्रमांच्या संलग्नीकरणाच्या नूतनीकरणास / नैसर्गिकवाढीस महाराष्ट्र सार्वजनिक विद्यापीठ अधिनियम, २०१६ तसेच अखिल भारतीय तंत्रशिक्षण परिषद (AICTE)/ राष्ट्रीय शिक्षक शिक्षण परिषद (NCTE)/ बार कौन्सिल ऑफ इंडिया (BCI)/ फार्मसी कौन्सिल ऑफ इंडिया (PCI)/ कौन्सिल ऑफ आर्किटेक्चर (COA)/ विद्यापीठ अनुदान आयोग/संबंधित शिखर संस्था/परिषद/नियामक मंडळ इ.तसेच केंद्र शासन, महाराष्ट्र शासन आणि सावित्रीबाई फुले पुणे विद्यापीठ यांचेकडून वेळोवेळी विहित करण्यात आलेल्या आणि येणाऱ या नियम/आदेश/मार्गदर्शक तत्वे/परिनियम/अध्यादेश इ.तरतूदींनुसार तसेच संबंधित अभ्यासक्रम व प्रवेश क्षमता मान्यतेच्या अधीन राहून तसेच स्वयं मूल्यमापन अहवालातील सोबत जोडलेल्या यादीतील अटी व शर्तींची पूर्तता (लागू असल्यास) विद्यापीठाचे पत्र निर्गमित झाल्याच्या दिनांकपासून सहा महिन्यांच्या आत पूर्ण करण्याच्या अटीवर परवानगी देण्यात येत आहे.

अनु.क्र.	अभ्यासक्रमाचा तपशील	विद्यार्थी संख्या	प्रथमपाळी/द्वितीय पाळी (लागू असल्यास)	संलग्नीकरणाचा प्रकार
1	मास्टर ऑफ बिझनेस अडमिनिस्ट्रेशन (एम.बी.ए.)	60	वर्ष प्रथम व द्वितिय- Div No.1,	नूतनीकरण

अटी व शर्तींची यादी	अटी व शर्ती
अनु.क्र.	
१	Approved Director must be appointed Shortfall in number of Approved Faculty must be fulfilled. National Assessment and Accreditation Council (NAAC) / National Board of Accreditation (NBA) – assessment & Accreditation / re-accreditation must be completed. Approved Librarian must be appointed.

कळावे,

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Savitribai Phule Pune University

Telephone Number
020-25621188

Barcode
210600107

Educational Division
Ganeshkhind, Pune 411007
Telegraph - Unipune
Fax : 020-25691233
Website - www.unipune.ac.in
Email – affiliation@pun.unipune.ac.in

Reference No: CA/811

Date: 20-07-2021

To
Hon Director,
Pune District Education Association's
Institute of Technical Education Research& Management
Address :- Pradhikaran Sec. No. 28 PCNTDA,
Ganganagar, Prof. Ramkrishna More College Campus
Akurdi, Pune411044 Tal : Haveli ((Excluding Municipal
Corporation limits) Dist: Pune Pincode: 411044

Subject:- Regarding renewal of affiliation / natural increase for the academic year 2021-2022

As per the decision by the University authority regarding the above mentioned matter, you are hereby informed that your Institute is granted permission for affiliation natural growth for the program mentioned in the below table for the academic year 2021-2022 as per the guidelines of the Maharashtra Public Universities Act 2016 as well as the All India Council of Indian Technical Education (AICTE) /University Grants Commission Concerned Sanctioning Institution Council Regulatory Board etc, as well as Central Goverment of Maliarashtra and Savitribai Phule Pune University and other immediately relevant rules orders guidelines bye-laws ordinances otherwise immediately applicable and subject to the fulfillment of the terms and conditions in the attached list in the self-assessment report (if applicable). The permission is given on the condition of completion within six months from the date of issue of the University letter

Sr. No	Particular of Course/ Program	Sanctioned Intake	Year & Division	Affiliation Type
1	MBA	60	First and Second Year Div. No.1	Renewal

List of terms and conditions

Sr. No.	Terms and Conditions
	Approved Director must be appointed Shortfall in number of Approved Faculty must be fulfilled. National Assessment and Accreditation Council (NAAC) / National Board of Accreditation (NBA) -| assessment & Accreditation / re-accreditation must be completed. Approved Librarian must be appointed.

(Deputy Registar)

Academic Section

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)

दूरध्वनी क्रमांक :
०२०-२५६९१२३३
२५६०१२५७
२५६०१२५८
२५६०१२५९

200800134

शैक्षणिक विभाग
गणेशखिंड, पुणे-४११००७.

टेलिग्राफ : 'युनिपुणे'
फॅक्स : ०२०-२५६९१२३३
वेबसाइट : www.unipune.ac.in
इ-मेल : affiliation@pun.unipune.ac.in

दि.:५ ऑगस्ट, २०२०

संदर्भ क्र.:सीए/५३१

प्रति,
मा. संचालक,
पुणे जिल्हा शिक्षण मंडळ इंस्टीट्यूट ऑफ टेक्निकल एज्युकेशन ,
रिसर्च अँड मॅनेजमेंट पत्ता: प्रधिकरण ,सेक्टर न.-२८,पी. सी.
एन. टी. डी. ए. ,,गंगानगर,प्रोफ.रामकृष्णा मोरे कॉलेज कॅंपस,
आकुर्डी पुणे ४११०४४ ता.: पिंपरी चिंचवड (महानगर
पालिका हद्द) जि: पुणे पिनकोड: 411044
[IMMP015890]

विषय:- शैक्षणिक वर्ष २०२०-२०२१, या वर्षाकरिता संलग्रीकरणाचे नूतनीकरण / नैसर्गिकवाढीबाबत

महोदय,

वरील विषयासंदर्भात विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार आपणास कळविण्यात येते की, आपल्या परीसंस्थेस शैक्षणिक वर्ष २०२०-२०२१, या वर्षाकरिता खालील रकान्यात नमूद केलेल्या अभ्यासक्रमांच्या संलग्रीकरणाच्या नूतनीकरणास / नैसर्गिकवाढीस महाराष्ट्र सार्वजनिक विद्यापीठ अधिनियम, २०१६ तसेच अखिल भारतीय तंत्रशिक्षण परिषद/विद्यापीठ अनुदान आयोग/संबंधित शिखर संस्था/परिषद/नियामक मंडळ इ.तसेच केंद्र शासन, महाराष्ट्र शासन आणि सावित्रीबाई फुले पुणे विद्यापीठ यांचेकडून वेळोवेळी विहित करण्यात आलेल्या आणि येणा- या नियम/आदेश/मार्गदर्शक तत्वे/परिनियम/अध्यादेश इ.तरतूदींनुसार तसेच संबंधित अभ्यासक्रम व प्रवेश क्षमता मान्यतेच्या त्याचप्रमाणे संबंधित स्वयं मूल्यमापन व त्रुटी पूर्तता अहवालांच्या छाननी व तपासणीअंतीच्या अटी व शर्तींची विहित मुदतीत पूर्तता करण्याच्या अधीन राहून परवानगी देण्यात येत आहे.

अनु.क्र.	अभ्यासक्रमाचा तपशील	विद्यार्थी संख्या	प्रथमपाळी/व्दितीय पाळी (लागू असल्यास)	संलग्रीकरणाचा प्रकार
1	मास्टर ऑफ बिझनेस अडमिनिस्ट्रेशन (एम.बी.ए.)	60	वर्ष प्रथम व व्दितिय- Div No.1,	नूतनीकरण

कळावे,

आपली,

सहायक कुलसचिव
(संलग्रता कक्ष)

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Savitribai Phule Pune University

Telephone Number
020-25621188

Barcode
200800134

Educational Division
Ganeshkhind, Pune 411007
Telegraph - Unipune
Fax : 020-25691233
Website - www.unipune.ac.in
Email – affiliation@pun.unipune.ac.in

Reference No: CA/811

Date: 05/08/2020

To
Hon Director,
Pune District Education Association's
Institute of Technical Education Research& Management
Address :- Pradhikaran Sec. No. 28 PCNTDA,
Ganganagar, Prof. Ramkrishna More College Campus
Akurdi, Pune411044 Tal : Haveli ((Excluding Municipal
Corporation limits) Dist: Pune Pincode: 411044
[IMMP015890]

Subject:- Regarding renewal of affiliation / natural increase for the academic year 2020-2021

As per the decision by the University authority regarding the above mentioned matter, you are hereby informed that your Institute is granted permission for affiliation/ natural growth for the program mentioned in the below table for the academic year 2020-2021 as per the guidelines of the Maharashtra Public Universities Act 2016 as well as the All India Council of Indian Technical Education (AICTE) /University Grants Commission , Concerned Sanctioning Institution Council ,Regulatory Board etc, as well as Central Government of Maharashtra and Savitribai Phule Pune University and other immediately relevant rules orders guidelines bye-laws ordinances otherwise immediately applicable as well subject to approval of the curriculum and admission capacity and subject to the fulfilment of the terms and conditions in the attached list in the self-assessment report (if applicable). The permission is given on the condition of completion within six months from the date of issue of the University letter

Sr. No	Particular of Course/ Program	Sanctioned Intake	Year & Division	Affiliation Type
1	MBA	60	First and Second Year Div. No.1	Renewal

List of terms and conditions

(Deputy Registar)

Academic Section

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)

दूरध्वनी क्रमांक :
०२०-२५६९१२३३
२५६०१२५७
२५६०१२५८
२५६०१२५०

190400195

शैक्षणिक विभाग
गणेशखिंड, पुणे-४११००७.

टेलिग्राफ : 'युनिपुणे'
फॅक्स : ०२०-२५६९१२३३
वेबसाइट : www.unipune.ac.in
इ-मेल : affiliation@pun.unipune.ac.in

संदर्भ क्र.:CA/ ९२९ दि.: १४/०५/२०१९

प्रति,
मा. संचालक,
पुणे जिल्हा शिक्षण मंडळ इंस्टीट्यूट ऑफ टेक्निकल एज्यूकेशन ,
रिसर्च अँड मॅनेजमेंट पत्ता: प्रधिकरण ,सेक्टर न.-२८,पी. सी.
एन. टी. डी. ए. ,,गंगानगर,प्रोफ.रामकृष्णा मोरे कॉलेज कॅंपस,
आकुर्डी पुणे ४११०४४ ता.: पिंपरी चिंचवड (महानगर
पालिका हद्द) जि: पुणे पिनकोड: 411044

विषय:- शैक्षणिक वर्ष २०१९-२०२०, या वर्षाकरिता संलग्रीकरणाचे नूतनीकरण / नैसर्गिकवाढीबाबत

महोदय,

वरील विषयासंदर्भात विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार आपणास कळविण्यात येते की, आपल्या परीसंस्थेस शैक्षणिक वर्ष २०१९-२०२०, या वर्षाकरिता खालील रकान्यात नमूद केलेल्या अभ्यासक्रमांच्या संलग्रीकरणाच्या नूतनीकरणास / नैसर्गिकवाढीस अखिल भारतीय तंत्रशिक्षण परिषद, नवी दिल्ली व तंत्रशिक्षण संचालनालय, महाराष्ट्र शासन यांचे अभ्यासक्रम व प्रवेश क्षमता मान्यतेच्या अधीन राहून तसेच स्वयं मूल्यमापन अहवालातील सोबत जोडलेल्या यादीतील अटी व शर्तींची पूर्तता विद्यापीठाचे पत्र निर्गमित झाल्याच्या दिनांकापासून सहा महिन्याच्या आत पूर्ण करण्याच्या अटीवर परवानगी देण्यात येत आहे.

अ.क्र.	अभ्यासक्रमाचा तपशील	विद्यार्थी संख्या	प्रथम पाळी/द्वितीय पाळी	संलग्रीकरणाचा प्रकार
1	मास्टर ऑफ बिझनेस अडमिनिस्ट्रेशन (एम.बी.ए.)	60	वर्ष प्रथम व द्वितिय- Div No.1,	नूतनीकरण

कळावे,

आपला,

14/05/19
सहायक कुलसचिव
(संलग्नता कक्ष)

सोबत : अटी व शर्तींची यादी.

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Savitribai Phule Pune University

Telephone Number
020-25621188

Barcode
190400195

Educational Division
Ganeshkhind, Pune 411007
Telegraph - Unipune
Fax : 020-25691233
Website - www.unipune.ac.in
Email – affiliation@pun.unipune.ac.in

Reference No: CA/629

Date: 14/05/2019

To
Hon Director,
Pune District Education Association's
Institute of Technical Education Research& Management
Address: - Pradhikaran Sec. No. 28 PCNTDA,
Ganganagar, Prof. Ramkrishna More College Campus
Akurdi, Pune411044 Tal: Haveli ((Excluding Municipal
Corporation limits) Dist.: Pune Pincode: 411044

Subject: - Regarding renewal of affiliation / natural increase for the academic year 2019-20

As per the decision taken by the University Authority Board regarding the above matter you are hereby informed that your Institute is granted permission for affiliation /natural growth for the program mentioned in the below table for the academic year 2019-2020 as per the All India Council of Technical Education, New Delhi and Directorate of Technical Education, Government of Maharashtra subject to approval of the curriculum and admission capacity. The permission is given subject to the fulfilment of the terms and conditions in the attached list in the self-assessment report (if applicable) within six months from the date of issue of the University letter

Sr. No	Particular of Course/ Program	Sanctioned Intake	Year & Division	Affiliation Type
1	MBA	60	First and Second Year Div. No.1	Renewal

(Deputy Registrar)

Affiliation Section

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

सावित्रीबाई फुले पुणे विद्यापीठ

(पूर्वीचे पुणे विद्यापीठ)

दूरध्वनी क्रमांक :
०२०-२५६९१२३३
२५६०१२५७
२५६०१२५८
२५६०१२५९

180400062

शैक्षणिक विभाग
गणेशखिंड, पुणे-४११००७.

टेलिग्राफ : 'पुनिपुणे'
फॅक्स : ०२०-२५६९१२३३
वेबसाइट : www.unipune.ac.in
इ-मेल : affiliation@pun.unipune.ac.in

संदर्भ क्र.:CA/2080 दि.: 08/12/2017

प्रति,
मा. संचालक,
पुणे जिल्हा शिक्षण मंडळ इंस्टीट्यूट ऑफ टेक्निकल एज्युकेशन ,
रिसर्च अँड मॅनेजमेंट पत्ता: प्रधिकरण ,सेक्टर न.-२८,पी. सी.
एन. टी. डी. ए. ,,गंगानगर,प्रोफ.रामकृष्ण मोरे कॉलेज कॅंपस,
आकुर्डी पुणे ४११०४४ ता.: पिंपरी चिंचवड (महानगर
पालिका हद्द) जि: पुणे पिनकोड: 411044

विषय:- शैक्षणिक वर्ष २०१८-२०१९, या वर्षाकरिता संलग्रीकरणाचे नूतनीकरण / नैसर्गिकवाढीबाबत

महोदय,

वरील विषयासंदर्भात विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार आपणास कळविण्यात येते की, आपल्या परीसंस्थेस शैक्षणिक वर्ष २०१८-२०१९, या वर्षाकरिता खालील रकान्यात नमूद केलेल्या अभ्यासक्रमांच्या संलग्रीकरणाच्या नूतनीकरणास / नैसर्गिकवाढीस अखिल भारतीय तंत्रशिक्षण परिषद, नवी दिल्ली व तंत्रशिक्षण संचालनालय, महाराष्ट्र शासन यांचे अभ्यासक्रम व प्रवेश क्षमता मान्यतेच्या अधीन राहून तसेच स्वयं मूल्यमापन अहवालातील सोबत जोडलेल्या यादीतील अटी व शर्तींची पूर्तता विद्यापीठाचे पत्र निर्गमित झाल्याच्या दिनांकापासून सहा महिन्याच्या आत पूर्ण करण्याच्या अटीवर परवानगी देण्यात येत आहे.

अनु.क्र.	अभ्यासक्रमाचा तपशील	विद्यार्थी संख्या	प्रथमपाळी/व्दितीय पाळी	संलग्रीकरणाचा प्रकार
1	मास्टर ऑफ बिझनेस अडमिनिस्ट्रेशन (एम.बी.ए.)	60	वर्ष प्रथम व व्दितिय- Div No.1.,	नूतनीकरण

कळावे,

आपला,

30/11/18

सहायक कुलसचिव
(संलग्रता कक्ष)

सोबत : अटी व शर्तींची यादी.

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Savitribai Phule Pune University

Telephone Number
020-25621188

Barcode
180400062

Educational Division
Ganeshkhind, Pune 411007
Telegraph - Unipune
Fax : 020-25691233
Website - www.unipune.ac.in
Email – affiliation@pun.unipune.ac.in

Reference No: CA/2740

Date: 04/12/2018

To
Hon Director,
Pune District Education Association's
Institute of Technical Education Research& Management
Address :- Pradhikaran Sec. No. 28 PCNTDA,
Ganganagar, Prof. Ramkrishna More College Campus
Akurdi, Pune411044 Tal : Haveli ((Excluding Municipal
Corporation limits) Dist: Pune Pincode: 411044

Subject:- Regarding renewal of affiliation / natural increase for the academic year 2018-2019

As per the decision taken by the University Authority Board regarding the above matter you are hereby informed that your Institute is granted permission for affiliation /natural growth for the program mentioned in the below table for the academic year 2018-2019 as per the All India Council of Technical Education, New Delhi and Directorate of Technical Education, Government of Maharashtra subject to approval of the curriculum and admission capacity . The permission is given subject to the fulfilment of the terms and conditions in the attached list in the self-assessment report (if applicable) within six months from the date of issue of the University letter

Sr. No	Particular of Course/ Program	Sanctioned Intake	Year & Division	Affiliation Type
1	MBA	60	First and Second Year Div. No.1	Renewal

(Deputy Registar)

Academic Section

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Pune District Education Association's

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH & MANAGEMENT

Estd. June 2010

Sec. No. 28, Ganganagar, Akurdi, Pune – 44
E-mail : itermakurdi@gmail.com

Affiliated to Savitribai Phule Pune University
Approved by AICTE

Ph.: 020-27650788
Web site : www.pdeambaakurdi.edu.in

2. AICTE Approval Letters

All India Council for Technical Education

(A Statutory body under Ministry of Education, Govt. of India)

Nelson Mandela Marg,Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2023-24

Extension of Approval (EoA)

Date: 15-May-2023

F.No. Western/1-36557308763/2023/EOA

To,

The Secretary,
Tech. & Higher Education Deptt.
Govt. of Maharashta, Mantralaya,
Annexe Building, Mumbai-400032

Sub: Extension of Approval for the Academic Year 2023-24

Ref: Online application of the Institution submitted for Extension of Approval for the Academic Year 2023-24

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Education) Regulations, 2020 notified on 4th February 2020 and amended on 24th February 2021 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to:

Permanent Id	1-6983761	**Application Id**	1-36557308763
Name of the Institution	INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT	**Name of the Society/Trust**	POONA DISTRICT EDUCATION ASSOCIATION
Institution Address	SECTRO NO.28, GANGANAGAR, PCNTDA,PROF. RAMKRISHNA MORE COLLEGE, NEAR MAHALSAKANT CHOWK, AKURDI, PUNE, PUNE, Maharashtra, 411044	**Society/Trust Address**	S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,PUNE,PUNE,Maharashtra,411038
Institution Type	Private-Self Financing	**Region**	Western
Year of Establishment	2010		

To conduct following Courses with the Intake indicated below for the Academic Year 2023-24

Level	Program	Course	Affiliating Body (University /Body)	Intake Approved for 2022-23	Intake Approved for 2023-24	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
POST GRADUATE	MANAGEMENT	MBA	University of Pune, Pune	60	60	No	No

P.D.E.A.'s Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

Application No:1-36557308763
Note: This is a Computer generated Report. No signature is required.
Printed By : an5998763

Letter Printed On:25 May 2023

It is mandatory to comply with all the essential requirements as given in APH 2023-24 (Appendix 6)

Important Instructions

1. The State Government/ UT/ Directorate of Technical Education/ Directorate of Medical Education shall ensure that 10% of reservation for Economically Weaker Section (EWS) as per the reservation policy for admission, operational from the Academic year 2019-20 is implemented without affecting the reservation percentages of SC/ ST/ OBC(NCL) / General. However, this would not be applicable in the case of Minority Institutions referred to the Clause (1) of Article 30 of Constitution of India. Such Institution shall be permitted to increase in annual permitted strength over a maximum period of two years.

2. The Institution offering courses earlier in the Regular Shift, First Shift, Second Shift/Part Time are now amalgamated as total intake and shall have to fulfil all facilities such as Infrastructure, Faculty and other requirements as per the norms specified in the Approval Process Handbook 2023-24 for the Total Approved Intake. Further, the Institutions Deemed to be Universities/ Institutions having Accreditation/ Autonomy status shall have to maintain the Faculty: Student ratio as specified in the Approval Process Handbook.

3. Strict compliance of Anti-Ragging Regulation, Establishment of Committee for SC/ ST, Establishment of Internal Committee (IC), Establishment of Online Grievance Redressal Mechanism, Barrier Free Built Environment for disabled and elderly persons, Fire and Safety Certificate should be maintained as per the provisions made in Approval Process Handbook and AICTE Regulation notified from time to time.

4. In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

5. As per the AICTE Notification dated 29.01.2014 and amended thereto, it shall be mandatory for each Technical Education Institution, University Department and Institution Deemed to be University imparting Technical Education to get accreditation (NBA) for at least 60% of the eligible courses in the next ONE (1) Years' time, otherwise EoA for the subsequent Academic Year (A.Y. 2024-25) shall not be issued by the Council.

6. Deemed to be University: Institutions Deemed to be Universities (Running Technical Education Programmes), it is mandatory to have AICTE approval from the Academic Year 2018-19 in compliance of the Hon'ble Supreme Court Order dated 03-11-2017 passed in CA No.17869- 17870 /2017.

Prof.Rajive Kumar
Member Secretary, AICTE

Copy to:

1. **The Director Of Technical Education**, Maharashtra**
2. **The Registrar**,**
   University Of Pune, Pune
3. **The Principal / Director,**
   INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT
   Sectro No.28, Ganganagar, Pcntda,Prof. Ramkrishna More College, Near Mahalsakant Chowk,
   Akurdi, Pune,Pune,
   Maharashtra,411044
4. **The Secretary / Chairman,**
   S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE
   PUNE,PUNE
   Maharashtra,411038
5. **Guard File(AICTE)**

P.D.E.A.'s Institute of Technical Education, Research & Management ★ Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Note: Validity of the Course details may be verified at http://www.aicte-india.org/

Application No:1-36557308763
Note: This is a Computer generated Report. No signature is required.
Printed By : an5998763

Letter Printed On:25 May 2023

** Individual Approval letter copy will not be communicated through Post/Email. However, a consolidated list of Approved Institutions(bulk) may be downloaded from the respective login id's.

This is a computer generated Statement. No signature Required

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

ALL INDIA COUNCIL FOR TECHNICAL EDUCATION

Application No:1-36557308763
Note: This is a Computer generated Report. No signature is required.
Printed By : an5998763

Letter Printed On:25 May 2023

All India Council for Technical Education

(A Statutory body under Ministry of Education, Govt. of India)

Nelson Mandela Marg,Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2022-23

Extension of Approval (EoA)

F.No. Western/1-10975193220/2022/EOA

To,

Date: 02-Jun-2022

The Secretary,
Tech. & Higher Education Deptt.
Govt. of Maharashta, Mantralaya,
Annexe Building, Mumbai-400032

Sub: Extension of Approval for the Academic Year 2022-23

Ref: Application of the Institution for Extension of Approval for the Academic Year 2022-23

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations, 2022 Notified on 4th February, 2022 and amended on 24th February 2022 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to

Permanent Id	1-6983761	**Application Id**	1-10975193220
Name of the Institution	INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT	**Name of the Society/Trust**	POONA DISTRICT EDUCATION ASSOCIATION
Institution Address	SECTRO NO.28, GANGANAGAR, PCNTDA,PROF. RAMKRISHNA MORE COLLEGE, NEAR MAHALSAKANT CHOWK, AKURDI, PUNE, PUNE, Maharashtra, 411044	**Society/Trust Address**	S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,PUNE,PUNE,Maharashtra,411038
Institution Type	Private-Self Financing	**Region**	Western
Year of Establishment	2010		

To conduct following Courses with the Intake indicated below for the Academic Year 2022-23

Level	Program	Course	Affiliating Body (University /Body)	Intake Approved for 2021-22	Intake Approved for 2022-23	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
POST GRADUATE	MANAGEMENT	MBA	University of Pune, Pune	60	60	NA	NA

Director
P.D.E.A.'s Institute of Technical Educati
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 4

It is mandatory to comply with all the essential requirements as given in APH 2022-23 (Appendix 6)

Sec. No. 28,

Important Instructions

1. The State Government/ UT/ Directorate of Technical Education/ Directorate of Medical Education shall ensure that 10% of reservation for Economically Weaker Section (EWS) as per the reservation policy for admission, operational from the Academic year 2019-20 is implemented without affecting the reservation percentages of SC/ ST/ OBC (NCL)/ General. However, this would not be applicable in the case of Minority Institutions referred to the Clause (1) of Article 30 of Constitution of India. Such Institution shall be permitted to increase in annual permitted strength over a maximum period of two years.

2. The Institution offering courses earlier in the Regular Shift, First Shift, Second Shift/Part Time are now amalgamated as total intake and shall have to fulfil all facilities such as Infrastructure, Faculty and other requirements as per the norms specified in the Approval Process Handbook 2022-23 for the Total Approved Intake. Further, the Institutions Deemed to be Universities/ Institutions having Accreditation/ Autonomy status shall have to maintain the Faculty: Student ratio as specified in the Approval Process Handbook. All such Institutions/ Universities shall have to create the necessary Faculty, Infrastructure and other facilities WITHIN 2 YEARS to fulfil the norms based on the Affidavit submitted to AICTE beginning with the Academic Year 2022-23

3. Strict compliance of Anti-Ragging Regulation, Establishment of Committee for SC/ ST, Establishment of Internal Complaint Committee (ICC), Establishment of Online Grievance Redressal Mechanism, Barrier Free Built Environment for disabled and elderly persons, Fire and Safety Certificate should be maintained as Approval Process Handbook and provisions made in AICTE Regulation notified from time to time.

4. In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

Pharmacy Institute: In compliance with the order dated 05.03.2020 passed by the Hon'ble Supreme Court of India in Transferred Petitions (CIVIL) No 87-101 of 2014, for the existing institutions offering courses in Pharmacy Programme, approval of Pharmacy Council of India (PCI) is mandatory and AICTE approval is NOT required. The requirements for running the Programme (Diploma / UG / PG) such as Land & Build-up Area, Student-faculty ratio, Intake etc. will be as per the respective regulatory body (PCI).
In case of any inconsistency in the course name and intake for EoA issued by AICTE and the approval by PCI, the approval of PCI shall prevail.

Architecture Institute: In compliance with the order dated 08.11.2019 passed by the Hon'ble Supreme Court of Indian CA No.364/ 2005, for the existing Institutions offering Courses in Architecture Programme, approval by the Council of Architecture (CoA) is mandatory and AICTE approval is NOT required. The requirements for running the Programme (Diploma / UG / PG) such as Land & Build-up Area, Student-faculty ratio, Intake etc. will be as per respective regulatory body (CoA). In case of any inconsistency in the course name and intake for EoA issued by AICTE and the approval by CoA, the approval of CoA shall prevail.

Deemed to be University: Institutions Deemed to be Universities (Running Technical Education Programmes), it is mandatory to have AICTE approval from the Academic Year 2018-19 in compliance of the Hon'ble Supreme Court Order dated 03-11-2017 passed in CA No.17869- 17870 /2017.

Prof.Rajive Kumar
Member Secretary, AICTE

Copy to:

1. **The Director Of Technical Education**, Maharashtra**

2. **The Registrar**,**
   University Of Pune, Pune

3. **The Principal / Director,**
   INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT
   Sectro No.28, Ganganagar, Pcntda,Prof. Ramkrishna More College, Near Mahalsakant Chowk,
   Akurdi, Pune,Pune,
   Maharashtra,411044

4. **The Secretary / Chairman,**
   S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,
   PUNE,PUNE
   Maharashtra,411038

P.D.E.A.'s Institute of Technical Education, Research & Management ★ Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

5. **The Regional Officer,**
All India Council for Technical Education
Industrial Assurance Building
2nd Floor, Nariman Road
Mumbai - 400 020, Maharashtra

6. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at http://www.aicte-india.org/

** Individual Approval letter copy will not be communicated through Post/Email. However, consolidated list of Approved Institutions(bulk) will be shared through official Email Address to the concerned Authorities mentioned above.

This is a computer generated Statement. No signature Required

P.D.E.A.'s Institute of Technical Education, Research & Management ★ Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

All India Council for Technical Education

(A Statutory body under Ministry of Education, Govt. of India)

Nelson Mandela Marg,Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2021-22

Extension of Approval (EoA)

F.No. Western/1-9317834310/2021/EOA

Date: 25-Jun-2021

To,

The Secretary,
Tech. & Higher Education Deptt.
Govt. of Maharashta, Mantralaya,
Annexe Building, Mumbai-400032

Sub: Extension of Approval for the Academic Year 2021-22

Ref: Application of the Institution for Extension of Approval for the Academic Year 2021-22

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations, 2021 Notified on 4th February, 2020 and amended on 24th February 2021 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to:

Permanent Id	1-6983761	**Application Id**	1-9317834310
Name of the Institution /University	INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT	**Name of the Society/Trust**	POONA DISTRICT EDUCATION ASSOCIATION
Institution /University Address	SECTRO NO.28, GANGANAGAR, PCNTDA,PROF. RAMKRISHNA MORE COLLEGE, NEAR MAHALSAKANT CHOWK, AKURDI, PUNE, PUNE, Maharashtra, 411044	**Society/Trust Address**	S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,PUNE,PUNE,Maharashtra,411038
Institution /University Type	Private-Self Financing	**Region**	Western

To conduct following Programs / Courses with the Intake indicated below for the Academic Year 2021-22

Program	Level	Course	Affiliating Body (University /Body)	Intake Approved for 2020-21	Intake Approved for 2021-22	NRI Approval Status	FN / Gulf quota/ OCI/ Approval Status
MANAGEMENT	POST GRADUATE	MBA	University of Pune, Pune	60	60	NA	NA

It is mandatory to comply with all the essential requirements as given in APH 2021-22 (Appendix 6)

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Application No:1-9317834310
Note: This is a Computer generated Report. No signature is required.
Printed By : an5998763

Letter Printed On:6 July 2021

Important Instructions

1. The State Government/ UT/ Directorate of Technical Education/ Directorate of Medical Education shall ensure that 10% of reservation for Economically Weaker Section (EWS) as per the reservation policy for admission, operational from the Academic year 2019-20 is implemented without affecting the reservation percentages of SC/ ST/ OBC/ General. However, this would not be applicable in the case of Minority Institutions referred to the Clause (1) of Article 30 of Constitution of India. Such Institution shall be permitted to increase in annual permitted strength over a maximum period of two years.

2. The Institution offering courses earlier in the Regular Shift, First Shift, Second Shift/Part Time now amalgamated as total intake shall have to fulfil all facilities such as Infrastructure, Faculty and other requirements as per the norms specified in the Approval Process Handbook 2021-22 for the Total Approved Intake. Further, the Institutions Deemed to be Universities/ Institutions having Accreditation/ Autonomy status shall have to maintain the Faculty: Student ratio as specified in the Approval Process Handbook.

3. Strict compliance of Anti-Ragging Regulation, Establishment of Committee for SC/ ST, Establishment of Internal Complaint Committee (ICC), Establishment of Online Grievance Redressal Mechanism, Barrier Free Built Environment for disabled and elderly persons, Fire and Safety Certificate should be maintained as per the provisions made in Approval Process Handbook and AICTE Regulation notified from time to time.

4. In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

Prof.Rajive Kumar
Member Secretary, AICTE

Copy ** to:

1. **The Director of Technical Education**, Maharashtra**

2. **The Registrar**,**
   University Of Pune, Pune

3. **The Principal / Director,**
   INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT
   Sectro No.28, Ganganagar, Pcntda,Prof. Ramkrishna More College, Near Mahalsakant Chowk,
   Akurdi, Pune,Pune,
   Maharashtra,411044

4. **The Secretary / Chairman,**
   S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE
   PUNE,PUNE
   Maharashtra,411038

5. **The Regional Officer,**
   All India Council for Technical Education
   Industrial Assurance Building
   2nd Floor, Nariman Road
   Mumbai - 400 020, Maharashtra

6. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at http://www.aicte-india.org/ .

** Individual Approval letter copy will not be communicated through Post/Email. However, consolidated list of Approved Institutions(bulk) will be shared through official Email Address to the concerned Authorities mentioned above.

This is a computer generated Statement. No signature Required

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

All India Council for Technical Education

(A Statutory body under Ministry of HRD, Govt. of India)

Nelson Mandela Marg,Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2020-21

Extension of Approval (EoA)

F.No. Western/1-7022197829/2020/EOA

To,

Date: 30-Apr-2020

The Secretary,
Tech. & Higher Education Deptt.
Govt. of Maharashtra, Mantralaya,
Annexe Building, Mumbai-400032

Sub: Extension of Approval for the Academic Year 2020-21

Ref: Application of the Institution for Extension of Approval for the Academic Year 2020-21

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations 2020 notified by the Council vide notification number F.No. AB/AICTE/REG/2020 dated 4th February 2020 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to

Permanent Id	1-6983761	**Application Id**	1-7022197820
Name of the Institute	INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT	**Name of the Society/Trust**	POONA DISTRICT EDUCATION ASSOCIATION
Institute Address	SECTRO NO.28, GANGANAGAR, PCNTDA,PROF. RAMKRISHNA MORE COLLEGE, NEAR MAHALSAKANT CHOWK, AKURDI, PUNE, PUNE, Maharashtra, 411044	**Society/Trust Address**	S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,PUNE,PUNE,,411038
Institute Type	Private-Self Financing	**Region**	Western

To conduct following Courses with the Intake indicated below for the Academic Year 2020-21

Program	Level	Course	Affiliating Body (University /Body)	Intake Approved for 2019-20	Intake Approved for 2020-21	NRI Approval Status	PIO / FN / Gulf quota/ OCI/ Approval Status
MANAGEMENT	POST GRADUATE	MBA	University of Pune, Pune	60	60	NA	No

It is mandatory to comply with all the essential requirements as given in APH 2020-21 (Appendix 6)

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Important Instructions

1. The State Government/ UT/ Directorate of Technical Education/ Directorate of Medical Education shall ensure that 10% of reservation for Economically Weaker Section (EWS) as per the reservation policy for admission, operational from the Academic year 2020-21 is implemented without affecting the reservation percentages of SC/ ST/ OBC/ General. However, this would not be applicable in the case of Minority Institutions referred to the Clause (1) of Article 30 of Constitution of India. Such Institution shall be permitted to increase in annual permitted strength over a maximum period of two years beginning with the Academic Year 2020-21

2. The Institution offering courses earlier in the Regular Shift, First Shift, Second Shift/Part Time now amalgamated as total intake shall have to fulfil all facilities such as Infrastructure, Faculty and other requirements as per the norms specified in the Approval Process Handbook 2020-21 for the Total Approved Intake. Further, the Institutions Deemed to be Universities/ Institutions having Accreditation/ Autonomy status shall have to maintain the Faculty: Student ratio as specified in the Approval Process Handbook. All such Institutions/ Universities shall have to create the necessary Faculty, Infrastructure and other facilities WITHIN 2 YEARS to fulfil the norms based on the Affidavit submitted to AICTE.

3. In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

4. Strict compliance of Anti-Ragging Regulation: - Approval is subject to strict compliance of provisions made in AICTE Regulation notified vide F. No. 373/Legal/AICTE/2009 dated July 1, 2009 for Prevention and Prohibition of Ragging in Technical Institutions. In case Institution fails to take adequate steps to Prevent Ragging or fails to act in accordance with AICTE Regulation or fails to punish perpetrators or incidents of Ragging, it will be liable to take any action as defined under clause 9(4) of the said Regulation.

Prof.Rajive Kumar
Member Secretary, AICTE

Copy to:

1. **The Director Of Technical Education**, Maharashtra**

2. **The Registrar**,**
   University Of Pune, Pune

3. **The Principal / Director,**
   INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT
   Sectro No.28, Ganganagar, Pcntda,Prof. Ramkrishna More College, Near Mahalsakant Chowk,
   Akurdi, Pune,Pune,
   Maharashtra,411044

4. **The Secretary / Chairman,**
   S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE
   PUNE,PUNE
   ,411038

5. **The Regional Officer,**
   All India Council for Technical Education
   Industrial Assurance Building
   2nd Floor, Nariman Road
   Mumbai - 400 020, Maharashtra

6. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at http://www.aicte-india.org/

** Individual Approval letter copy will not be communicated through Post/Email. However, consolidated list of Approved Institutions(bulk) will be shared through official Email Address to the concerned Authorities mentioned above.

P.D.E.A.'s Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Application No:1-7022197829
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All India Council for Technical Education

(A Statutory body under Ministry of HRD, Govt. of India)

Nelson Mandela Marg,Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2019-20

Extension of Approval (EoA)

F.No. Western/1-4261914028/2019/EOA

Date: 25-Apr-2019

To,

The Secretary,
Tech. & Higher Education Deptt.
Govt. of Maharashta, Mantralaya,
Annexe Building, Mumbai-400032

Sub: Extension of Approval for the Academic Year 2019-20

Ref: Application of the Institution for Extension of approval for the Academic Year 2019-20

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations 2018 notified by the Council vide notification number F.No.AB/AICTE/REG/2018 dated 31/12/2018 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to

Permanent Id	1-6983761	**Application Id**	1-4261914028
Name of the Institute	INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT	**Name of the Society/Trust**	POONA DISTRICT EDUCATION ASSOCIATION
Institute Address	SECTRO NO.28, GANGANAGAR, PCNTDA,PROF. RAMKRISHNA MORE COLLEGE, NEAR MAHALSAKANT CHOWK, AKURDI, PUNE, PUNE, Maharashtra, 411044	**Society/Trust Address**	S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,PUNE,PUNE,Maharashtra,411 038
Institute Type	Unaided - Private	**Region**	Western

Opted for Change from Women to Co-Ed and vice versa	No	**Change from Women to Co-Ed and vice versa Approved or Not**	NA
Opted for Change of Name	No	**Change of Name Approved or Not**	NA
Opted for Change of Site/Location	No	**Change of Site/Location Approved or Not**	NA
Opted for Conversion from Degree to Diploma or vice versa	No	**Conversion for Degree to Diploma or vice versa Approved or Not**	NA
Opted for Organization Name Change	No	**Change of Organization Name Approved or Not**	NA
Opted for Merger of Institution	No	**Merger of Institution Approved or Not**	NA
Opted for Introduction of New Program/Level	No	**Introduction of Program/Level Approved or Not**	NA

To conduct following Courses with the Intake indicated below for the Academic Year 2019-20

Program	Shift	Level	Course	FT/PT+	Affiliating Body (Univ/Body)	Intake Approved for 2019-20	NRI Approval Status	PIO / FN / Gulf quota/ OCI/ Approval Status
Management	1st	POST GRADUATE	Masters In Business Administration	FT	University of Pune, Pune	60	NA	NA

+FT –Full Time,PT-Part Time

Application No:1-4261914028
Note: This is a Computer generated Report. No signature is required.
Printed By : an5998763

Director

Letter Printed On:26 April 2019

In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

Strict compliance of Anti-Ragging Regulation: - Approval is subject to strict compliance of provisions made in AICTE Regulation notified vide F. No. 37-3/Legal/AICTE/2009 dated July 1, 2009 for Prevention and Prohibition of Ragging in Technical Institutions. In case Institution fails to take adequate steps to Prevent Ragging or fails to act in accordance with AICTE Regulation or fails to punish perpetrators or incidents of Ragging, it will be liable to take any action as defined under clause 9(4) of the said Regulation.

It is mandatory to comply all the essential requirements as given in APH 2019-20(appendix 6)

NOTE: If the State Government / UT / DTE / DME has a reservation policy for admission in Technical Education Institutes and the same is applicable to Private & Self-financing Technical Institutions, then the State Government / UT/ DTE / DME shall ensure that 10 % of Reservation for EWS would be operational from the Academic year 2019-20 without affecting the percentage reservations of SC/ST/OBC/General . However, this would not be applicable in the case of Minority Institutions referred to the clause (1) of Article 30 of Constitution of India.

Prof. A.P Mittal
Member Secretary, AICTE

Copy to:

1. **The Director Of Technical Education**, Maharashtra**

2. **The Registrar**,**
   University Of Pune, Pune

3. **The Principal / Director,**
   Institute Of Technical Education, Research And Management
   Sectro No.28, Ganganagar, Pcntda,Prof. Ramkrishna More College, Near Mahalsakant Chowk,
   Akurdi, Pune,Pune,
   Maharashtra,411044

4. **The Secretary / Chairman,**
   Poona District Education Association
   S. No. 48/1 A, Erandwana, Paud Road, Pune.
   Pune,Pune,
   Maharashtra,411038

5. **The Regional Officer,**
   All India Council for Technical Education
   Industrial Assurance Building
   2nd Floor, Nariman Road
   Mumbai - 400 020, Maharashtra

6. **Guard File(AICTE)**

Note: Validity of the Course details may be verified at http://www.aicte-india.org/

** Individual Approval letter copy will not be communicated through Post/Email. However, consolidated list of Approved Institutions(bulk) will be shared through official Email Address to the concerned Authorities mentioned above.

Application No:1-4261914028
Note: This is a Computer generated Report. No signature is required.
Printed By : an5998763

Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Letter Printed On:26 April 2019

All India Council for Technical Education

(A Statutory body under Ministry of HRD, Govt. of India)

Nelson Mandela Marg,Vasant Kunj, New Delhi-110070 Website: www.aicte-india.org

APPROVAL PROCESS 2018-19

Extension of Approval (EoA)

F.No. Western/1-3515237036/2018/EOA

Date: 04-Apr-2018

To,

The Secretary,
Tech. & Higher Education Deptt.
Govt. of Maharashta, Mantralaya,
Annexe Building, Mumbai-400032

Sub: Extension of Approval for the Academic Year 2018-19

Ref: Application of the Institution for Extension of approval for the Academic Year 2018-19

Sir/Madam,

In terms of the provisions under the All India Council for Technical Education (Grant of Approvals for Technical Institutions) Regulations 2016 notified by the Council vide notification number F.No.AB/AICTE/REG/2016 dated 30/11/2016 and amended on December 5, 2017 and norms standards, procedures and conditions prescribed by the Council from time to time, I am directed to convey the approval to

Permanent Id	1-6983761	Application Id	1-3515237036
Name of the Institute	INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT	Name of the Society/Trust	POONA DISTRICT EDUCATION ASSOCIATION
Institute Address	SECTRO NO.28, GANGANAGAR, PCNTDA,PROF. RAMKRISHNA MORE COLLEGE, NEAR MAHALSAKANT CHOWK, AKURDI, PUNE, PUNE, Maharashtra, 411044	Society/Trust Address	S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,PUNE,PUNE,Maharashtra,411038
Institute Type	Unaided - Private	Region	Western

Opted for Change from Women to Co-Ed and vice versa	No	Change from Women to Co-Ed and vice versa Approved or Not	NA
Opted for Change of Name	No	Change of Name Approved or Not	NA
Opted for Change of Site	No	Change of Site Approved or Not	NA
Opted for Conversion from Degree to Diploma or vice versa	No	Conversion for Degree to Diploma or vice versa Approved or Not	NA
Opted for Organization Name Change	No	Change of Organization Name Approved or Not	NA

To conduct following Courses with the Intake Indicated below for the Academic Year 2018-19

Program	Shift	Level	Course	FT/PT+	Affiliating Body (Univ/Body)	Intake Approved for 2018-19	NRI Approval Status	PIO / FN / Gulf quota/ OCI/ Approval Status	Foreign Collaboration /Twining Program Approval Status*
MANAGEMENT	1st	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	FT	University of Pune, Pune	60	NA	NA	NA

+FT –Full Time,PT-Part Time

Application No:1-3515237036
Note: This is a Computer generated Report. No signature is required.
Printed By : an5998763

P.D.E.A.'s Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director

Letter Printed On:25 April 2018

P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Deficiencies Noted based on Self Disclosure

Particulars	Deficiency
Other Facilities Deficiency	
Compliance of the National Academic Depository(NAD) as per MHRD Directives	Yes
Implementing Food Safety and Standard Act,2006 in the Institution	Yes
Provision to watch MOOCS Courses through Swayam	Yes
Group Insurance for Employees	Yes
Faculty Deficiency	
Computational Facilities	
Internet Bandwidth-Applied Intake	Yes

*Please refer Deficiency Report for details

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT is hereby informed to submit the compliance of the deficiencies mentioned above to the Regional Office within a period of **6 months** from the date of issuance of this letter failing which the council shall initiate strict action as defined in Approval Process Handbook 2018-19 during the subsequent Academic Year.

In case of any differences in content in this Computer generated Extension of Approval Letter, the content/information as approved by the Executive Council / General Council as available on the record of AICTE shall be final and binding.

Strict compliance of Anti-Ragging Regulation: - Approval is subject to strict compliance of provisions made in AICTE Regulation notified vide F. No. ...na./Legal/AICTE/2009 dated July 1, 2009 for Prevention and Prohibition of Ragging in Technical Institutions. In case Institution fails to take ...equate steps to Prevent Ragging or fails to act in accordance with AICTE Regulation or fails to punish perpetrators or incidents of Ragging, it will be liable to take any action as defined under clause 9(4) of the said Regulation.

Prof. A.P Mittal
Member Secretary, AICTE

Copy to:

1. The Regional Officer,
   All India Council for Technical Education
   Industrial Assurance Building
   2nd Floor, Nariman Road
   Mumbai - 400 020, Maharashtra
2. The Director Of Technical Education**,
   Maharashtra
3. The Registrar**,
   University of Pune, Pune
4. The Principal / Director,
   INSTITUTE OF TECHNICAL EDUCATION, RESEARCH AND MANAGEMENT
   SECTRO NO.28, GANGANAGAR, PCNTDA,PROF. RAMKRISHNA MORE COLLEGE, NEAR MAHALSAKANT CHOWK,
   AKURDI, PUNE,PUNE,
   Maharashtra,411044
5. The Secretary / Chairman,
   POONA DISTRICT EDUCATION ASSOCIATION
   S. NO. 48/1 A, ERANDWANA, PAUD ROAD, PUNE,
   PUNE,PUNE,
   Maharashtra,411038
6. Guard File(AICTE)

Note: Validity of the Course details may be verified at http://www.aicte-india.org/

** Individual Approval letter copy will not be communicated through Post/Email. However, consolidated list of Approved Institutions(bulk) will be shared through official Email Address to the concerned Authorities mentioned above.

Application No:1-3515237036
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P.D.E.A.'s Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director Letter Printed On:25 April 2018

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Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Pune District Education Association's
INSTITUTE OF TECHNICAL EDUCATION,
RESEARCH & MANAGEMENT
Estd. June 2010

Sec. No. 28, Ganganagar, Akurdi, Pune – 44
E-mail : itermakurdi@gmail.com

Affiliated to Savitribai Phule Pune University
Approved by AICTE

Ph.: 020-27650788
Web site : www.pdeambaakurdi.edu.in

3. Course Structure

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Summary of Course Structure

Academic Year	Class	Course Structure
2022-2023	MBA-I	2019 Revised Pattern A.Y.2022
	MBA-II	2019 Pattern
2021-2022	MBA-I	2019 Pattern
	MBA-II	2019 Pattern
2020-2021	MBA-I	2019 Pattern
	MBA-II	2019 Pattern
2019-2020	MBA-I	2019 Pattern
	MBA-II	2016 Pattern
2018-2019	MBA-I	2016 Pattern
	MBA-II	2016 Pattern

Savitribai Phule Pune University

Revised Syllabus

Master of Business Administration

(MBA)

Choice Based Credit System and Grading System

Two Year Full Time Four Semester

POST GRADUATE PROGRAMME

MBA I Year Curriculum Applicable w.e.f. AY 2016-17

MBA II Year Curriculum Applicable w.e.f. AY 2017-18

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1. Title
Name of the Programme: Master of Business Administration (MBA).

Nature of the Programme: MBA is two year full time post-graduate degree programme.

2. Preamble: The revised curriculum for MBA is developed keeping in mind the *national priorities* and *international practices.* It also attempts to align the programme structure and course contents with student aspirations & recruiter expectations. This syllabus also attempts to align with National Goal of "Make in India", "Start – Up and Stand – Up India" and "Digital India".

2.1 Need for Revision of the Curriculum: The MBA programme curriculum of the Savitribai Phule Pune University was last revised in the AY 2013 and there was a need for revision of the curriculum in view of the dynamism in the industry practices, evolution in technology and the evolving expectations of key stakeholders viz. students, the industry and faculty members at large. It also has relevance due to changed technological, social, cultural and economic environment of the nation.

Specifically, the triggers for the comprehensive revamp of the curriculum are -

a) **New Skills & Competencies desired due to dynamic business environment:** Jobs of today were perhaps not created about 5 years ago. This aspect has a direct linkage with contents and structure of syllabus across the *Knowledge, Skills and Attitude (KSA) dimensions,* which calls for frequent and meaningful updating of the curriculum.

b) **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the *communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude* of the MBA graduates. *Newer and innovative evaluation methods* are necessary to address these concerns of the industry.

c) **Application Orientation:** There is a pressing need to *imbibe application oriented thinking*, based on sound knowledge of management theories, principles and concepts. Management education needs to move out of the classrooms and instead focus on *group activity, field work, experiential learning, etc*. This can be achieved only through a radical change in the evaluation pattern and course delivery methodology.

d) **Changing mindset of the Learner:** The profile of the students for the management programme, their learning styles and the outlook towards higher education has undergone a gradual transformation. The expectations of the students from the MBA programme have changed over the last decade.

e) **Integrate a basket of skill sets:** B-Schools are expected to imbibe varied aspects of 'learning beyond the syllabus through innovative curriculum design, contemporary syllabus, effective delivery and comprehensive evaluation.

f) **Entrepreneurial aspirations and preparedness for the same:** The youth now aspires to become masters of their own and wish to start up their new ventures. These will create further growth opportunities.

Specifically the following skill sets are in focus:

i. Reading & Listening Skills
ii. Problem Definition& Problem Solving Skills
iii. Application of Technology Tools
iv. Mastery of Analytics (Quantitative Aspects)
v. Sensitization to Cross-Functional skills
vi. Sensitization to Cross-Cultural skills
vii. Sensitization to Global perspectives
viii. Peer-based Learning - Working in groups
ix. Learning by application and doing – Experiential learning
x. Team building basics and its orientation

2.2 MBA Programme Objectives: The MBA programme prepares a student for a career in diverse sectors of the industry domestically and globally. The MBA programme facilitates learning in theory and practice of different functional areas of management and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-corporate sector as well.

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Students also expect to become entrepreneurs. Their aspirations also require a broad based learning encompassing the end to end processes involved in developing entrepreneurial skills. Institutes, Faculty and Students need to move away from the excessive focus on industry and look at needs and demands of broader sections of the society also.

Specifically the objectives of the MBA Programme are:

1. To equip the students with requisite knowledge, skills &right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy &Society, aligned with the national priorities.
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
4. To harness entrepreneurial approach and skillsets.

2.3 Highlights of the New Curriculum: The New Curriculum intends to add immense value to all stakeholders by effectively addressing their requirements in more than one way by:

1. Enhancing *the brand value of the MBA programme of the Savitribai Phule Pune University*.
2. Providing the much needed flexibility to individual Institutes to carve a niche for themselves.
3. Emphasizing the *centrality of the student and teacher-student relationship* in the learning process.
4. Focusing on *'Concurrent Evaluation'* i.e. continuous evaluation throughout the programme.
5. Empowering the Institutes through *cafeteria approach – by providing Generic Core, Subject Core, Generic Elective, and Subject Elective Courses*. This shall provide in-built flexibility in the curriculum to help the institutes to offer tailor made courses preferred by students, from a wider basket of courses.
6. Evaluating *all Half Credit Courses completely on Concurrent Evaluation* pattern.
7. Emphasizing *Experiential Learning* aspect through Half Credit Courses.
8. Supplementing traditional classroom teaching/learning with focus on *group activity, field work,* experiential learning, self-study, projects, Industry Exposure Programmes etc.
9. Incorporating new specializations viz. Retail Management, Services Management, International Finance, Travel & Tourism, Media & Communication and Entrepreneurship Development thereby providing wider choice to the students.
10. A thorough revamp of Systems and Operations Specializations to make them more meaningful and attractive to BCA, BCS, BE students.
11. Providing opportunity to students to choose courses from other electives to explore *cross-functional issues*.
12. Emphasizing on *Research, Inter-personal, Analytical, Cross-Cultural, Entrepreneurial Skills, and Global aspects* of managerial careers throughout the curriculum.

3. Pattern: The Programme comprises of 4 Semesters and adopts the Choice Based Credit System (CBCS) and Grading System.

3.1 Choice Based Credit System: Choice Based Credit System (CBCS) offers wide ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works on the fundamental premise that students are mature individuals, capable of making their own decisions.

CBCS enables a student to obtain a degree by accumulating required number of credits prescribed for that degree. The number of credits earned by the student reflects the knowledge or skill acquired him / her. Each course is assigned a fixed number of credits based on the contents to be learnt & the expected effort of the student. The grade points earned for each course reflects the student's proficiency in that course. CBCS is a process of evolution of educational reforms that would yield the result in subsequent years and after a few cycles of its implementation.

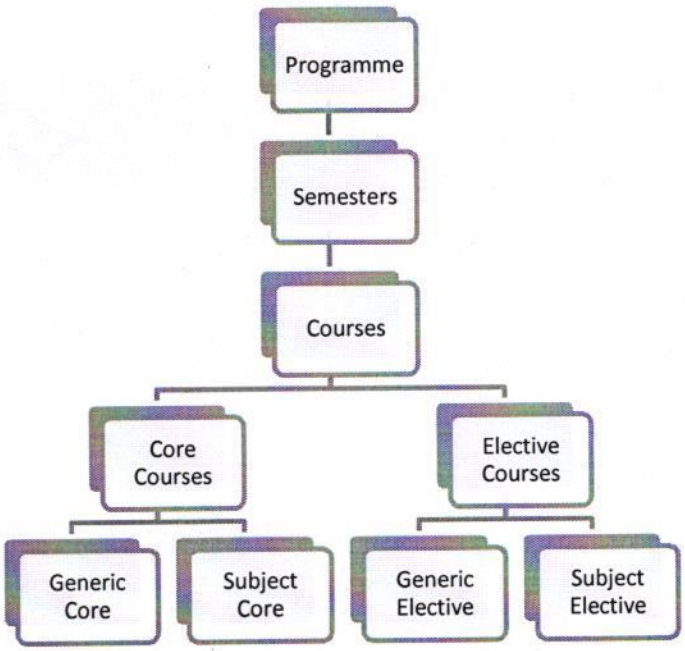
3.1.1 Key features of CBCS:

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1. **Enriching Learning Environment:** A student is provided with an academically rich, highly flexible learning system blended with abundant provision for skill practice and activity orientation that he/she could learn in depth without sacrificing his/her creativity. There is a definite movement away from the traditional lectures and written examination.
2. **Learn at your own pace:** A student can exercise the option to decide his/her own pace of learning- *slow, normal or accelerated plan.* Students can select courses according to their aptitude, tastes and preferences.
3. **Continuous Learning & Student Centric Concurrent Evaluation: CBCS** makes the learning process continuous and the evaluation process is not only made continuous but also made learner-centric. The evaluation is designed to recognize the capability and talent of a student.
4. **Active Student-Teacher Participation:** CBCS leads to quality education with active teacher-student participation. This provides avenues to meet student's scholastic needs and aspirations.
5. **Industry Institute Collaboration:** CBCS provides opportunities for meaningful collaboration with industry and foreign partners to foster innovation, by introduction of electives and half credit courses through the cafeteria approach. This will go a long way in capacity building of students and faculty.
6. **Interdisciplinary Curriculum:** Cutting edge developments generally occur at the interface of two or more discipline. Interdisciplinary approach enables integration of concepts, theories, techniques, and perspectives from two or more disciplines to advance fundamental understanding or to solve problems whose solutions are beyond the scope of a single discipline.
7. **Employability Enhancement:** CBCS shall ensure that students enhance their skill/employability by taking up project work, entrepreneurship and vocational training.
8. **Faculty Expertise:** CBCS shall give the Institutes the much needed flexibility to make best use of the expertise of available faculty.

3.1.2 Programme Structure in Choice Based Credit System:



3.2 Time Schedule: An academic year is divided into two terms – I and II. Each term has one semester. Term I shall have SEM I and III, whereas Term II shall have SEM II and IV. In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examinations and evaluation purposes.

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For students, each week has 40 working hours spread over 5/6 days a week consisting of lectures, tutorials, assignments, class participation, library work, special counseling, Sports, project work, field visit, youth welfare and social activities.

3.3 Course: A "Course" is a component of programme, i.e. in the new system; papers will be referred to as courses. Each course is identified by a unique course code. While designing curriculum, course can have defined weightage. These weightages are called credits.

Each course, in addition to having a syllabus, has learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/ laboratory work/ field work/ project work/vocational training /viva voce etc. or a combination of some of these.

3.3.1 Core Courses: The Curriculum comprises of Core Courses and Elective Courses.

Core courses are the foundation courses of management education. They are compulsory for all the students. Core courses are of two types: Generic Core & Subject Core.

Generic Core: This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as **Hard Core Courses.**

A Hard core course may be a Theory, Practical, Field based or Project Work based subject which is a compulsory component in the Programme Structure.

Subject Core: A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations). These are also known as **Soft Core Courses.**

Following Specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Information Technology Management (IT)
4. Operations Management (OPE)
5. Human Resources Management (HR)
6. International Business Management (IB)
7. Supply Chain Management (SCM)
8. Rural &Agribusiness Management (RABM)
9. Family Business Management (FBM)
10. Technology Management (TM)
11. Banking and Insurance Management (BIM)
12. Healthcare Management (HM)
13. Entrepreneurship Development (ED)
14. Services Management (SM)
15. Retail Management (RM)
16. Digital Media & Communication Marketing(MC)
17. Tourism and Hospitality Management (THM)
18. Defence Management (DM)

Students shall study 2 Full Credit Courses & 4 Half Credit Courses in Semester III and IV each for specialization courses i.e. a total of 16 specialization courses of which 4 are full credits and 8 are half credits.

- Generic Core courses in Semester I provide *foundations of management.*
- Generic Core courses in Semester II focus on *functional areas.*

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- Generic Core courses in the Semester III and IV are *integrative* in nature along with the Subject Core subjects.

3.3.2 Elective Course: Elective course is a course which can be chosen from a pool of courses. It may be:

a) Very Specialized or advanced course focusing on a specific aspect
b) Supportive to the discipline of study
c) Providing an extended scope
d) Enabling an exposure to some other discipline/domain
e) Nurturing candidate's proficiency/skill.

Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongstthe students.
Subject Elective: A 'Discipline centric' elective is called 'Subject Elective.'

- Generic Elective courses, in Semester I and II facilitate self-development and skill building.
- Subject Elective courses, in the Semester III and IV are focused on a specialization.

Open Elective: A subject elective course chosen generally from an unrelated discipline/ subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in a discipline / subject may be treated as an Open Elective by other discipline / subject and vice versa.

Choice of Cross Functional Half Credit Courses (Subject Elective chosen as Open Elective): Out of the 8 half credit subject elective courses (to be taken collectively in Semester III and IV); *a student may choose 2 half credit subject courses from another elective* (i.e. other than his chosen elective). The student may exercise this choice either in Semester III and/or in Sem IV. The final say in this matter shall rest with the Director of the Institute.

Generic and Subject Electives will provide flexibility to each Institute to offer courses based on: -

a) Intended positioning of the Institute
b) Targeted Industry Linkages – sectoral requirements and networking at the Institute Level
c) Student Composition – rural/urban, commerce/engineering/others, fresh/experienced, etc.
d) Present & Future Faculty Competencies – generic and specialization areas
e) Locational Aspects - rural/urban/ semi-urban

An Institute may offer varied combinations of Half Credit courses to various groups of students enrolled in a particular academic year / enrolled for a particular specialization based on student interests and competencies, faculty availability.

3.4 Pre-requisites for successful implementation of CBCS: The success of the CBCS also requires certain commitments from both the students and the teachers.

1. The student should be regular and punctual to his classes, studious in carrying out the assignments and should maintain consistency in his tempo of learning. He should make maximum use of the available library, internet and other facilities.
2. The teachers are expected to be alert and punctual and strictly adhere to the schedules of teaching, tests, seminars, evaluation and notification of results.
3. All teachers should notify the tentative schedule of teaching and tests of the entire semester, including the dates of tests, dates of score notification and all other schedules, which can be planned in advance.
4. The teachers are expected to adhere to unbiased and objective evaluation and marking of concurrent evaluation scores (internal examinations) which will not only maintain the confidence of the students, but, at the same time, ensure that merit is given due credit.
5. Transparency, objectivity and quality are the key factors that will sustain a good CBCS system.
6. **At the post-graduate level, and in a professional programme, the syllabus is to be looked upon as the bare minimum requirement to be fulfilled and sufficient emphasis shall be laid on contemporary aspects, going beyond the syllabus.**

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3.5 Credits

Credit: The definition of 'credits' can be based on various parameters—such as the learning hours put in, learning outcomes and contact hours, the quantum of content/syllabus prescribed for the course.

The credit system requires that a student progresses in the academic programmes not in terms of time (years or semesters), but in terms of courses.

Each course is assigned a certain credit, depending on the estimated effort put in by a student. When the student passes that course, he/she earns the credits associated with that course.

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 / Project Work (P) i.e. LTP Pattern.**

The effort of the learner for each Credit Point may be considered under two parts –

a) One part consisting of the hours actually spent in class room / practical / field work instructions and
b) The other part consisting of notional hours spent by the Learner in self-study, in the library, peer interactions, case study, writing of journals and assignments, projects etc. for the completion of that course.

Every course offered shall have three components associated with the teaching-learning process of the course, viz.

a) Lecture – L : Classroom sessions delivered by faculty in an interactive mode
b) Tutorial- T : Session consisting of participatory discussion/ self-study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture sessions
c) Practice - P: Practice session /Project Work consisting of Hands-on experience / Field Studies / Case studies that equip students to acquire the much required skill component.

In terms of credits, for a period of one semester of 15 weeks:

a) every ONE hour session per week of L amounts to 1 credit per semester
b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

The teaching / learning as well as evaluation are to be interpreted in a broader perspective as follows:

a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, Self-study, etc.
b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, Research papers, Term papers, etc.

A course shall have either or all the three components, i.e. a course may have only lecture component, or only practice component or a combination of any two or all the three components.

The total credits earned by a student at the end of the semester upon successfully completing a course are 'L + T + P'. The credit pattern of the course is indicated as L: T: P.

If a course is of 3 credits then the different credit distribution patterns in L: T: P format could be 3:0: 0, 1:2: 2, 2: 0: 2, 2: 2: 0, etc. In no instance the credits of a course can be greater than the number of hours (per week for 15 weeks) allotted to it.

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Full Credit Course: A course with weightage of 3 credits is considered as a full course. (Except for Summer Internship Project and Dissertation which are full credit courses with 4 Credits each.)

Half Credit Course: A course with weightage of 2 credits is considered as a half course.

The MBA programme is a combination of:

a) Full Credit Courses (100 Marks each) : 3 Credits each
b) Half Credit Courses (50 Marks each) : 2 Credits each

3.6 Adoption of Credit and Grading System

As per national policy and international practices, we have adopted the Credit and Grading System for the MBA programme w.e.f. AY 2013-14.

3.6.1 Rationale for adoption of the Credit and Grading System:

a) **Learner's Perspective:** The current practice of evaluation of student's performance at the end of a semester is flawed. The students are expected to express their understanding or mastery over the content included in their curriculum for a complete semester within a span of three hours and their efforts over the semester are often completely ignored. It also promotes to an unhealthy practice of cramming before the examinations and focusing on marks rather than on learning.

b) **Evaluation Perspective:** The present system of evaluation does not permit the flexibility to deploy multiple techniques of assessment in a valid and reliable way. Moreover, the current practice of awarding numerical marks for reporting the performance of learners suffers from several drawbacks and is a source of a variety of errors. Further, the problem gets compounded due to the variations in the marks awarded in different subjects. The 'raw score' obtained by the learner, is, therefore, not a reflection of his true ability.

In view of the above lacunae, it is desirable that the marking system used for the declaration of results is replaced by the grading system. The system of awarding grades provides a more realistic picture of learner's ability than the prevailing marking system. *Excellence in quality education can be achieved by evaluating the true ability of the learners with the help of continuous evaluation.*

3.6.2 Salient features of the grading system:

1. In this system, students (learners) are placed in ability bands that represent a range of scores. This ability range may be designated with alphabetical letters called as 'GRADE'.
2. Grading reflects an individual learner's performance in the form of a certain level of achievement.
3. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F
4. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner.
5. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

3.6.3 Basics of Credit and Grading System: Grading is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.

Grading is carried out in a variety of ways. The classification of grades depends upon the reference point.

With 'Approach towards Grading' as the reference point, Grading may be classified as:

a) **Direct grading:** When the performance exhibited by the examinees is assessed in qualitative terms and the impressions so obtained by the examiners are directly expressed in terms of letter grades, it is called, *'Direct Grading'.*

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b) **Indirect grading:** 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.'*

With 'Standard of Judgment', as the reference point Grading may be classified as:

a) **Absolute grading:** The method that is based on a predetermined standard which becomes a reference point for the learner's performance is called 'Absolute Grading'. This involves direct conversion of marks into grades irrespective of the distribution of marks in a subject.
b) **Relative grading:** Relative Grading is popularly known as grading on the curve. The curve refers to the normal distribution curve or some symmetric variant of it. This method amounts to determining in advance approximately what percentage of learners can be expected to receive different grades, such as O,A,B,C,D,E,F. In this grading system the grade is not determined by the learner's performance but on the basis of group performance.

Absolute grading has several advantages such as –

a) the procedure is simple and straightforward to use,
b) each grade is distinctly understandable,
c) the learner has the freedom to strive for the attainment of the highest possible grade and
d) It enables the learners to know their strengths and weaknesses.

The few limitations in Absolute Grading method are that –

a) The distribution of scores is taken at its face value regardless of the errors of measurement creeping in due to various types of subjectivity.
b) Besides, the cut-offs of different categories are also arbitrarily decided.

It is proposed to use the **Indirect and Absolute Grading System 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.**

3.7 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way. Batch size for tutorials shall be 50% of the normal class size, subject to a minimum of 30 students.

3.8 Courses Offered: Institutes are free to offer only a *select number of specializations* from amongst the list provided by the University. Likewise, institutes may provide only a *sub-set of the generic electives, subject electives* as prescribed semester-wise in the Programme structure.

However, it shall be mandatory for the Institutes to provide all information relating to the specializations offered, generic electives, subject electives, their respective credits, evaluation pattern, etc. to all the students so as to enable them to make an informed choice. Such information should be hosted on the website/prospectus of the Institute in sufficient advance, prior to commencement of the classes. Other information such as the credits, the prerequisites, and syllabus shall also be hosted on the website of the institute.

3.9 Registration: *It is mandatory for every student, to register every semester, for the courses opted under CBCS system, for that semester.*

Such registration forms the basis for a student to undergo concurrent evaluation, online evaluation and end-semester examination. Application forms for University examinations are to be filled up based on the choices finalized during the registration process and submitted to the University along with the prescribed examination fee.

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3.9.1 Registration Process:

i. Each student, on admission shall be assigned to a ***Faculty Advisor*** who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile and career objectives.

ii. With the advice and consent of the Faculty Advisor the student shall register for a set of courses he/she plans to take up for the Semester.

iii. The student should meet the criteria for prerequisites, if defined for a course, to become eligible to register for that course.

iv. The Institute shall follow a selection procedure on a first come first served basis, determining the maximum number of students, giving counseling to the students, etc., to avoid overcrowding to particular course(s) at the expense of some other courses.

v. It is expected that a student registers for 26 credits in SEM I and II each, 27 Credits in SEM III each and balance 21 credits in Sem IV.

vi. However fast learners (under accelerated plan), may be permitted to register for 2 full credit / 3 half credit courses in excess of the normal credits defined for a semester. However, registration for Repeat courses (backlogs) is allowed in excess of this limit.

vii. Likewise, slow learners, may be permitted to register for 2 full credit / 3 half credit courses less than the normal credits defined for a semester.

viii. A candidate may register for a minimum of say, 20 credits per semester, but it is possible that he/she may earn less than 20 credits in a semester. It may be theoretically possible that he/she may just earn ZERO credits in a semester. However, he/she should register for credits less than or equal to permissible maximum and more than or equal to permissible minimum per semester, excluding the courses of earlier semester(s), for which he/she has not earned the credits (uncleared courses) if any.

ix. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the earlier term for Semester II, III and IV. i.e. The fresh inducted batch shall register for various courses at the end of the first week of their Sem I after their induction. They will register for Semester II courses immediately at the end of Semester I and likewise for subsequent semesters. In Semester I the registration window shall be open for sufficiently long duration to take care of late admissions.

x. The maximum number of students to be registered in each elective course shall depend upon the physical facilities available. Every effort shall be made by the Institute to accommodate as many students as possible.

xi. Students who do not earn credits for an elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so. In such a case they shall be said to have **dropped the original course and opted for a new one**. Alternatively, they are permitted to continue with the same elective course (generic / subject / open) i.e. If a student secures a F Grade in say course no 111 for which he has opted in Sem I, during the successive attempt he may drop course 111 and take up another course from 107 to 115, or continue with 111.

xii. Normally, every Lecture-based course shall, be delivered by one teacher.

xiii. The Institute may not offer a course if a minimum of 20% of students is not registered for that course.

4. Eligibility: The eligibility for admissions shall be defined by the Competent Authority viz. AICTE / DTE Maharashtra State for the relevant academic year.

5. Examination:

Pattern of Examination: The evaluation scheme comprises of:

a) University Evaluation
b) Concurrent Evaluation

For each full credit course –
a) 70 marks shall be evaluated by the University and
b) 30 marks shall be evaluated by the respective Institute.

For each half credit course –

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a) 50 marks shall be evaluated by the respective Institute.
There shall not be any University evaluation for half credit courses.

(Evaluation Scheme for Summer Internship Project is detailed separately.)

5.1 University Evaluation
There shall be University evaluation for each full credit course as per the time table announced by the University. The evaluation by the University for Full Credit Courses shall comprise of two parts:

a) Online Examination for 20 marks.
b) Written Examination (subjective – concept plus case study / application oriented type) for 50 marks.

5.1.1 Online Examination
The Savitribai Phule Pune University shall conduct an online examination for each full credit course. This examination will be *objective* in nature and shall carry a *weightage of 20 marks per full credit course*. Students will appear for the online examinations in their respective institutes. Online examination shall constitute a *separate head of passing* for the full credit courses fir which such online examination is scheduled passing shall be at 30%.The student does NOT have a facility of Grade Improvement, in online examination, if he/she has secured any grade other than F.

The Online Examination will be conducted prior to one week before the start of theory examination of each semester. The Controller of Examinations of the Savitribai Phule Pune University shall announce the *online examination window of 6 days per semester* i.e. a window of 6 days for Semester I and another window of 6 days for Semester III (in term I and likewise for term II. The number of days will vary as per number of courses) for the examination, *in consultation with the Dean – Faculty of Management*. The online test shall be conducted for all 4 semesters during each term.

There shall NOT be any retest for those students who are absent for the online exam during the declared examination window period. Any student, who *is absent for* the online test during the regular term, can take the online test for the specific course in the next term and his grades evaluation shall be updated accordingly in the revised **Grade Card**.

The date declared by DTE for commencement of classes as per CAP process shall be the reference date for Semester I. Only for Semester I, in case of unforeseen circumstances the Controller of Examinations (CoE), Savitribai Phule Pune University, in consultation with the Dean of the Faculty of Management may postpone the examinations for Semester I.

For Semester II, III and IV the reference date shall be the term commencement date declared by the SPPU.

The *syllabus for the online examination shall be* ***all 5 units*** *in each full credit course.* The duration of online examination for each course shall be of 25 minutes.

There shall be **one mark for each correct response**. There shall be no negative marking for wrong response. **There shall be 20 questions – each carrying one mark. All the questions shall be compulsory**. The questions shall be of different variety within the objective format. In the extreme event of a student answering all the questions incorrectly, the final score of such a student for that course for the online examination shall be 0 (ZERO).

The Faculty of Management shall devise objective question bank comprising questions of varying degree of difficulty, and of different types, in sufficiently large number for each course for the exclusive purpose of the online examination. *The objective question paper shall be developed in real time, randomly using an ERP / Learning Management System.*

The Institutes shall ensure the provision of necessary IT infrastructure and internet bandwidth, backup power supply, for the smooth conduct of such online examination.

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The score of each candidate for each course shall be known immediately after the conclusion of the online test and the Institute shall display the scores of all students for the online test within 3 days of the completion of the test.

5.1.2 Instructions to External Paper Setters / Chairman/ Examiners: The syllabus for each course is organized in 5 units. The end-semester University evaluation shall cover the entire syllabus prescribed for the course. For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course, the question pattern shall be as follows:

Pattern of Question Paper:

1) There shall be five questions each of 10 marks.
2) All questions shall be compulsory with internal choice within the questions. i.e. There shall be 2 questions from each unit of the curriculum with an internal option.
3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

ILLUSTRATIVE PATTERN OF QUESTION PAPER

Q. 1 (A).....based on Unit 1

OR

Q.1 (B) .....based on Unit 1

Q.2. (A) .....based on Unit 2

OR

Q.2 (B) .....based on Unit 2

Q.3 (A) .....based on Unit 3

OR

Q.3 (B) .....based on Unit 3

Q.4 (A) .....based on Unit 4

OR

Q.4 (B) .....based on Unit 4

Q.5 (A) .....based on Unit 5

OR

Q.5 (B) .....based on Unit 5

Questions shall assess knowledge, application of knowledge, and the ability to synthesize knowledge. The paper setter shall ensure that questions covering all skills and all units are set. She/he shall also *mandatorily submit* a detailed scheme of evaluation along with the question paper. Questions shall be of three categories of difficulty level – low difficulty, average difficulty and high difficulty.

The duration of written examination shall be 2½hours. Students shall be provided a single answer sheet of 16 pages.

5.2 Concurrent Evaluation: A continuous assessment system in semester system (also known as internalassessment/comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.

The continuous assessment provides a feedback on teaching learning process. The feedback after being analyzed is passed on to the concerned student for implementation and subsequent improvement.As a part of concurrent evaluation, the learners shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Concurrent evaluation components should be designed in such a way that the faculty can *monitor the student learning & development and intervene wherever required.* The faculty must share the outcome of each

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concurrent evaluation component with the students, soon after the evaluation, and guide the students for betterment.

Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills & Attitude (KSA) dimensions based on variety of assessment tools.

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz
17. Student Driven Activities
18. News paper reading

There shall be a *minimum of three concurrent evaluation components per full credit course and five concurrent evaluation components for each half credit course*. The faculty shall announce in advance the units based on which each concurrent evaluation shall be conducted.Each component shall ordinarily be of 10 marks. The Institute shall however have the liberty to conduct additional components (beyond three/five). However the total outcome shall be scaled down to 30/50 marks for full credit and half credit courses respectively.Marks for the concurrent evaluation must be communicated by the Institute to the University as per the schedule declared by the University.Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

At the end of Concurrent Evaluation (out of 30/50 marks) the student does NOT have a facility of Grade Improvement, if he/she has secured any grade other than F.

5.2.1 Safeguards for Credibility of Concurrent Evaluation: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

a) Involving faculty members from other management institutes.
b) Setting multiple question paper sets and choosing the final question paper in a random manner.
c) One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
d) Involvement of Industry personnel in evaluating projects / field based assignments.
e) Involvement of alumni in evaluating presentations, role plays, etc.
f) 100% moderation of answer sheets, in exceptional cases.

5.3 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional

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orientation. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology.
SIP may be a research project – based on primary/ secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

1. Introduction/ Executive Summary.
2. Objectives of the Study.
3. Company/ Organization profile (including Organization Chart).
4. Research Methodology (Statement of Problem, Hypothesis (if any), Research Design.
5. Data analysis, Data Interpretation & Hypothesis Testing.
6. Relevant activity charts, tables, graphs, diagrams, etc.
7. Suggestions & Recommendations.
8. Conclusions.
9. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
10. Appendix (Questionnaire, Data Sheets etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.4 Dissertation: In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor.

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The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute.

The student can undergo desk research or field research and can follow the guidelines mentioned in the SIP for preparation of their final hard copy.

5.5: Standard of Passing:

Degree Requirements:

a) **Earned Credits:** A candidate who has successfully completed all the Core courses and accumulated, through elective courses, not less than minimum number of Credits prescribed shall be eligible to receive the Degree. The degree requirements for the MBA programme are completion of 100earned credits.

b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for award of the MBA degree.

c) **Aggregate:** If a student fails to secure **aggregate 40% marks** out of 100 [concurrent evaluation (30) + online evaluation (20) + university evaluation (50)], such students will have to appear for University theory examination (50) only.

The performance of a student will be evaluated in terms of two indices, viz.

a) *Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester

b) *Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$SGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$CGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

5.5.1 Assessment and Grade Point Average

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a. The system of evaluation will be as follows: Each CA and ESE (ETE) will be evaluated in terms of marks. The marks for CA and ESE (ETE) will be added to convert into a grade and later a grade point average. There is no grade independently for CA or ESE (ETE).

b. Result of a student will be declared for each semester after the ESE (ETE) only.

c. The student will get a Grade Sheet with total grades earned and a Grade Point Average, after earning the minimum number of credits towards the completion of a PG program (subject to 3.9).

d. Marks/Grade/Grade Point w.e.f. AY 2015-16 (10 Point Scale):

Marks	Grade	Grade Point
80-100	O: Outstanding	10
70-79	A+: Excellent	9
60-69	A: Very Good	8
55-59	B+: Good	7
50-54	B: Above Average	6
45-49	C: Average	5
40-44	P: Pass	4
0-39	F: Fail	0
-	Ab: Absent	0

Following will be applicable for all those who are admitted before the AY 2015-16 till they complete the PG program (subject to 3.9).

Marks	Grade	Grade Point
100-75	O: Outstanding	06
74-65	A: Very Good	05
64-55	B: Good	04
54-50	C: Average	03

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49-45	D: Satisfactory	02
44-40	E: Pass	01
39-0	F: Fail	00

e. Final Grade w.e.f. the AY 2015-16 (10 Point Scale):

Grade Point Average	Grade
09.00-10.00	O
08.50-09.00	A+
07.50-08.49	A
06.50-07.49	B+
05.50-06.49	B
04.25-05.49	C
04.00-04.24	P
00.00-03.99	F

Remark: B+ is equivalent to 55% marks and B is equivalent to 50% marks.

Following will be applicable for all those who are admitted before the AY 2015-16 till they complete the PG program (subject to 3.9).

Grade Point Average	Grade
05.00-6.00	O
04.50-04.99	A
03.50-04.49	B
02.50-03.49	C
01.50-02.49	D
00.50-01.49	E

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00.00-00.49	**F**

f. 'B' Grade is equivalent to atleast 55% of the marks as per circular No.UGC- 298/[4619]UNI- 4 dated December 11, 1999. (Not applicable for 10 point scale)

g. A seven point grade system [guided by the Government of Maharashtra Resolution No. NGV-1298/[4619]/UNI.4 dt. December 11, 1999 and the University regulations] will he followed uniformly for Science, Arts, Mental, Moral and Social Sciences. The corresponding grade table is detailed in II.14 above. (Not appplicale for 10 point scale)

h. If the GPA is higher than the indicated upper limit in the three decimal digit, then higher final grade will be awarded (e.g. a student getting GPA of 4.492 may be awarded 'A' grade). (Not applicable for 10 point scale)

i. There will be only final compilation and moderation at GPA (Final) level done at the Department. While declaring the result, the existing relevant ordinances are applicable. There is also a provision for verification and revaluation, subject to the applicable rules at that point of time.

j. For grade improvement, 2 year program student will have to reappear for ESE (ETE) only in the courses comprising a minimum of 30 credits in case of Science, Engineering, Technology, Management and Pharmacy; 20 credits for other faculties and 12 credits in case of one year degree program. These courses will be from the parent Department only in which the student has earned the credits. A student can opt for the Grade Improvement Program only after the declaration of earning minimum number of credits and completion of the PG Program (subject to 3.9) within the period of two years from the completion of program.

k. The formula for GPA will be based on Weighted Average. The final GPA will not be printed unless a student passes courses for the minimum 100 credits, 80 credits or 64 credits as the case may be.

l. The description for the grades is as follows:

O: Outstanding: Excellent analysis of the topic, (80% and above)
Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject, Neat and systematic organization of content, elegant and lucid style;
A+ : Excellent : Excellent analysis of the topic (70 to 79%) Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

A: Very Good: Good analysis and treatment of the topic (60 to 69%) Almost accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Fair and systematic organization of content, effective and clear expression;

B+: Good: Good analysis and treatment of the topic (55 to 59%)

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Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

B: Above Average: Some important points covered (50 to 54%)
Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, good language or expression;

C: Average: Some points discussed (45 to 49%)
Basic knowledge of the primary material, some organization, acceptable language or expression;

P: Pass: Any two of the above (40 to 44%)

F: Fail: None of the above (0 to 39%)

- One credit is equivalent to 20-25 marks for evaluation purpose.
- There will be an evaluation of each course by students at the end of every semester.

5.5.2 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute (i.e. out of 30 marks), in the Full Credit Courses, in Sem I to Sem IV, shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the end semester University Examination by 25% for the respective course. i.e. (percentage of marks scored out of50 in university evaluation) – (percentage of marks scored out of30 in concurrent evaluation) should not exceed 25%.Scores of Online Examination are not part of the scaling down formula.

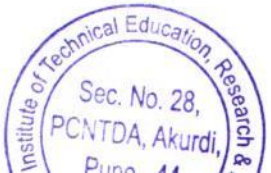
The marks obtained by the student in Half Credit Courses are **not subject to** scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Summer Internship Project (Course 304) shall **not be** subjected to Scaling down.

5.5.3 Attendance: The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all-round the semester. *Therefore, there shall not be any preparatory leave before the University examinations.*

5.6 ATKT Rules: A student shall earn the credits for a given course in **maximum four attempts**. If a student drops a course (generic elective / subject elective) and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once during these four attempts available to him. A student may drop at the most 2 courses out of the 16 elective courses and select other courses in lieu of dropped courses. i.e. Dropping a course can be done only twice.

Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme within 4 years from the date of admission, by earning the requisite credits. The student will be finally declared as failed if she\he does not pass in all credits within a total period of four years. After that, such students will have to seek fresh admission as per the admission rules prevailing at that time.



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5.7 Award of Grade Cards: The Savitribai Phule Pune University under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

NOTE:

The Grade Card for the final semester shall indicate the following, amongst other details:

a) Grades for concurrent evaluation (out of 30 for Full Credit Courses & out of 50 for Half Credit Courses) , Online evaluation (out of 20 for Full Credit Courses only) and University evaluation (out of 50 for Full Credit Courses only), separately, for all courses offered by the student during the entire programme along with the grade for the total score.

b) SGPA for each semester.

c) CGPA for final semester.

d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation (Semester Wise).

e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.

f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.

g) The final GPA shall not be printed unless the student earns the minimum 100 credits required for earning the MBA Degree.

h) B Grade is equivalent to atleast 55% marks.

i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A.The grade card shall also provide, on the reverse, the 10-point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.

5.8 Grade Improvement: A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement facility, may apply under Grade Improvement Scheme within five years from passing that Examination. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement. He /she shall appear for University Evaluation of at least 1/3rdGeneric / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

5.9 External Students: MBA being a full time programme, there is no provision of external students.

5.10 Verification / Revaluation: Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the Savitribai Phule Pune University.There shall be Revaluation of the answer scripts of Semester-End examination but not of internal assessment papers as per Ordinance no.134 A & B.

5.11 Additional Specialization: A student may enroll for additional specialization *after passing out the regular MBA programme*. Such students will get exemption from all the generic core and generic elective courses in First Year (Semester I and II) and generic core courses in Second Year (Semester III and IV). Such students shall have to appear for the subject core and subject elective courses i.e. 2 Full Credit Courses & 4 Half Credit Courses in Semester III and IV each. i.e. a total of 12 subject electives (specialization) courses of which 4 are full credits and 8 are half credits.

1. **Structure of the Programme:** The programme is a combination of:
   a) Full Credit Courses (100 Marks each) : 3 Credits each
   b) Half Credit Courses (50 Marks each) : 2 Credits each

Total Credits: 100 Credits (3000 Marks), Total Courses = 38

a) 20 Full Credit Courses * 3 credits per course = 60 Credits (2000 Marks)
b) 1 Full Credit Course SIP (Full Credit) = 4 Credits (100 Marks)
c) 16 Half Credit Courses *2 credits per course = 32 Credits (800 Marks)
d) 1 Dissertation (Full Credit) = 4 Credits (100 Marks)

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The spread of courses across the 4 semesters for a normal learner is given below.

Table III: Break Up & Spread of Courses

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)
I	6	4
II	6	4
III	5	4
III	1 (SIP for 4 Credits)	-
IV	3	4
IV	1 (Dissertation for 4 Credits)	-
Total	22	16

Break Up of Full Credit Courses:

Semester	Number of Generic Core Courses (A)	Number of Subject (Specialization) Core Courses (B)	Total Number of Full Credit Courses (100 Marks) (C = A + B)
I	6	0	6
II	6	0	6
III	4**	2	6**
IV	2	2	4
Total	18	4	22

** includes SIP & Dissertation for 4 Credits & 100 Marks each.

Break Up of Half Credit Courses:

Semester	Number of Generic Elective Courses (A)	Number of Subject (Specialization) Elective Courses (B)	Total Number of Half Credit Courses (50 Marks) (C = A + B)
I	4	0	4
II	4	0	4
III	0	4	4

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IV	0	4	4
Total	8	8	16

Detailed Programme Structure is provided in Annexure I.

6.1 Pedagogy: It is expected that the faculty members adopt a variety of teaching methodologies, such as case studies, role-play, problem-solving exercises, group discussion, computer simulation games, etc. during the programme delivery. Use of technology and innovative techniques beyond the lecture method is desirable.

MBA being a post-graduate professional Programme, students are also expected to assimilate certain topics through self-study.

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

6.3. Equivalence of previous syllabus with the proposed syllabus: The equivalence of the previous syllabus with the proposed syllabus shall be announced separately.

6.4. University Terms: The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

6.5. Course wise detailed syllabus: Course wise detailed syllabus along with recommended text books, reference books, websites, journals, etc. is provided in Annexure II.

6.6. Qualifications of Teacher: The qualifications of the full time teacher for the MBA Programme shall be as per the norms prescribed by AICTE and SPPUfrom time to time.

6.7. Teacher Capacity Building: The faculty of management shall organize suitable programmes for capacity building of teachers.

7. Modus Operandi of Evaluation under Credit System- 2 years programs

7.1 Each regular student will normally appear for all the 25% credits in a semester out of the minimum number of credits required to obtain a degree.

7.2 A student who wishes to register to the third /fourth semester should have gained at least 50% credits out of the total number of credits offered at the first and second semester of the first year.

7.3 Evaluation of each credit will be in two parts, namely CA and ESE (ETE).

7.4 A course may be of 1 or 2 or 3 or 4 or 5 credits.

7.5 The evaluation of a course means the evaluation of total number of credits of that course. As such, all the credits taken together of a particular course will be evaluated in two parts CA and ESE (ETE).

7.6 Weightage for CA would be 50% and for ESE (ETE) would be 50%.

7.7 A course will be evaluated in the form of 50 marks for CA and 50 marks for ESE (ETE).

7.8 A student will gain all the credits of a course after having obtained minimum 40 marks from CA(minimum 15 out of 50) and ESE (ETE) (minimum 15 out of 50) taken together and will get the respective grade and

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grade points in the respective course. Otherwise, a student will get grade F (Fail) in that respective course and will not gain any credits or grade points towards that course.

7.9 CA: The teacher would evaluate a student towards a course through interaction throughout the semester which would include one or more (but not less than 4 including compulsory written test/s) of the following mechanisms with their maximum weightage out of 50 marks and this essentially enables the teacher to get positive feedback about a student's overall understanding/ability and in nutshell enhances the teaching-learning process.

a. Written test – Max 2 with not more than 15 marks for each

b. Assignment – Max 2 with not more than 5 marks for each

c. Seminar presentation – 5 marks (not for all the students)

d. Group discussion – 5 marks (not for all the students)

e. Extension work – 5 marks (not for all the students)

f. An open book test – 10 marks (to be conducted in a classroom for not more than 3 questions)

g. Report/Note on research paper/s or study tours – 5 marks (not for all the students and to be presented in the respective class)

- A teacher may propose any other mean towards CA (other than written test) that may suit for a particular course and implement only after the approval of the Departmental Committee constituted and approved by the HoD/Principal/Director.

7.10 If a student could not attend the CA written test due to some unavoidable reasons then the teacher may consider a request for retest in writing with furnishing the reason of absence.

7.11 If a student failed to gain the credits of any course (declared F grade in that course) then the student can reattempt the course with CA (if the course is conducted in that semester) and ESE (ETE) both or with ESE (ETE) only (if one has scored 15 in CA) in the subsequent ESEs(ETEs) (max. two such attempts) within a period of 4 years (5 for 3 years programs) from the date of admission for the first semester.(subject to 3.9)

7.12 In case a student failed to earn the minimum number of credits required for obtaining a degree within the stipulated period of 4 years (5 years for 3 years programs) then such a student will be declared INCOMPLETE EXIT and in such a case the student can seek a fresh admission as per the admission rules prevailing at that time.

7.13 The policies and procedures determined by the SPPU from time to time will be followed for the conduct of examinations and declaration of the result of a candidate.

7.14 ESE (ETE): Each credit will be evaluated for a maximum period of 45 minutes. The following would be an outline for setting the question paper for ESE (ETE).

Credits	Duration	Questions to be attempted	Number of subquestions	Marks for subquestions
1	45 min	1 out of 2	3 (for 2 subquestions)	4+3+3 or 5+3+2 or

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				4+4+2
2	90 min	3 out of 5	3 (for 3 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5
3	150 min	4 out of 6	2 (for 4 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5
4/5	180 min	5 out of 8	3 (for 6 subquestions)	4+3+3 or 5+3+2 or 4+4+2
			2 (for 2 subquestions)	5+5

Note: A question paper for PG program course of 3/4/5 credits under any Faculty other than Science, Engineering, Technology, Management and Pharmacy may contain a question of 10 marks(1 out of 2) without a subquestion.

8. Examination Rules

8.1 Assessment shall consist of CA-Continuous assessment and ESE (ETE)-End of Semester(Term) Examination with an equal weightage of 50%.

8.2 The concerned teacher is responsible for conduct and evaluation towards CA and shall announce at the beginning of the course about the mechanisms under which CA would take place. However, the ESE (ETE) shall cover the entire syllabus prescribed for that course.

8.3 The CA towards 50% marks will be a continuous activity and at least two written tests (for 60-80% marks out of CA marks) must be conducted in addition to at least two following mechanisms (for 20-40% marks out of CA marks) for a full course of 4/5 credits.

Journal/Lecture/Library notes, Short Quizzes, Seminar presentation, Assignments, Extension Work, An Open Book Test (book to be decided by the concerned teacher), Mini Research Project by an individual student or a group of students

A teacher may devise a mechanism other than written test in addition to above in order to flourish the course contents.
a) It is mandatory for a teacher to hand over the assessed answer sheets to the respective students well before the commencement of the ESE (ETE).

b) It is also mandatory to declare the score gained by all the students in a course towards CA on the notice board duly signed by the concerned teacher of the course and the HoD/Principal/Director.

8.4 ESE (ETE) for the remaining 50% marks will be conducted by SPPU.

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8.5 A student has to obtain 40 % marks taken together of CA and ESE (ETE) with a minimum of 30% in each of these separately.

8.6 A student will have to obtain a minimum aggregate of 40% marks in each course to be counted for the minimum number of credits required for the completion of the program.

8.7 If a student misses an internal assessment examination he/she will have a second chance with the endorsement of the HoD/Principal/Director in consultation with the concerned teacher. Such a second chance shall not be the right of the student.

8.8
a) If a student is declared as "PASS" in a course (Grade other than F), then the student cannot choose/reappear that course unless appearing under "CLASS/GRADE IMPROVEMENT" for ESE (ETE) only.

CA is not available for a course in which the student has been declared as "PASS".
b) If a student is declared as "FAIL" (Grade F) in a course, then the student is allowed to choose such a course, with CA and ESE (ETE) both, only in a semester in which the course is conducted, irrespective of the previous score in CA. Otherwise, the student may appear only for ESE (ETE) in that course in any of the following/forthcoming semester, provided that the student has scored at least 15% of the total 100% (or 30% of the 50% of the total marks) in CA.
Explanation:

X=100%

CA Score	ESE/ ETE Score	CA+ ESE/ ETE	Result
>= 15% of X	>= 15% of X	>=40% of X	Pass / Earned Credits with Grade
>= 15% of X	>= 15% of X	<40% of X	Fail/ No Credits Earned

c) In case of 3.8(b), the maximum duration available to register/reappear for a course will be as follows.
2 years PG Program – Up to 4 (four) years (i.e. *if a student is registered/admitted for first semester in 2013-14, then the student is allowed to register/reappear up to second semester in 2016-17)*

3 years PG Program – Up to 5 (five) years (i.e. *if a student is registered/admitted for first semester in 2013-14, then the student is allowed to register/reappear up to second semester in 2017-18)*

d) In the case of 3.8(b), the number of attempts (excluding registered for first time) available to Register/reappear for the course would be 3(three) only, subject to 3.8(c).

e) In an exceptional case, if there are sufficient number of students who wish to register for a course for CA and ESE (ETE) both in which they are failed, then such a course can be conducted in the immediate following semester only, in addition to the courses conducted in that semester. However, there cannot be more than two such courses at a time in that semester.

8.9 The student will be finally declared as failed if the minimum numbers of credits are not earned within a total period of Four and Five years respectively for 2 years PG Program and 3 years PG Program. After that, such a student will have to seek fresh admission as per the admission rules prevailing at that time.

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8.10 A student cannot register for the third/fourth semester, if she/he fails to complete 50% credits of the total credits expected to be ordinarily completed within two semesters.

8.11 There shall be a revaluation of the answer scripts of ESE (ETE) as per Ordinance No.134 A & B, but not of CA.

8.12 While marks will be given for all examinations, they will be converted into grades. The Semester End Grade sheets will be generated by using marks and grades and the final grade sheets and transcripts shall have grade points average and total percentage of marks (up to two decimal points). The final grade sheet will also indicate the PG Department/Center to which the candidate is registered.

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Annexure I - Detailed Programme Structure

Table IV – A: Generic Core Courses

	Generic Core Courses	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
101	Accounting for Business Decisions	3	I	30	20	50	100
102	Economic Analysis for Business Decisions	3	I	30	20	50	100
103	Legal Aspects of Business	3	I	30	20	50	100
104	Business Research Methods	3	I	30	20	50	100
105	Organizational Behaviour	3	I	30	20	50	100
106	Basics of Marketing	3	I	30	20	50	100
201	Marketing Management	3	II	30	20	50	100
202	Financial Management	3	II	30	20	50	100
203	Human Resource Management	3	II	30	20	50	100
204	Decision Science	3	II	30	20	50	100
205	Operations & Supply Chain Management	3	II	30	20	50	100
206	Management Information Systems	3	II	30	20	50	100
301	Strategic Management	3	III	30	20	50	100
302	Enterprise Performance Management	3	III	30	20	50	100
303	Startup and New Venture Management	3	III	30	20	50	100
304	Summer Internship Project	4	III	50	00	50	100
401	Managing for Sustainability	3	IV	30	20	50	100
402	Dissertation	4	IV	50	00	50	100

Note: Each Generic Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

Course 304 - SIP shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

Course 402 – Dissertation shall have 4 Credits and 100 marks. (50 Marks for Concurrent Evaluation & 50 Marks for University Evaluation)

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Table IV – B: Generic Elective Courses

	Generic Elective Courses	Credits	Semester	Concurrent Evaluation	Total Marks
107	Management Fundamentals	2	I	50	50
108	Business Communication Lab	2	I	50	50
109	MS Excel & Advanced Excel Lab	2	I	50	50
110	Selling & Negotiation Skills Lab	2	I	50	50
111	Business, Government & Society	2	I	50	50
112	Leadership Lab	2	I	50	50
113	Personality Development Lab	2	I	50	50
114	Foreign Language - I Lab	2	I	50	50
115	Enterprise Analysis - Desk Research	2	I	50	50
207	Emotional Intelligence and Managerial Effectiveness Lab	2	II	50	50
208	Statistical Software Lab	2	II	50	50
209	MS Project Lab	2	II	50	50
210	Life Skills Lab	2	II	50	50
211	Geopolitics & the World Economic System	2	II	50	50
212	Business Systems & Procedures	2	II	50	50
213	Computer Aided Personal Productivity Tools Lab	2	II	50	50
214	Foreign Language - II Lab	2	II	50	50
215	Industry Analysis - Desk Research	2	II	50	50

Note: Each Generic Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects.

50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

There shall not be any evaluation by the University (online / subjective) for all Half Credit Courses.

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Table IV – C: Subject Core Courses

	Subject Core Courses (Marketing)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305MKT	Contemporary Marketing Research	3	III	30	20	50	100
306MKT	Consumer Behaviour	3	III	30	20	50	100
403MKT	Services Marketing	3	IV	30	20	50	100
404MKT	Sales and Distribution Management	3	IV	30	20	50	100
	Subject Core Courses (Finance)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 FIN	Direct Taxation	3	III	30	20	50	100
306 FIN	Financial System of India , Markets and Services	3	III	30	20	50	100
403 FIN	Indirect Taxation	3	IV	30	20	50	100
404 FIN	International Finance	3	IV	30	20	50	100
	Subject Core Courses (Information Technology)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 IT	I T Management and Cyber Laws	3	III	30	20	50	100
306 IT	E-Business and Business Intelligence	3	III	30	20	50	100
403 IT	Software Project Management	3	IV	30	20	50	100
404 IT	Enterprise Resource Planning (ERP)	3	IV	30	20	50	100
	Subject Core Courses (Operations Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 OPE	Planning & Control of Operations	3	III	30	20	50	100
306 OPE	Inventory Management	3	III	30	20	50	100
403 OPE	Operations Strategy and Research	3	IV	30	20	50	100
404 OPE	Total Quality Management	3	IV	30	20	50	100
	Subject Core Courses (Human Resources Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 HR	Labour & Social Security Laws	3	III	30	20	50	100
306 HR	Human Resource Accounting & Compensation Management	3	III	30	20	50	100

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403 HR	Employment Relations	3	IV	30	20	50	100
404 HR	Strategic Human Resource Management	3	IV	30	20	50	100

	Subject Core Courses (International Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 IB	International Business Economics	3	III	30	20	50	100
306 IB	Export Documentation and Procedures	3	III	30	20	50	100
403 IB	International Business Environment	3	IV	30	20	50	100
404 IB	Indian Economy and Trade Dependencies	3	IV	30	20	50	100
	Subject Core Courses (Supply Chain Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305 SCM	Essentials of Supply Chain Management	3	III	30	20	50	100
306 SCM	Logistics Management	3	III	30	20	50	100
403 SCM	Strategic Supply Chain Management	3	IV	30	20	50	100
404 SCM	Knowledge Management in Supply Chains	3	IV	30	20	50	100
	Subject Core Courses (Rural & Agribusiness Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305RABM	Agriculture and Indian Economy	3	III	30	20	50	100
306RABM	Rural Marketing I	3	III	30	20	50	100
403RABM	Rural Credit and Finance	3	IV	30	20	50	100
404RABM	Rural Marketing II	3	IV	30	20	50	100
	Subject Core Courses (Family Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305FBM	Essentials of Family Business Management – I	3	III	30	20	50	100
306 FBM	Managing Innovation - I	3	III	30	20	50	100
403 FBM	Essentials of Family Business Management – II	3	IV	30	20	50	100
404 FBM	Managing Innovation – II	3	IV	30	20	50	100
	Subject Core Courses (Technology	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation**	**Total Marks**

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	Management)					**(Subjective)**	
305TM	Fundamentals of Technology Management	3	III	30	20	50	100
306TM	Managing Innovation – I	3	III	30	20	50	100
403TM	Technology Competition and Strategy	3	IV	30	20	50	100
404TM	Managing Innovation – II	3	IV	30	20	50	100
	Subject Core Courses (Banking and Insurance Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305BIM	Banking Concepts and Operations	3	III	30	20	50	100
306BIM	Principles and Practices of Insurance	3	III	30	20	50	100
403BIM	Banking Regulations and Legal Aspects	3	IV	30	20	50	100
404BIM	Trends in Insurance Management	3	IV	30	20	50	100
	Subject Core Courses (Healthcare Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305HM	Introduction to Healthcare Management	3	III	30	20	50	100
306HM	Information Technology in Healthcare	3	III	30	20	50	100
403HM	Introduction to Medical / Healthcare Terminology	3	IV	30	20	50	100
404HM	Strategic Planning and Healthcare Management	3	IV	30	20	50	100

	Subject Core Courses (Entrepreneurship Development)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 ED	**Change,Creativity,Innovation and Entrepreneurship**	3	III	30	20	50	100
306 ED	**Finance for Entrepreneurs**	3	III	30	20	50	100
403 ED	**Social Entrepreneurship**	3	IV	30	20	50	100
404 ED	**Investing in Science & Technology**	3	IV	30	20	50	100

	Subject Core Courses (Services Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks

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305SER	Services Business Management	3	III	30	20	50	100
306SER	Services Performance Management	3	III	30	20	50	100
403SER	Strategic Services Marketing	3	IV	30	20	50	100
404SER	Sectoral Services Management	3	IV	30	20	50	100

	Subject Core Courses (Retail Management)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305RM	Introduction to Retailing	3	III	30	20	50	100
306RM	Retail Stores & Operation Management	3	III	30	20	50	100
403RM	E- commerece and Digital marketing in Retail	3	IV	30	20	50	100
404RM	International Retailing	3	IV	30	20	50	100

	Subject Core Courses (Digital Media Communication Marketing)	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305MC	Integrated Marketing Communication	3	III	30	20	50	100
306MC	Internet Marketing I	3	III	30	20	50	100
403MC	Strategic Brand Management	3	IV	30	20	50	100
404MC	Internet Marketing II	3	IV	30	20	50	100

	Subject Core Courses (Tourism and Hospitality Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Online Evaluation**	**University Evaluation (Subjective)**	**Total Marks**
305THM	Fundamentals of Hospitality Management	3	III	30	20	50	100
306THM	Tourism and Travel Management	3	III	30	20	50	100
403THM	Strategic Hospitality Management	3	IV	30	20	50	100
404THM	Tourism Planning and Development	3	IV	30	20	50	100

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	Subject Core Courses (Defense Management (DF))	Credits	Semester	Concurrent Evaluation	Online Evaluation	University Evaluation (Subjective)	Total Marks
305 DFM	Evolution of Strategic Thought of Defence	3	III	30	20	50	100
306 DFM	Strategic Defence Management	3	III	30	20	50	100
403 DFM	Defence Economics	3	III	30	20	50	100
404 DFM	National Power and Defence Policy	3	III	30	20	50	100

Note: Each Subject Core Course is a Full Credit course of 45 hours. Out of 45 hours 35 hours shall be devoted to teaching – learning sessions and 10 hours for evaluation/projects.

30 marks shall be reserved for concurrent evaluation to be carried out by the Institute, 20 marks for online mid-term evaluation to be conducted by the University and 50 marks shall be term end written examination to be conducted by the University.

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Table IV – D: Subject Elective Courses

	Subject Elective Courses (Marketing Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307MKT	Integrated Marketing Communications	2	III	50	50
308MKT	Product Management	2	III	50	50
309MKT	Strategic Brand Management	2	III	50	50
310MKT	Personal Selling Lab	2	III	50	50
311MKT	Qualitative Marketing Research	2	III	50	50
312MKT	Customer Relationship Management	2	III	50	50
313MKT	Marketing and the Law	2	III	50	50
314MKT	Finance for Marketing Professionals	2	III	50	50
315MKT	Marketing of Financial Services - I	2	III	50	50
316MKT	Tourism Marketing	2	IV	50	50
317MKT	Agricultural Marketing	2	IV	50	50
318MKT	Business to Business Marketing	2	IV	50	50
405MKT	Retail Marketing	2	IV	50	50
406MKT	Rural Marketing	2	IV	50	50
407MKT	Service Operations Management	2	IV	50	50
408MKT	International Marketing	2	IV	50	50
409MKT	Export Documentation & Procedures	2	IV	50	50
410MKT	Marketing Strategy	2	IV	50	50
411MKT	Marketing Decision Models	2	IV	50	50
412MKT	Marketing of High Technology Products	2	IV	50	50
413MKT	E-Marketing and analytics	2	IV	50	50
414MKT	Marketing to Emerging Markets &Bottom of the Pyramid	2	IV	50	50
415MKT	Marketing of Financial Services - II	2	IV	50	50
416MKT	Cross Cultural Relationship Marketing	2	IV	50	50

	Subject Elective Courses (Financial Management)	Credits	Semester	Concurrent Evaluation	Total Marks
307 FIN	Strategic Cost Management	2	III	50	50
308 FIN	Corporate & International Financial Reporting	2	III	50	50
309 FIN	Corporate Finance	2	III	50	50
310 FIN	Corporate Financial Restructuring	2	III	50	50
311 FIN	Equity Research, Credit Analysis & Appraisal.	2	III	50	50
312 FIN	Rural Financial Institutions	2	III	50	50
313 FIN	Banking Operations - I	2	III	50	50
314 FIN	Treasury Management	2	III	50	50

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315 FIN	Futures and Options	2	III	50	50
316 FIN	Financial Instruments & Derivatives	2	III	50	50
405 FIN	Behavioral Finance	2	IV	50	50
406 FIN	Financial Modeling Using Excel	2	IV	50	50
407 FIN	Financial Risk Management	2	IV	50	50
408 FIN	Online Trading of Financial Assets	2	IV	50	50
409 FIN	Banking Operations – II	2	IV	50	50
410 FIN	Wealth & Portfolio Management	2	IV	50	50
411 FIN	Fixed Income Securities & Technical Analysis	2	IV	50	50
412 FIN	Commodity Markets	2	IV	50	50
413 FIN	Financing Rural Development	2	IV	50	50
414 FIN	Principles of Insurance	2	IV	50	50

	Subject Elective Courses (Information Technology Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 IT	Software Engineering	2	III	50	50
308 IT	Mobile Computing with Android	2	III	50	50
309 IT	RDBMS with Oracle	2	III	50	50
310 IT	Software Quality Assurance	2	III	50	50
311 IT	E-Learning	2	III	50	50
312 IT	Software Marketing	2	III	50	50
313 IT	IT for Retailing	2	III	50	50
314 IT	Technical Writing	2	III	50	50
405 IT	Web Designing and Multimedia	2	IV	50	50
406 IT	Network Technologies and Security	2	IV	50	50
407 IT	Database Administration	2	IV	50	50
408 IT	Software Testing	2	IV	50	50
409 IT	Information Security and Audit	2	IV	50	50
410 IT	Data Warehousing and Data Mining	2	IV	50	50
411 IT	Geographical Information System	2	IV	50	50
412 IT	E-Governance	2	IV	50	50
413 IT	Internet Marketing	2	IV	50	50
414 IT	Microsoft Office 2010 Lab	2	IV	50	50

	Subject Elective Courses (Operations Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 OPE	Productivity Management	2	III	50	50

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308 OPE	Maintenance Management	2	III	50	50
309 OPE	Facilities Planning	2	III	50	50
310 OPE	Manufacturing Resource Planning	2	III	50	50
311 OPE	Technology Management	2	III	50	50
312 OPE	Six Sigma	2	III	50	50
313 OPE	Designing Operations Systems	2	III	50	50
314 OPE	Toyota Production System	2	III	50	50
315 OPE	Project Management	2	III	50	50
316OPE	Theory of Constraints	2	III	50	50
405 OPE	Quality Management Standards	2	IV	50	50
406 OPE	World Class Manufacturing	2	IV	50	50
407 OPE	Business Process reengineering	2	IV	50	50
408 OPE	Enterprise Resource Planning	2	IV	50	50
409 OPE	Financial Perspectives in Operations Management	2	IV	50	50
410 OPE	Service Operations Management	2	IV	50	50
411 OPE	Business Process Management	2	IV	50	50
412 OPE	Challenges and Opportunities in Operations Management	2	IV	50	50
413 OPE	Lean Manufacturing	2	IV	50	50

	Subject Elective Courses (Human Resources Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 HR	Employee Health, Safety& Welfare	2	III	50	50
308 HR	Compensation Management	2	III	50	50
309 HR	HR Audit	2	III	50	50
310 HR	Human Resource Information System	2	III	50	50
311 HR	Outsourcing of HR	2	III	50	50
312 HR	Public Relations & Corporate Communication	2	III	50	50
313 HR	Quality Management System	2	III	50	50
314 HR	Lab in Recruitment and Selection	2	III	50	50
315 HR	Lab in Job Design and Analysis	2	III	50	50
316 HR	Lab in Training	2	III	50	50
317 HR	Lab in Labour Laws – I	2	III	50	50
318 HR	Lab in Personnel Administration & Appln Procedures	2	III	50	50
405 HR	Organizational Design and Development	2	IV	50	50
406 HR	Global HRI	2	IV	50	50
407 HR	Employee Reward Management	2	IV	50	50
408 HR	Change Management	2	IV	50	50

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409 HR	Conflict & Negotiation Management	2	IV	50	50
410 HR	Lab in CSR	2	IV	50	50
411 HR	Lab in Industrial Relations	2	IV	50	50
412 HR	Lab in Legal Compliances	2	IV	50	50
413HR	Lab in Mentoring and Coaching	2	IV	50	50
414 HR	Emerging Trends in HR	2	IV	50	50
415 HR	Designing HR Policies	2	IV	50	50
416 HR	Competency Mapping	2	IV	50	50

	Subject Elective Courses (International Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 IB	International Management	2	III	50	50
308 IB	International Marketing	2	III	50	50
309 IB	International Marketing Research	2	III	50	50
310 IB	International Financial Management	2	III	50	50
311 IB	Global IT Management	2	III	50	50
312 IB	Global Logistics & Supply Chains	2	III	50	50
313 IB	Designing Organizations for Uncertain Environment	2	III	50	50
314 IB	Legal Dimensions of International Business	2	III	50	50
315 IB	Global Strategic Management	2	III	50	50
316 IB	International Relations & Management	2	III	50	50
317 IB	Foreign Language for International Business – I	2	III	50	50
405 IB	Environment & Global Competitiveness	2	IV	50	50
406 IB	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
407 IB	Cross-Cultural Relationship Marketing	2	IV	50	50
408 IB	Foreign Exchange Management	2	IV	50	50
409 IB	E Commerce	2	IV	50	50
410 IB	Enterprise Resource Planning	2	IV	50	50
411 IB	Global HR	2	IV	50	50
412 IB	WTO and Intellectual Property Rights	2	IV	50	50
413 IB	Global Competitiveness and Strategic Alliances	2	IV	50	50
414 IB	International Diversity Management	2	IV	50	50
415 IB	Foreign Language for International Business – II	2	IV	50	50

	Subject Elective Courses (Supply Chain Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 SCM	Managing Material Flow in Supply Chains	2	III	50	50

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308 SCM	Inventory Management	2	III	50	50
309 SCM	Purchasing & Supplier Relationship Management – I	2	III	50	50
310 SCM	Six Sigma	2	III	50	50
311 SCM	Supply Chain Planning	2	III	50	50
312 SCM	Supply Chain Coordination	2	III	50	50
313 SCM	Decision Modeling for Supply Chains	2	III	50	50
314 SCM	Theory of Constraints	2	III	50	50
315 SCM	Supply Chain Practices – I	2	III	50	50
405 SCM	Green Logistics & Supply Chains	2	IV	50	50
406 SCM	Enterprise Resource Planning	2	IV	50	50
407 SCM	Purchasing & Supplier Relationship Management – II	2	IV	50	50
408 SCM	Supply Chain Risk Management	2	IV	50	50
409 SCM	Project Management	2	IV	50	50
410 SCM	Supply Chain Performance Measurement	2	IV	50	50
411 SCM	Supply Chain Management - Financial Perspectives	2	IV	50	50
412 SCM	Global Logistics	2	IV	50	50
413 SCM	Supply Chain Practices– II	2	IV	50	50

	Subject Elective Courses (Rural & Agribusiness Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307RABM	Rural Development I	2	III	50	50
308RABM	Special Areas in Rural Marketing	2	III	50	50
309RABM	Commodity Markets – I	2	III	50	50
310RABM	Agricultural Marketing & Price Analysis – I	2	III	50	50
311RABM	Microfinance	2	III	50	50
312RABM	Agricultural Marketing	2	III	50	50
313RABM	Rural Research Methods	2	III	50	50
314RABM	Rural Banking	2	III	50	50
315RABM	AgriSupply Chains Management	2	III	50	50
316RABM	ICT for Agriculture Management	2	III	50	50
317RABM	Tourism Marketing – I	2	III	50	50
318RABM	Millennium Development Goals	2	III	50	50
405RABM	Rural Development II	2	IV	50	50
406RABM	Special Areas in Agro produce Management	2	IV	50	50
407RABM	Commodity Markets – II	2	IV	50	50
408RABM	Agricultural Marketing and Price Analysis – II	2	IV	50	50
409RABM	Agricultural Finance and Project Management	2	IV	50	50
410RABM	Management of Agricultural Input Marketing	2	IV	50	50

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411RABM	Intellectual Property Management	2	IV	50	50
412RABM	Food Retail Management	2	IV	50	50
413RABM	Agri-Entreprenuership	2	IV	50	50
414RABM	Management of Agribusiness Cooperatives	2	IV	50	50
415RABM	Tourism Marketing – II	2	IV	50	50
416RABM	Agriculture & WTO	2	IV	50	50

	Subject Elective Courses (Family Business Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 FBM	Business Plan	2	III	50	50
308 FBM	Private Equity	2	III	50	50
309 FBM	Franchising	2	III	50	50
310 FBM	Social Entrepreneurship	2	III	50	50
311 FBM	Intraprenuership	2	III	50	50
312 FBM	Trends in Entrepreneurship	2	III	50	50
313 FBM	Small Scale Industries Management	2	III	50	50
314 FBM	Entrepreneurial Case Study	2	III	50	50
405 FBM	Creativity and Change in Organizations	2	IV	50	50
406 FBM	Accounting for Small Business	2	IV	50	50
407 FBM	Management of Intellectual Property Rights	2	IV	50	50
408 FBM	Managing , Growing and Exiting the new Venture	2	IV	50	50
409 FBM	Project Management	2	IV	50	50
410 FBM	Environment and Laws	2	IV	50	50
411 FBM	Information, Disaster and Health Management	2	IV	50	50
412 FBM	Business Incubation	2	IV	50	50

	Subject Elective Courses (Technology Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307TM	Technology Forecasting	2	III	50	50
308TM	Strategies for information goods and network economies – I	2	III	50	50
309TM	Advanced Manufacturing Technology	2	III	50	50
310TM	Product Strategies for High Technology Companies – I	2	III	50	50
311TM	Foundations of Knowledge Management	2	III	50	50
312TM	Business Intelligence and Analytics	2	III	50	50
313TM	Designing Organizations for Uncertain Environment	2	III	50	50
314TM	Technology Transfer and Commercialization	2	III	50	50
315TM	Digital Marketing	2	III	50	50
405TM	Innovation, Product Development and Commercialization	2	IV	50	50

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406TM	Strategies for information goods and network economies – II	2	IV	50	50
407TM	Technology Use and Assessment	2	IV	50	50
408TM	Product Strategies for High Technology Companies – II	2	IV	50	50
409TM	Systems & Technologies for Knowledge Management	2	IV	50	50
410TM	Strategic Management of Intellectual Property Rights	2	IV	50	50
411TM	Change , Creativity & Innovation	2	IV	50	50
412TM	Seminar on Managing Emerging technologies	2	IV	50	50
413TM	Marketing of High Technology Products	2	IV	50	50

	Subject Elective Courses (Banking and Insurance Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307BIM	Treasury Management	2	III	50	50
308BIM	Practice of Life Insurance	2	III	50	50
309BIM	Retail & Universal Banking	2	III	50	50
310BIM	Practice of General Insurance	2	III	50	50
311BIM	E- Banking	2	III	50	50
312BIM	Financial Inclusion	2	III	50	50
313BIM	Corporate Insurance Management	2	III	50	50
314BIM	Marketing of Financial Services	2	III	50	50
315BIM	Marketing of Insurance Services	2	III	50	50
316BIM	Rural Banking and Micro-finance	2	III	50	50
317BIM	Personal Financial Planning	2	III	50	50
318BIM	Property Insurance	2	III	50	50
405BIM	Advance Technology in Banking & Insurance	2	IV	50	50
406BIM	Practice of Marine Insurance	2	IV	50	50
407BIM	Fire and Consequential Loss Insurance	2	IV	50	50
408BIM	Health Insurance & Medi-claim Insurance	2	IV	50	50
409BIM	Agricultural Insurance	2	IV	50	50
410BIM	Agency Management	2	IV	50	50
411BIM	International Banking	2	IV	50	50
412BIM	Vehicle Insurance	2	IV	50	50
413BIM	Life Insurance Products	2	IV	50	50
414BIM	Commercial Banking and Cooperative Banking	2	IV	50	50
415BIM	Central Banking	2	IV	50	50
416BIM	Innovations in Banking and Insurance Industry	2	IV	50	50

	Subject Elective Courses (Healthcare Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**

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307HM	Healthcare System in India – Public and Private	2	III	50	50
308HM	Healthcare System in the US / UK	2	III	50	50
309HM	Healthcare Data Analytics Part - I	2	III	50	50
310HM	Healthcare Operations Part - I	2	III	50	50
311HM	Health Insurance Industry	2	III	50	50
312HM	Healthcare clinical and Non clinical services	2	III	50	50
405HM	Healthcare Organizational Behavior	2	IV	50	50
406HM	Healthcare Organizational Leadership	2	IV	50	50
407HM	Healthcare Operations Part - II	2	IV	50	50
408HM	Healthcare Data Analytics Part - II	2	IV	50	50
409HM	Healthcare Services	2	IV	50	50
410HM	Indian Health Statistics and Information of Health in India	2	IV	50	50

	Subject Elective Courses (Entrepreneurship Development)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307ED	Women Entrepreneurship	2	III	50	50
308ED	Managing Inventory	2	III	50	50
309ED	Planning for Operational Efficiency	2	III	50	50
310ED	Manufacturing Resource Planning	2	III	50	50
311ED	Legal Compliances for Entrepreneurs	2	III	50	50
312ED	Managing Entrepreneurial Profile	2	III	50	50
313ED	Quality Management System	2	III	50	50
314ED	Microfinance	2	III	50	50
315ED	IT for Entrepreneurs	2	III	50	50
316ED	Supply Chain Management	2	III	50	50
317ED	UsingExcel for Business Intelligence	2	III	50	50
318ED	Leadership Skills for Entrepreneurs	2	III	50	50
405ED	Digital Entrepreneurship	2	IV	50	50
406ED	Understanding Logistics for International Business	2	IV	50	50
407ED	Legal Issues inInternationalBusiness	2	IV	50	50
408ED	International Marketing	2	IV	50	50
409ED	Avenues for Entrepreneurs	2	IV	50	50

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410ED	IPR Strategies	2	IV	50	50
411ED	Managing for Growth	2	IV	50	50
412ED	Agri-Entreprenuership	2	IV	50	50
413ED	Documentation for International Business	2	IV	50	50
414ED	Marketing to Emerging Markets & Bottom of the Pyramid	2	IV	50	50
415ED	Project Management & Feasibility Analysis	2	IV	50	50
416ED	Corporate Entrepreneurship	2	IV	50	50

	Subject Elective Courses (Services Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307SER	Project Management in Services	2	III	50	50
308SER	Relationship Management in Services	2	III	50	50
309SER	Information Technology Enabled Services Management	2	III	50	50
310SER	Sevice Value Chain Management Lab	2	III	50	50
311SER	Service Technology Lab	2	III	50	50
312SER	Service Leadership Lab	2	III	50	50
405SER	Global Scenario of Services	2	IV	50	50
406SER	Corporate Governance & Legal Framework in Services	2	IV	50	50
407SER	Computer Application in Service Management	2	IV	50	50
408SER	Services 0perations Management	2	IV	50	50
409SER	Service Excellence	2	IV	50	50
410SER	Documentation Management in services	2	IV	50	50

	Subject Elective Courses (Retail Management)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307RM	Retail Merchandise Management	2	III	50	50
308RM	Warehouse Management	2	III	50	50
309RM	Retail selling skill	2	III	50	50
310RM	IT for Retailing	2	III	50	50
311RM	Food Retail Management	2	III	50	50
312RM	Managing retail store	2	III	50	50
405RM	Retail Logistics Management	2	IV	50	50
406RM	Retail Customer Service	2	IV	50	50
407RM	Retail Pricing	2	IV	50	50
408RM	Retail customer buying behavior and CRM	2	IV	50	50

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409RM	Retail promotion	2	IV	50	50
410RM	Retailing Strategy	2	IV	50	50
	Subject Elective Courses (Digital Media Communication Marketing)	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307MC	Mass Communication Media and Culture - I	2	III	50	50
308MC	Public Relations – I	2	III	50	50
309MC	Event Management	2	III	50	50
310MC	Communications Theory – I	2	III	50	50
311MC	Media Planning & Buying	2	III	50	50
312MC	Digital Consumer and Digital Branding	2	III	50	50
313MC	Social Media Marketing	2	III	50	50
314MC	Email Marketing	2	III	50	50
315MC	Mobile Marketing	2	III	50	50
405 MC	Mass Communication Media and Culture – II	2	IV	50	50
406 MC	Public Relations – II	2	IV	50	50
407 MC	Global Marketing Communications	2	IV	50	50
408 MC	Communications Theory – II	2	IV	50	50
409 MC	Media and the Laws	2	IV	50	50
410 MC	Digital Analytics for Marketers	2	IV	50	50
411 MC	Data Mining for Marketing Insights	2	IV	50	50
412 MC	Affiliate Marketing	2	IV	50	50
413 MC	Measuring Brand Equity	2	IV	50	50

Course Code	**Subject Elective Courses(Tourism and Hospitality Management**	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307THM	Hospitality and Tourism Laws	2	III	50	50
308 THM	Financial Management for Hospitality Management	2	III	50	50
309 THM	Accounting for Hospitality Management	2	III	50	50

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310 THM	Information and Communication Technology for Hospitality	2	III	50	50
311 THM	Services Management	2	III	50	50
312 THM	Accommodation Management	2	III	50	50
313 THM	Facilities and Securities Management	2	III	50	50
314 THM	Culture and Ethics Management	2	III	50	50
405 THM	Hotel Administration Management	2	IV	50	50
406 THM	Data Analytics Lab	2	IV	50	50
407 THM	Economic Analysis for services	2	IV	50	50
408 THM	Event Management	2	IV	50	50
409 THM	Logistics and Supply Chain Management	2	IV	50	50
410 THM	Food and Beverages Management	2	IV	50	50
411 THM	Professional Skills Development Lab	2	IV	50	50
412 THM	Statistics for Hospitality and Tourism	2	IV	50	50

	Subject Elective Courses (Defense Management (DFM))	**Credits**	**Semester**	**Concurrent Evaluation**	**Total Marks**
307 DFM	Legal aspects of Security & Defence Management	2	III	50	50
308 DFM	Defence–Marketing Management I	2	III	50	50
309 DFM	Defence Acquisition Planning Procedure	2	III	50	50
310 DFM	Defence Manpower Management I	2	III	50	50
311 DFM	Defence Information System Management	2	III	50	50
312 DFM	Defence Operation Management	2	III	50	50
313 DFM	Defence Supply Chain Management –I	2	III	50	50
314 DFM	Negotiating in Business & Organisation	2	III	50	50
315 DFM	International Business Economics - I	2	III	50	50
316 DFM	Export Documentation & Procedure	2	III	50	50
317 DFM	Defence mechanism of India	2	III	50	50
405 DFM	Defence – Marketing Management II	2	IV	50	50
406 DFM	Economics of Organisations & Strategy	2	IV	50	50
407 DFM	Defence - Manpower Management II	2	IV	50	50
408 DFM	Defence –Enterprise Resource Planning	2	IV	50	50
409 DFM	Cyber Laws	2	IV	50	50
410 DFM	Defence Quality Management Standards	2	IV	50	50
411 DFM	Defence Supply Chain Management -II	2	IV	50	50
412 DFM	Defence Procurement Procedure	2	IV	50	50
413 DFM	Managing Strategic Innovations - Defence Management	2	IV	50	50
414 DFM	International Business Economics – II	2	IV	50	50
415 DFM	International Law	2	IV	50	50

Note: Each Subject Elective Course is a Half Credit course of 30 hours. Out of 30 hours 25 hours shall be devoted to teaching – learning sessions and 5 hours for evaluation/projects. 50 marks shall be devoted for concurrent evaluation to be carried out by the Institute.

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Note: Number of Sessions provided in the detailed syllabus in Annexure II for each course are indicative and not prescriptive in nature. They indicate the clock hours allocated for teaching and evaluation/project. However under the CBCS LTP pattern faculty has the liberty to modify the same in the best interest of the learners.

Note:

a) In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 2 indicates 7 teaching sessions and 2 evaluation /project sessions. Kindly note that the numbers indicated are indicative and not prescriptive.

b) Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.

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Master of Business Administration (MBA) – Revised Syllabus 2019

2 year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern

MBA I effective from AY 2019-20
MBA II effective from AY 2020-21

1.0 Preamble: The revised MBA Curriculum 2019 builds on the implementation of the Choice Based Credit System (CBCS) and Grading System initiated in the AY 2013. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

a) There must be a performer – the student (learner), not only the teacher
b) There must be something performable (thus demonstrable or assessable) to perform
c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a **few years** after graduation[1]).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program. These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of the programme** are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of a particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

a) Disciplinary knowledge and skills
b) Generic skills
c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course.**

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.2 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

[1] Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA, BE, etc.

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a) *every ONE hour session per week of L amounts to 1 credit per semester*
b) *a minimum of TWO hours per week of T amounts to 1 credit per semester,*
c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

2.3 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.4 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.5 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary* aspects of management *theories, models and frameworks* with the *real world practices* and the *sector specific nuances* to *provide solutions to real world business, policy and social issues* in a *dynamic and complex world*.
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills*, excel in *cross-functional, multi-disciplinary, multi-cultural teams,* and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity*.
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership*.
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning*.
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge -** Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.

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3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): It is expected that **Institutes define the PSOs** for **each specialization / major-minor combination**. PSOs shall also vary based upon the **customized combination** of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence
GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
GA3: Competence in Creativity & Innovation
GA4: Research Aptitude, Scholarship & Enquiry
GA5: Global Orientation
GA6: Proficiency in ICT & Digital Literacy
GA7: Entrepreneurship & Intrapreneurship Orientation
GA8: Cross-functional & Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Comprehensive Concurrent Evaluation (CCE)	End Semester Evaluation (ESE) Marks	Total Marks
			BASIC COURSE TYPES			
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
			ADDITIONAL COURSE TYPES			
1	Enrichment Courses (ENR)	1	Elective	25	0	25

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2	Foundation Courses (FOU)	1	Elective	25	0	25
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

4.1 Course Types

4.1.1 **Foundation Course:** These courses focus on developing the basic abilities that support the understanding of other courses.

4.1.2 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.

4.1.3 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.

4.1.4 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives). These are also known as Soft Core Courses.

4.1.5 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:

a) Very Specialized or advanced course focusing on a specific aspect
b) Supportive to the discipline of study
c) Providing an extended scope
d) Enabling an exposure to some other discipline/domain
e) Nurturing candidate's proficiency/skills.

4.1.6 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

4.1.7 **Generic Elective – University Level**: These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building. The course outcomes for such courses can be better assessed through traditional End Semester Evaluation.

4.1.8 **Generic Elective – Institute Level:** These elective courses are aimed to develop inter-personal, technical and other skills aspect of competence building. The course outcomes for such courses can be better assessed through Comprehensive Concurrent Evaluation.

4.1.9 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.

4.1.10 **Open Elective:** A subject elective course chosen generally from another Discipline / specialization / subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in one specialization area may be treated as an Open Elective by another specialization area and vice-a-versa.

4.1.11 **Enrichment Course:** This is a course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment / Add-on Course shall be a 1 Credit Course. The course is of the nature of Course of Independent Study (CIS) and is designed for learners who have the ability and inclination to work independently with limited guidance, supervision and interaction with the faculty member(s).

4.1.12 **Alternative Study Credit Courses:** These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real world challenges.

4.1.13 **Massive Open Online Courses (MOOCs)[2]**: Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equiavelent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

[2] AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

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	Course#	Semester I		Semester II		Semester III		Semester IV		Credits	CCE Marks	ESE Mark
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)												
A	1	GC - 1	1	GC - 7	1	GC - 11	1	GC - 14		66 Credits		
	2	GC - 2	2	GC - 8	2	GC - 12	2	GC - 15				
	3	GC - 3	3	GC - 9	3	GC -13 (SIP)	3	SC - 5				
	4	GC - 4	4	GC - 10	4	SC - 3	4	SC - 6				
	5	GC - 5	5	SC - 1	5	SC - 4					1050	105
	6	GC- 6	6	SC - 2							2100	
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL												
B	7	GE UL - 1	7	GE UL - 4	6	GE UL – 7	5	GE UL - 10		22 Credits		
	8	GE UL - 2	8	GE UL - 5	7	GE UL – 8	6	GE UL - 11			0	55
	9	GE UL - 3	9	GE UL - 6	8	GE UL – 9					550	
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE – IL / SE - IL												
C	10	GE IL - 1	10	GE IL - 4	9	SE IL -3	7	SE IL -6		22 Credits		
	11	GE IL - 2	11	SE IL -1	10	SE IL -4	8	SE IL -7			550	
	12	GE IL - 3	12	SE IL -2	11	SE IL -5					550	
	12		**12**		**11**		**8**		**43**	**110 Credits**	**1600 CCE**	**1600 ESE**
FOUNDATION COURSES (OPTIONAL)												
D		FOUNDATION 1 FOUNDATION 2 FOUNDATION 3 FOUNDATION 4 FOUNDATION 5 FOUNDATION 6		FOUNDATION 7 FOUNDATION 8 FOUNDATION 9 FOUNDATION 10						0 to 10 Credits		
ENRICHMENT COURSES (OPTIONAL)												
E		ENRICHMENT 1 ENRICHMENT 2 ENRICHMENT 3 ENRICHMENT 4 ENRICHMENT 5 ENRICHMENT 6		ENRICHMENT 7 ENRICHMENT 8 ENRICHMENT 9 ENRICHMENT 10		ENRICHMENT 11 ENRICHMENT 12		ENRICHMENT 13 ENRICHMENT 14		0 to 14 Credits		
ALTERNATIVE STUDY CREDIT COURSES (OPTIONAL)												
F		ASCC 1 ASCC 2 ASCC 3		ASCC 4 ASCC 5 ASCC 6		ASCC 7 ASCC 8 ASCC 9		ASCC 10 ASCC 11		0 to 22 Credits		

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Note:

1. The basic programme structure comprises of Block A, B & C above.
2. Variations to the basic programme structure shall be defined at the institute level using any permissible combination of A,B,C,D,E and F blocks depicted above, taking into consideration institutional vision-mission-focus areas, industry demand, student learning capabilities, faculty competencies, availability of learning resources, etc. PSOs shall be appropriately defined by the institute.

LEGEND:

#	Block	CIE - ESE (Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (6 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
			TOTAL	**110**	**43**	
OPTIONAL COURSES (In Lieu of C1 / C2 ONLY)						
4.1	D	25 - 0 (1 Credit)	FOUNDATION COURSES	0 -10	0 - 10	ELECTIVES
4.2	E	25 - 0 (1 Credit)	ENRICHMENT COURSES	0- 14	0 - 14	ELECTIVES
4.3	F	50 - 0 (2 Credits)	ALTERNATIVE STUDY CREDIT COURSES	0 -22	0 -11	ELECTIVES

5.0 Specializations offered: The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Rural & Agribusiness Management (RABM)
2. Pharma & Healthcare Management (PHM)
3. Tourism & Hospitality Management (THM)
4. International Business Management (IB)

Note:

1. Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
2. Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.

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3. The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

5.1 Open Elective(s):

1. Learners who intend to learn specific courses from other specialization(s) can opt for Subject Elective (SE - IL) courses from other specializations in lieu of the Subject Elective (SE - IL) courses from their native specialization.
2. These open electives MAY BE from two different specializations.
3. Open Electives can be opted for only in Sem III and Sem IV.
4. Students can opt for maximum 1 Subject Elective (SE - IL) course in Sem III and Sem IV each. i.e. Students can opt for maximum 2 Open Electives (total 4 credits).

5.2 Major Specialization + Minor Specialization Combination:

1. For a **Major + Minor Specialization combination** the learner shall **complete**
   a) Major Specialization – Courses: Total 9 (4 Subject Core courses and 5 Subject Elective courses)
   b) Minor Specialization – Courses: Total 4 (2 Subject Core courses and 2 Subject Elective courses)
2. For a **Major + Minor Specialization combination** the learner shall **earn**
   a) Major Specialization – Credits: Total 22 (12 Credits from Subject Core + Minimum 10 Credits from Subject Electives)
   b) Minor Specialization – Credits: Total 10 (6 Credits from Subject Core + Minimum 4 Credits from Subject Electives)
3. The 10 credits of the MINOR specialization shall be from a single specialization, out of which 6 credits shall be mandatorily earned through the Subject Core Courses.
4. The Major + Minor specialization combination is OPTIONAL.
5. Students shall be permitted to opt for **ANY Major + ANY Minor** specialization combination, subject to institutional norms and guidelines, issued from time to time.
6. A student opting for Major + Minor specialization combination shall opt for Foundation Courses / Enrichment Courses / Alternative Study Credit Courses **ONLY in lieu of Generic Elective (GE - IL) Courses**.
7. Institutes may stipulate additional criteria of minimum SGPA / CGPA, number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major minor combination. Such criteria may also involve the potential employability criteria for a particular specialization / Major + Minor specialization combination.

5.3 Options & Guidelines for Choice of Specialization:

1. Students can opt for a single specialization (i.e. Major Only – 5 choices)
2. Students can opt for a two specializations (i.e. Major + Minor Combination – 1(Major) + 8(Minor) choices)
3. Specializations which are offered ONLY as MINOR shall be offered in SECOND YEAR ONLY. (4 choices)
4. Courses for the Minor specialization shall be taken up in the second year ONLY (in either Sem III or Sem IV or in a combination of Sem III and IV).
5. The Major specialization of a student shall be determined by the Subject Core (SC) courses and the Subject Elective (SE - IL) courses chosen in Sem II.
6. All courses (Subject Core (SC) courses and the Subject Elective (SE - IL) courses) chosen in Sem II shall belong to the same specialization.
7. The learners shall generally complete 6 Subject Core courses (2 each in semester II, III, IV) and 7 Subject Elective courses (2, 3, 2 each in semester II, III, IV respectively). In this case he /she shall be awarded MBA (Functional Area Specialization) degree, e.g. MBA (Marketing), MBA (Finance), etc.
8. The learners shall complete 4 Subject Core courses and 5 Subject Elective courses of Major specialization and 2 Subject Core courses and 2 Subject Elective courses of Minor specialization. In this case he /she shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc.

5.4 Foundation Courses:

1. All the Foundation Courses shall be of 1 credit each.
2. Maximum credits for Foundation Courses **shall not exceed 10 (Ten) Credits**.

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3. Foundation Courses can be opted for ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses.[3]
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) ONLY.
5. Foundation Courses CANNOT be opted for in Sem III and in Sem IV.
6. It is NOT MANDATORY for a learner to opt for Foundation Courses. However, Faculty members may advise a student to enroll for Foundation Course(s) after a methodical assessment of the relevant competencies of the student.
7. Foundation Courses shall be offered ONLY to those students who lack the basic competencies in the specific course. The institute shall conduct a methodical assessment of the relevant competencies of the student. to identify the learners who need to take up foundation courses. Records of the evaluation shall be preserved.
8. Institutes may stipulate additional criteria for students desirous to take up Foundation Courses.
9. Foundation Courses shall be taught by the course teacher in workshop mode / project mode.
10. The course teacher shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
11. Pre- and post-test: A test or other assessment activity shall be administered to the students both at the beginning of the foundation course and at the end of the foundation course, with the intention of demonstrating improved skills upon completion. The tests shall be essentially SKILL based.
12. Best of the two assessments shall be treated as the final evaluation.
13. The list of Foundation Courses is mentioned in Annexure I.

5.5 Enrichment Courses:

1. All the Enrichment Courses shall be of 1 credit each.
2. Maximum credits for Enrichment Courses **shall not exceed 14 (Fourteen) Credits**.
3. Enrichment Courses can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses[4].
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) or Semester III (minimum zero Credits – maximum two credits) or Semester IV (minimum zero Credits – maximum two credits).
5. It is NOT MANDATORY for a learner to opt for Enrichment Courses. However, Faculty members may advise a student to enroll for Enrichment Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Enrichment Courses.
7. Enrichment Courses shall be executed as **Course of Independent Study** (CIS) in guided self study mode.
8. A faculty guide shall be assigned for such courses. The learner shall select the Enrichment Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
9. Since enrichment course is a guided self study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
10. The learners shall document and submit details such as questionnaires, interview schedules, interview transcripts, observation sheets, photographs, testimonials from the organizations / persons interacted with, permission letters, acceptance letters, field work sampling plans, etc.
11. Enrichment Courses can be carried out in the campus library / in the campus IT lab / in a local community setting / in a start-up / in a government undertaking / in a NGO / in a cooperative / in a corporate entity.
12. The Enrichment Courses are organized in different Proficiency Tracks. Learners shall normally opt for enrichment courses from **NOT MORE THAN 3 Proficiency Tracks**.
13. **Enrichment Courses are of the following types:**

a) **Seminar** - Involves Desk Research of distributed learning material and information resources and submission and presentation of an analytical report. Maximum credits for Enrichment Courses of Seminar type shall not exceed 10 (Ten) Credits.

[3] Except for a learner who opts for Major + Minor Specialization combination
[4] Except for a learner who opts for Major + Minor Specialization combination

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b) **Review** – Involves Desk Research of a small set of specific published reports/ databases and submission and presentation of an analytical report. Maximum credits for **Enrichment Courses of Seminar type** shall not exceed 10 (Ten) Credits.

c) **Case Study Development and Presentation** – Involves desk research and field work leading to the development, presenting and publishing of a case study. Maximum credits for **Enrichment Courses of Case Study Development and Presentation type** shall not exceed 10 (Ten) Credits.

d) **Project** – Involves field work leading to presentation of a comprehensive report based on the experiential learning. Maximum credits for **Enrichment Courses of Project type** shall not exceed 10 (Ten) Credits.

e) **Lab / Workshop** - Involves experiential learning through focused skill building activity. Maximum credits for **Enrichment Courses of Lab / Workshop type** shall not exceed 10 (Ten) Credits.

f) **Clinic / Fest** – Involves experiential learning through organizing an event / campaign. Maximum credits for **Enrichment Courses of Clinic / Fest type** shall not exceed 4 (Four) Credits.

g) **Personal Interest Course** - Involves experiential learning through club activities at the Institute Level. Maximum credits for **Enrichment Courses of Personal Interest Course type** shall not exceed 4 (Four) Credits.

14. A well documented and comprehensive spiral bound report / publication, with appropriate referencing, is essential for all the enrichment courses. Relevant Audio, Video Material, should be included as a part of the report.
15. The Evaluation for the Enrichment Courses shall be as follows –
    a) Proposal and Scope of Work – 5 Marks
    b) Report – 10 Marks
    c) Presentation – 5 Marks
    d) Viva Voce – 5 Marks
16. The presentation shall be similar to an open defence. The Viva Voce shall be carried out by minimum two faculty members including the guide.
17. The sum total of the number of Foundation Courses and the number of Enrichment Courses opted by a student in a particular semester should generally be an even number.
18. The list of Enrichment Courses is provided in Annexure I.

5.6 Alternative Study Credit Courses:

1. All the ASCC shall be of 2 credits each.
2. Maximum credits for ASCC **shall not exceed 22 (Twenty two) Credits**.
3. Alternative Study Credit Courses (ASCC) can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses[5].
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum six credits) or Semester III (minimum zero Credits – maximum six credits) or Semester IV (minimum zero Credits – maximum four credits). i.e. a learner may skip Generic Elective (GE - IL) courses all together and earn the required 22 credits entirely through ASCC.
5. It is NOT MANDATORY for a learner to opt for Alternative Study Credit Courses. However, Faculty members may advise a student to enroll for Alternative Study Credit Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Alternative Study Credit Courses.
7. **A MINIMUM of 60% of the total credits earned by a learner through ASCC shall either be from MOOCs or from Professional Certification Programmes.**
8. Thus a learner may skip all Generic Elective (GE - IL) courses and skip all Subject Elective (SE - IL) courses and earn the required 22 credits entirely through ASCC.
9. The same TYPE of ASCC can be opted for multiple number of times. Norms for the same are prescribed in the relevant section later in this syllabus document. For e.g. A student may undertake 11 "Professional Certification Programs" and earn 22 credits or complete 11 MOOCS and earn 22 Credits. 4 WEEKS MOOC shall be treated as 1 credit , 8 WEEKS MOOC shall be treated as 2 credits & 12 WEEKS MOOC shall be treated as 3 credits.
10. ASCC shall be executed in online study mode / field work or project mode / certification mode.
11. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.

[5] Except for a learner who opts for Major + Minor Specialization combination

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12. The learner shall select the ASCC that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
13. There is no defined syllabus for the ASCC courses. Institutes shall define the syllabus and announce the same on the website.
14. Since ASCC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
15. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Sem IV.
16. The list of ASCC is provided in Annexure I.

5.7 Combination of Options: A learner may opt for any combination of earning the 22 credits assigned to Generic Elective (GE - IL) courses and Subject Elective (SE - IL) courses through

e) Generic Elective (GE - IL) courses
f) Subject Elective (SE - IL) courses
g) Open Elective Courses
h) Major + Minor specialization combination
i) Foundation Courses
j) Enrichment Courses
k) Alternative Study Credit Courses

SUBJECT TO THE minimum and maximum limits of credits prescribed and, subject to institutional norms and guidelines, issued from time to time.

6.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally the SIP should exhibit a cross-functional orientation.** SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace.

Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)

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8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Sem III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

The Internal & the External viva-voce shall evaluate the SIP based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

7.0 Comprehensive Concurrent Evaluation (CCE) / Concurrent Internal Evaluation (CIE):

1. The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCE with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Comprehensive Concurrent Evaluation with or without modifications.
3. The course teacher shall display, on the notice board, the approved CCE scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each CCE item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one CCE item.
8. CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.

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9. The assessment outcome of each CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed CCE *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial CCE items at its discretion.
12. At the end of the term aggregate CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one of more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

5. Case Study
6. Caselet
7. Situation Analysis
8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

15. Learning Diary
16. Scrap Book / Story of the week / Story of the month
17. Creating a Quiz
18. Designing comic strips
19. Creating Brochures / Bumper Stickers / Fliers
20. Creating Crossword Puzzles
21. Creating and Presenting Posters
22. Writing an Advice Column
23. Library Magazines based assessment
24. Peer assessment
25. Autobiography/Biography
26. Writing a Memo
27. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

28. Book Review
29. Drafting a Policy Brief
30. Drafting an Executive Summary
31. Literature Review
32. Term Paper
33. Thematic Presentation
34. Publishing a Research Paper
35. Annotated Bibliography

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36. Creating Taxanomy
37. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

38. Online Exam
39. Simulation Exercises
40. Gamification Exercises
41. Presentation based on Google Alerts
42. Webinar based assessment
43. Creating Webpage / Website / Blog
44. Creating infographics / infomercial
45. Creating podcasts / Newscast
46. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of CCE: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of CCE Documents: Records of CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years.** Likewise records of assessments to decide the learning needs of students for opting for **Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option** etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 End Semester Evaluation (ESE):

1. The End Semester Evaluation (Summative Evaluation) for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Savitribai Phule Pune University.
2. The ESE shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)

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Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

9.0 Programme Flexibility:

9.1 Average Credits per semester, Fast & Slow Learners:

1. It is expected that a student registers for 30 credits in Semester I, II, III each and balance 20 credits in Semester IV.
2. **Fast learners** (under accelerated plan), may be permitted to register for upto 6 additional credits per semester, subject to fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
3. **Slow learners,** may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 4 academic years since the first admission to the MBA programme.

9.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

9.3 Horizontal or Lateral Credit Transfer:

1. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
2. Horizontal or Lateral Credit Transfer shall be permitted **between the MBA and the MCA programme of SPPU** for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.
3. The list of such courses eligible for Horizontal or Lateral Credit Transfer **between the MBA and the MCA programme of SPPU** shall be announced by the BOS/Faculty.
4. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
5. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) only.

9.4 Block Credit Transfer:

1. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.
2. Block credit transfer shall be permitted for all **national and international professional certifications** achieved by the learner provided the **courses learning outcomes (CLOs)** are related to the **MBA programme's PEOs and POs** and are opted by the students **during the period of his enrolment for the MBA programme**. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
3. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) courses ONLY.

9.5 Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **SWAYAM, NPTEL, EdX, Coursera, Udemy** as a part of ASCC.
2. Priority shall be given to the SWAYAM platform. If a course is not available of SWAYAM, other online platforms may be used.
3. Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs.
4. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.

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5. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
7. Online courses of SWAYAM or equivalent platform shall be allowed if:
   a) There is non-availability of suitable teaching staff for running a course in the Institution or
   b) The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.
8. Evaluation of MOOCS through SWAYAM:

8.1 In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).

8.2 The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.

8.3 After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.

8.4 The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the proviso that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.

8.5 A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.

9. Evaluation of MOOCS through EdX, Coursera, Udemy:

9.1 The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.

9.2 Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

9.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes as a part of ASCC. These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 20% of the total credits (22 Credits) shall be earned through the Professional Certification Programmes.
3. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the Professional Certification Programmes.
4. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.
5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.
7. Indicative list is provided below -
   i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
   ii. Foreign Language Certification Equivalent to A1/A2 or above
   iii. Google / MicroSoft / Oracle / Sun Certification
   iv. NSE / BSE / NISM Certification
   v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification

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vi. Six Sigma Certification
vii. ISO Certification (as an auditor)
viii. Tally ERP Certification
ix. NLP Certification

9.7 Start-up: Launching and Sustaining' program[6]: AICTE has launched the 'Start-up: Launching and Sustaining' program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfill two out of the five measurable outcomes as below:

a) **Funding:** Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
b) **Employment Created:** At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
c) **Revenues Generated:** At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
d) **Surplus Generated:** At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
e) **Patent Application or Granted:** The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program. It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.

SPPU may suitably verify the details of fulfilment of the two out of the five measurable outcomes listed above.

9.8 Additional Specialization:

1. A student who has earned the MBA with a MAJOR Specialization may enroll for additional specialization after passing out the regular MBA programme.
2. Additional specialization can be pursued in the MAJOR Specialization ONLY. i.e. Additional specialization cannot be pursued in the Specializations which are listed as MINOR ONLY.
3. Such students will be exempted from appearing for all the generic core and generic elective courses.
4. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for.
5. Students opting for MAJOR + MINOR specialization combination are NOT eligible to enroll for additional specialization.

10.0 Passing Standards:

1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
2. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

[6] As per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016

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10.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However 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. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

(a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
(b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time

10.2 Scaling Down of CCE Scores: The marks obtained by the student for the CCE shall be scaled down, to the required extent, if percentage of the marks of CCE exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

10.3 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 110 credits.

10.4 Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum FOUR attempts.
2. Dropping a course and opting for another equivalent course can be done ONLY in the case of Generic Elective (GE - UL) , Generic Elective (GE - IL) and Subject Elective (SE - IL).
3. If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.
4. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.
5. A student may drop at the most 4 courses (GE – UL / GE – IL / SE – IL).

10.5 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme **within 4 years** from the date of admission.

10.6 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) cannot be selected for Grade Improvement.

11. Miscellaneous

11.1 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

11.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

11.3 LTP indicated in the syllabus is indicative.

11.4 Numbers indicated against each unit indicate L+T. These are indicative in nature. Course teachers may modify based on teaching & assessment, evaluation methods adopted.

11.5 Text Books and Reference Books refer to latest edition.

12. Detailed Course List for each category of courses is provided in Annexure I.

13. Detailed syllabus of each course is provided in Annexure II.

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ANNEXURE I

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

*** Six Credits**

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GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks CCE , 50 Marks ESE			
Course #	**Course Code**	**Course**	**Semester**
Any 3 courses to be selected from the following list in Semester I			
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
Any 3 courses to be selected from the following list in Semester II			
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
Any 3 courses to be selected from the following list in Semester III			
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Knowledge Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
Any 2 courses to be selected from the following list in Semester IV			
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Technology Competition and Strategy	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	Corporate Social Responsibility & Sustainability	IV

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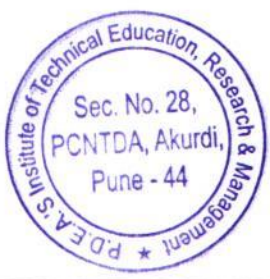
GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES – 2 Credits Each			
50 Marks CCE , 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 3 courses to be selected from the following list in Semester I			
113	GE - IL - 01	Verbal Communication Lab	I
114	GE - IL - 02	Enterprise Analysis & Desk Research	I
115	GE - IL - 03	Selling & Negotiation Skills Lab	I
116	GE - IL - 04	MS Excel	I
117	GE - IL - 05	Business Systems & Procedures	I
118	GE – IL- 06	Managing Innovation	I
119	GE – IL- 07	Foreign Language – I	I
Maximum 1 course to be selected from the following list in Semester II			
213	GE – IL - 08	Written Analysis and Communication Lab	II
214	GE – IL - 09	Industry Analysis & Desk Research	II
215	GE – IL - 10	Entrepreneurship Lab	II
216	GE – IL - 11	SPSS	II
217	GE – IL - 12	Foreign Language – II	II

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SUBJECT CORE (SC) COURSES: Specialization – Marketing Management (MKT)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
205 MKT	SC – MKT- 01	Marketing Research	II
206 MKT	SC – MKT- 02	Consumer Behaviour	II
304 MKT	SC – MKT- 03	Services Marketing	III
305 MKT	SC – MKT- 04	Sales & Distribution Management	III
403 MKT	SC – MKT- 05	Marketing 4.0	IV
404 MKT	SC – MKT- 06	Marketing Strategy	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Marketing Management (MKT)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 MKT	SE – IL - MKT- 01	Integrated Marketing Communications	II
218 MKT	SE – IL - MKT- 02	Product & Brand Management	II
219 MKT	SE – IL - MKT- 03	Personal Selling Lab	II
220 MKT	SE – IL - MKT- 04	Digital Marketing - I	II
221 MKT	SE – IL - MKT- 05	Marketing of Financial Services - I	II
222 MKT	SE – IL - MKT- 06	Marketing of Luxury Products	II
Maximum 3 courses to be selected from the following list in Semester III			
312 MKT	SE – IL - MKT- 07	Business to Business Marketing	III
313 MKT	SE – IL - MKT- 08	International Marketing	III
314 MKT	SE – IL - MKT- 09	Digital Marketing - II	III
315 MKT	SE – IL - MKT- 10	Marketing of Financial Services - II	III
316 MKT	SE – IL - MKT- 11	Marketing Analytics	III
317 MKT	SE – IL - MKT- 12	Marketing of High Technology Products	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 MKT	SE – IL - MKT- 13	Customer Relationship Management	IV
410 MKT	SE – IL - MKT- 14	Rural & Agriculture Marketing	IV
411 MKT	SE – IL - MKT- 15	Tourism & Hospitality Marketing	IV
412 MKT	SE – IL - MKT- 16	Retail Marketing	IV
413 MKT	SE – IL - MKT- 17	Retailing Analytics	IV
414 MKT	SE – IL - MKT- 18	Marketing to Emerging Markets & Bottom of the Pyramid	IV



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SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
205 FIN	SC – FIN - 01	Financial Markets and Banking Operations	II
206 FIN	SC – FIN - 02	Personal Financial Planning	II
304 FIN	SC – FIN - 03	Advanced Financial Management	III
305 FIN	SC – FIN - 04	International Finance	III
403 FIN	SC – FIN - 05	Financial Laws	IV
404 FIN	SC – FIN - 06	Current Trends & Cases in Finance	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 FIN	SE – IL - FIN - 01	Securities Analysis & Portfolio Management	II
218 FIN	SE – IL - FIN - 02	Futures and Options	II
219 FIN	SE – IL - FIN - 03	Direct Taxation	II
220 FIN	SE – IL - FIN - 04	Financial Reporting	II
221 FIN	SE – IL - FIN - 05	Retail Credit Management- Lending & Recovery	II
222 FIN	SE – IL - FIN - 06	Banking Laws & Regulations	II
223 FIN	SE – IL - FIN - 07	Fundamentals of Life Insurance – Products and Underwriting	II
224 FIN	SE – IL - FIN - 08	General Insurance - Health and Vehicle	II
Maximum 3 courses to be selected from the following list in Semester III			
312 FIN	SE – IL - FIN - 09	Behavioural Finance	III
313 FIN	SE – IL - FIN - 10	Technical Analysis of Financial Markets	III
314 FIN	SE – IL - FIN - 11	Commodities Markets	III
315 FIN	SE – IL - FIN – 12	Indirect Taxation	III
316 FIN	SE – IL - FIN – 13	Corporate Financial Restructuring	III
317 FIN	SE – IL - FIN - 14	Financial Modeling	III
318 FIN	SE – IL - FIN – 15	Digital Banking	III
319 FIN	SE – IL - FIN – 16	Treasury Management	III
320 FIN	SE – IL - FIN – 17	Project Finance and Trade Finance	III
321 FIN	SE – IL - FIN – 18	Insurance Laws & Regulations	III
322 FIN	SE – IL - FIN – 19	Marine Insurance	III
323 FIN	SE – IL - FIN – 20	Fire Insurance	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 FIN	SE – IL - FIN – 21	Fixed Income Securities	IV
410 FIN	SE – IL - FIN – 22	Business Valuation	IV
411 FIN	SE – IL - FIN – 23	Risk Management	IV
412 FIN	SE – IL - FIN – 24	Strategic Cost Management	IV
413 FIN	SE – IL - FIN – 25	Rural and Micro Finance	IV
414 FIN	SE – IL - FIN - 26	Reinsurance	IV
415 FIN	SE – IL - FIN – 27	Agricultural Insurance	IV

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SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
205 HR	SC – HRM – 01	Competency Based Human Resource Management	II
206 HR	SC – HRM – 02	Employee Relations & Labour Legislation	II
304 HR	SC – HRM - 03	Strategic Human Resource Management	III
305 HR	SC – HRM - 04	HR Operations	III
403 HR	SC – HRM - 05	Organizational Diagnosis & Development	IV
404 HR	SC – HRM - 06	Current Trends & Cases in Human Resource Management	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 HRM	SE – IL - HRM - 01	Labour Welfare	II
218 HRM	SE – IL - HRM - 02	Lab in Recruitment and Selection	II
219 HRM	SE – IL - HRM - 03	Learning and Development	II
220 HRM	SE – IL - HRM - 04	Public Relations & Corporate Communications	II
221 HRM	SE – IL - HRM - 05	HR Analytics	II
222 HRM	SE – IL - HRM - 06	Conflict and Negotiation Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 HR	SE – IL - HRM - 07	Talent Management	III
313 HR	SE – IL - HRM - 08	Psychometric Testing and Assessment	III
314 HR	SE – IL - HRM - 09	HR perspective in Mergers and Acquisition	III
315 HR	SE – IL - HRM - 10	International HR	III
316 HR	SE – IL - HRM - 11	Mentoring and Coaching	III
317 HR	SE – IL - HRM - 12	Compensation and Reward management	III
318 HR	SE – IL - HRM - 13	Performance Management System	III
319 HR	SE – IL - HRM - 14	Change Management & New Technologies in HRM	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 HR	SE – IL - HRM - 15	Labour Legislation	IV
410 HR	SE – IL - HRM - 16	Designing HR Policies	IV
411 HR	SE – IL - HRM - 17	Labour Economics and Costing	IV
412 HR	SE – IL - HRM - 18	Best Practices in HRM	IV
413 HR	SE – IL - HRM - 19	Employee Engagement and Ownership	IV
414 HR	SE – IL - HRM – 20	Leadership and Succession Planning	IV
415 HR	SE – IL - HRM - 21	E - HRM	IV

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SUBJECT CORE (SC) COURSES: Specialization – Operations & Supply Chain Management (OSCM)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
205 OSCM	SC – OSCM - 01	Services Operations Management - I	II
206 OSCM	SC – OSCM - 02	Supply Chain Management	II
304 OSCM	SC – OSCM - 03	Services Operations Management - II	III
305 OSCM	SC – OSCM - 04	Logistics Management	III
403 OSCM	SC – OSCM - 05	E Supply Chains & Logistics	IV
404 OSCM	SC – OSCM - 06	Industry 4.0	IV

SUBJECT ELECTIVE (SE - IL) COURSES : Specialization – Operations & Supply Chain Management (OSCM)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 OSCM	SE – IL - OSCM - 01	Planning & Control of Operations	II
218 OSCM	SE – IL - OSCM - 02	Productivity Management	II
219 OSCM	SE – IL - OSCM - 03	Inventory Management	II
220 OSCM	SE – IL - OSCM - 04	Theory of Constraints	II
221 OSCM	SE – IL - OSCM - 05	Quality Management Standards	II
222 OSCM	SE – IL - OSCM - 06	Service Value Chain Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 OSCM	SE – IL - OSCM – 07	Manufacturing Resource Planning	III
313 OSCM	SE – IL - OSCM – 08	Sustainable Supply Chains	III
314 OSCM	SE – IL - OSCM – 09	Business Excellence	III
315 OSCM	SE – IL - OSCM – 10	Toyota Production System	III
316 OSCM	SE – IL - OSCM – 11	Operations and Services Strategy	III
317 OSCM	SE – IL - OSCM – 12	Six Sigma for Operations	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 OSCM	SE – IL - OSCM – 14	Enterprise Resource Planning	IV
410 OSCM	SE – IL - OSCM – 15	World Class Manufacturing	IV
411 OSCM	SE – IL - OSCM – 16	Supply Chain Strategy	IV
412 OSCM	SE – IL – OSCM – 17	Financial Perspectives in Operations Management	IV
413 OSCM	SE – IL - OSCM – 18	Facilities Planning	IV
414 OSCM	SE – IL - OSCM – 19	Purchasing and Supplier Relationship Management	IV
415 OSCM	SE – IL - OSCM - 20	Strategic Supply Chain Management	IV

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SUBJECT CORE (SC) COURSES: Specialization – Business Analytics (BA)			
3 Credits Each, 50 Marks CCE, 50 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
205 BA	SC – BA - 01	Basic Business Analytics using R	II
206 BA	SC – BA - 02	Data Mining	II
304 BA	SC – BA - 03	Advanced Statistical Methods using R	III
305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	III
403 BA	SC – BA - 05	Economics of Network Industries	IV
404 BA	SC – BA - 06	Artificial Intelligence in Business Applications	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Business Analytics (BA)			
2 Credits Each, 50 Marks CCE, 00 Marks ESE			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 BA	SE – IL - BA - 01	Marketing Analytics	II
218 BA	SE – IL - BA - 02	Retailing Analytics	II
219 BA	SE – IL - BA - 03	Workforce Analytics	II
220 BA	SE – IL - BA - 04	Tableau	II
221 BA	SE – IL - BA - 05	Data Warehousing Project Life Cycle Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 BA	SE – IL - BA – 06	Social Media, Web & Text Analytics	III
313 BA	SE – IL - BA – 07	Industrial Internet of Things	III
314 BA	SE – IL - BA – 08	Supply Chain Analytics	III
315 BA	SE – IL - BA – 09	Cognos Analytics	III
316 BA	SE – IL - BA – 10	Predictive Modelling using SPSS Modeler	III
317 BA	SE – IL - BA – 11	E commerce Analytics - I	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 BA	SE – IL - BA - 13	E Commerce Analytics - II	IV
410 BA	SE – IL - BA - 14	Healthcare Analytics	IV
411 BA	SE – IL - BA – 15	Watson	IV
412 BA	SE – IL - BA – 16	Scala and Spark	IV

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[D] FOUNDATION (FOU) COURSES (ELECTIVES) – 1 Credit Each			
25 Marks CCE, 00 Marks ESE			
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II			
Course No.	**Course Code**	**Course**	**Semester**
1	FOU - 001	Elementary English	I
2	FOU - 002	Elementary Mathematics & Statistics	I
3	FOU - 003	Elementary Economics	I
4	FOU - 004	Elementary Accounting	I
5	FOU - 005	Elementary Information Technology	I
6	FOU - 006	Elementary Business Etiquette	I
7	FOU - 007	Elementary MS WORD	II
8	FOU - 008	Elementary MS POWERPOINT	II
9	FOU - 009	Elementary Data Interpretation & Logical Reasoning	II
10	FOU - 010	Elementary Verbal and Reading Comprehension	II
11	FOU - 011	Elementary Quantitative Ability	II

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[E] ENRICHMENT (ENR) COURSES (ELECTIVES) – 1 Credit Each				
25 Marks CCE, 00 Marks ESE				
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II and / or Between ZERO to TWO courses to be selected from the following list in Semester III and / or Between ZERO to FOUR courses to be selected from the following list in Semester IV				
Course No	**Course Code**	**Proficiency Track**	**Course**	**Semester**
1	ENR - 1	Entrepreneurship	Entrepreneurship in The Online Economy – Seminar	Any
2	ENR - 2	Entrepreneurship	Management Skills for MSMEs – Seminar	Any
3	ENR - 3	Entrepreneurship	Business Plan for Small Business - Case Study Development and Presentation	Any
4	ENR - 4	Entrepreneurship	The Elevator Pitch - Case Study Development and Presentation	Any
5	ENR - 5	Entrepreneurship	Private Equity – Seminar	Any
6	ENR - 6	Entrepreneurship	Launching & Sustaining Start-Ups- Case Study Development and Presentation	Any
7	ENR - 7	Entrepreneurship	Start-Up Fest	Any
8	ENR - 8	Entrepreneurship	Marketing on a shoe string budget for Small Business - Case Study Development and Presentation	Any
9	ENR - 9	Entrepreneurship	Growing business through Franchising - Case Study Development and Presentation	Any
10	ENR - 10	Entrepreneurship	Finance and Accounting aspects of Small Businesses - Case Study Development and Presentation	Any
11	ENR - 11	Entrepreneurship	Planning, Structuring, and Financing Small Businesses - Case Study Development and Presentation	Any
12	ENR - 12	Entrepreneurship	Digital Marketing for MSMEs- Case Study Development and Presentation	Any
13	ENR - 13	Entrepreneurship	Legal Compliances for MSMEs – Seminar	Any
14	ENR - 14	Entrepreneurship	Contemporary Indian Models in Entrepreneurship - Case Study Development and Presentation	Any
15	ENR - 15	Entrepreneurship	Women Entrepreneurs in Contemporary India - Case Study Development and Presentation	Any
16	ENR - 16	Desk Research	Review of National Databases & Reports	Any
17	ENR - 17	Desk Research	Review of Industry Databases	Any
18	ENR - 18	Desk Research	Review of Industry Best Practice Surveys	Any
19	ENR - 19	Desk Research	Review of Global Best Practice Surveys	Any
20	ENR - 20	Desk Research	Review of TED Talks	Any
21	ENR - 21	Desk Research	Book Reviews	Any
22	ENR - 22	Desk Research	Emerging Trends in Business - Seminar	Any

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23	ENR - 23	Desk Research	Best Business Practices - Case Study Development and Presentation	Any
24	ENR - 24	Desk Research	Disruptive Business Practices - Case Study Development and Presentation	Any
25	ENR - 25	Desk Research	Business Houses & Business Families in India - Case Study Development and Presentation	Any
26	ENR - 26	Desk Research	Industry Specific Governance & Compliances - Seminar	Any
27	ENR - 27	Desk Research	Business Excellence Awards & Awardees - Case Study Development and Presentation	Any
28	ENR - 28	Managerial Effectiveness	Design Thinking Workshop	Any
29	ENR - 29	Managerial Effectiveness	Problem Solving Tools & Techniques Workshop	Any
30	ENR - 30	Managerial Effectiveness	Theory of Constraints Workshop	Any
31	ENR - 31	Managerial Effectiveness	Six Sigma Applications in Business Workshop	Any
32	ENR - 32	Managerial Effectiveness	Budgeting Workshop	Any
33	ENR - 33	Managerial Effectiveness	i-Lab Design Thinking Projects Workshop	Any
34	ENR - 34	Managerial Effectiveness	Public Relations Workshop	Any
35	ENR - 35	Managerial Effectiveness	Cross Cultural Relationship Marketing Workshop	Any
36	ENR - 36	Managerial Effectiveness	Digital Productivity Tools Workshop	Any
37	ENR - 37	Managerial Effectiveness	Effective Meetings Management Workshop	Any
38	ENR - 38	Managerial Effectiveness	Balanced Score Card - Case Study Development and Presentation	Any
39	ENR - 39	Perspectives on Management	Management Thinkers & Contributions - Seminar	Any
40	ENR – 40	Perspectives on Management	Enduring Management Principles & Thoughts - Seminar	Any
41	ENR - 41	Perspectives on Management	Mysteries in Management - Seminar	Any
42	ENR - 42	Perspectives on Management	Management - The Future Frontiers - Seminar	Any
43	ENR - 43	Perspectives on Management	Leaderships Lessons from Non-business leaders – Seminar	Any
44	ENR - 44	Perspectives on Management	Leadership Lessons from Antiquity - Seminar	Any
45	ENR - 45	Perspectives on Management	Leading in the 21st Century - Case Study Development and Presentation	Any
46	ENR - 46	Perspectives on Management	Strategy in a VUCA world - Case Study Development and Presentation	Any
47	ENR - 47	Economy & Polity	The Economics & Politics of NGOs - Case Study Development and Presentation	Any
48	ENR - 48	Economy & Polity	Politics & Governance - Seminar	Any
49	ENR - 49	Economy & Polity	Climate Change Politics & Policy - Seminar	Any
50	ENR - 50	Economy & Polity	Energy Economics - Seminar	Any
51	ENR - 51	Economy & Polity	Civil Society, New Social Movements & Public Policy - Case Study Development and Presentation	Any
52	ENR - 52	Economy & Polity	Corporations, NGOs & Civil societies - Seminar	Any

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53	ENR - 53	Economy & Polity	Environment & Development - Seminar	Any
54	ENR - 54	Economy & Polity	Globalization & Localization - Seminar	Any
55	ENR - 55	Economy & Polity	Strategic Transformation and Change in the Indian Economy - Case Study Development and Presentation	Any
56	ENR - 56	Communication	Verbal Communication & Presentation Skills Workshop	Any
57	ENR - 57	Communication	Visual Communication Workshop	Any
58	ENR - 58	Communication	Communication Through Theatre Techniques Workshop	Any
59	ENR - 59	Communication	Technical Writing Workshop	Any
60	ENR - 60	Communication	Walk the Talk - Leader / Entrepreneur Interviews Lab	Any
61	ENR - 61	Communication	Creative Writing Workshop	Any
62	ENR - 62	Communication	Blog Writing Workshop	Any
63	ENR - 63	Behavioural & Interpersonal Skills	Transactional Analysis Lab	Any
64	ENR - 64	Behavioural & Interpersonal Skills	Emotional Intelligence & Managerial Effectiveness Lab	Any
65	ENR - 65	Behavioural & Interpersonal Skills	Influence & Persuasion Lab	Any
66	ENR - 66	Behavioural & Interpersonal Skills	Negotiation Skills Lab	Any
67	ENR - 67	Behavioural & Interpersonal Skills	Team Selling Lab	Any
68	ENR - 68	Technology	Technology Clinic	Any
69	ENR - 69	Technology	Digital Innovation and Transformation – Seminar	Any
70	ENR - 70	Technology	Social Impact of Technology - Case Study Development and Presentation	Any
71	ENR - 71	Technology	Technology Commercialization – Seminar	Any
72	ENR - 72	Technology	Intellectual Property Rights – Seminar	Any
73	ENR - 73	Technology	Strategy and Technology – Seminar	Any
74	ENR - 74	Technology	Internet of Things – Seminar	Any
75	ENR - 75	Technology	Cyber Security – Seminar	Any
76	ENR - 76	Technology	Gamification Workshop	Any
77	ENR - 77	Understanding India	Skill-India - Case Study Development and Presentation	Any
78	ENR - 78	Understanding India	Smart-Cities - Case Study Development and Presentation	Any
79	ENR - 79	Understanding India	Swacch Bharat - Case Study Development and Presentation	Any
80	ENR - 80	Understanding India	Make-in-India - Case Study Development and Presentation	Any
81	ENR - 81	Understanding India	Constitution of India – Seminar	Any
82	ENR - 82	Understanding India	Indian Social Structure - Case Study Development and Presentation	Any
83	ENR - 83	Understanding India	Methodological Foundations of Indian Scientific Tradition – Seminar	Any
84	ENR - 84	Understanding India	Some Scientific Concepts from Sanskrit Texts – Seminar	Any
85	ENR - 85	Understanding India	Film Appreciation - Case Study Development and Presentation	Any
86	ENR - 86	Understanding India	Culture, Diversity & Society – Seminar	Any

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87	ENR - 87	Understanding India	Contemporary Debates in Business & Society – Seminar	Any
88	ENR - 88	Understanding India	Consumerism and Sociology of the Family – Seminar	Any
89	ENR - 89	Understanding India	Culture and Media – Seminar	Any
90	ENR - 90	Understanding India	Business History – Seminar	Any
91	ENR - 91	Unconventional Sectors	Educational Institutions Management - Case Study Development and Presentation	Any
92	ENR - 92	Unconventional Sectors	The Business of Bollywood - Case Study Development and Presentation	Any
93	ENR - 93	Unconventional Sectors	Contemporary Sports: A Business Perspective - Case Study Development and Presentation	Any
94	ENR - 94	Unconventional Sectors	Managing Public Festivals , Exhibitions & Fairs - Case Study Development and Presentation	Any
95	ENR - 95	Unconventional Sectors	Agro Tourism- Case Study Development and Presentation	Any
96	ENR - 96	Ethics & Social Responsibility	Rural Immersion Project	Any
97	ENR - 97	Ethics & Social Responsibility	Managing for bottom of the Pyramid Business – Seminar	Any
98	ENR - 98	Ethics & Social Responsibility	Digital Technologies For Social Inclusion - Case Study Development and Presentation	Any
99	ENR - 99	Ethics & Social Responsibility	Social Impact Analysis for Local Community Projects - Case Study Development and Presentation	Any
100	ENR - 100	Ethics & Social Responsibility	Social & Ethical Aspects of Healthcare – Seminar	Any
101	ENR - 101	Ethics & Social Responsibility	Spirituality for Managers – Seminar	Any
102	ENR – 102	Personal Interest Course	Yoga	Any
103	ENR – 103	Personal Interest Course	Vedic Maths	Any
104	ENR – 104	Personal Interest Course	Graphology	Any
105	ENR – 105	Personal Interest Course	Caligraphy	Any
106	ENR – 106	Personal Interest Course	Music	Any
107	ENR – 107	Personal Interest Course	Dance	Any
108	ENR – 108	Personal Interest Course	Adventure Sports	Any
109	ENR – 109	Personal Interest Course	Hackathon	Any
110	ENR - 110	Personal Interest Course	Local Community Development Project	Any
111	ENR - 111	Personal Interest Course	Videography	Any
112	ENR - 112	Personal Interest Course	Fine Arts	Any

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[F] ALTERNATIVE STUDY CREDIT COURSES (ASCC) (ELECTIVES) – 2 Credit Each			
50 Marks CCE, 00 Marks ESE			
Between ZERO to THREE courses to be selected from the following list in Semester I# and / or Between ZERO to THREE courses to be selected from the following list in Semester II# and / or Between ZERO to THREE courses to be selected from the following list in Semester III# and / or Between ZERO to TWO courses to be selected from the following list in Semester IV#			
Course No.	**Course Code**	**Course**	**Semester**
1	ASCC - 001	MOOCs	Any
2	ASCC - 002	Professional Certification Programs	Any
3	ASCC - 003	CSR Project	Any
4	ASCC - 004	Innovation Projects	Any
5	ASCC - 005	Industry or Academic Internships	Any
6	ASCC - 006	Field/Live Projects	Any

 # Same type of course can be selected multiple number of times.

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MINOR ONLY SPECIALIZATIONS			
Specialization – Rural & Agri -Business Management (RABM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – RABM – 01	Agriculture and Indian Economy	III
2	SC – RABM – 02	ICT for Agriculture Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – RABM – 03	Rural Credit and Finance	III
2	SE – RABM – 04	Rural Marketing - I	III
3	SE– RABM – 05	Agri – Entrepreneurship	IV
4	SE – RABM – 06	Rural Marketing II	IV
Specialization – Pharma & Health Care Management (PHCM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – PHCM- 01	Fundamentals of Pharma and Healthcare Management	III
2	SC – PHCM- 02	Pharma and healthcare regulatory environment in India	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – PHCM- 03	Strategic Planning & Healthcare Management	III
2	SE – PHCM- 04	Information Technology in Pharma and Healthcare	III
3	SE – PHCM- 05	Pharmaceutical Import and Export	IV
4	SE – PHCM- 06	Entrepreneurship in Pharma and Healthcare	IV
Specialization – Tourism & Hospitality Management (THM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – THM – 01	Fundamentals of Hospitality Management	III
2	SC – THM - 02	Tourism & Travel Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – THM - 03	Event Management	III
2	SE – THM - 04	Tourism Planning & Development	III
3	SE – THM - 05	Strategic Hospitality Management	IV
4	SE – THM - 06	Revenue Management	IV
Specialization – International Business Management (IB)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – IB – 01	Import Export Documentation and Procedures	III
2	SC – IB - 02	Global Trade and Logistics Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – IB - 03	Cross Cultural Management and Global Leadership	III
2	SE – IB - 04	International Business and Employment Laws	III
3	SE – IB- 05	Global Competitiveness, Value Chains and Alliances	IV
4	SE – IB- 06	International Banking and Foreign Exchange Management	IV

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Master of Business Administration (MBA) –Syllabus 2019 Pattern (revised)

2 year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern

MBA I effective from AY 2022-23
MBA II effective from AY 2022-23

1.0 Preamble: The revised MBA Curriculum 2022 finetunes the MBA 2019 Pattern which was built upon the Choice Based Credit System (CBCS) and Grading System and the Outcome Based Education. The MBA Curriculum 2022 also incorporates several aspects of NEP.

2.0 Definitions:

2.1 Outcome Based Education:

2.1.1 Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies:

a) There must be a performer – the student (learner), not only the teacher
b) There must be something performable (thus demonstrable or assessable) to perform
c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of **broad future-focused student performance outcomes** that explicitly identify what students will be **able to do with what they have learned**, and **what they will be like** after they leave school and are **living full and productive lives**. Thus PEOs are what the programme is preparing graduates for in their **career and professional life** (to attain within a **few years** after graduation[1]).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the **qualities, knowledge and capabilities** that students are encouraged to take responsibility for developing throughout their studies and are the **defining characteristics** of the students passing out of the MBA program. These attributes include, but go **beyond, the disciplinary expertise or technical knowledge**.

2.1.4 Programme Outcomes (POs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of the programme** are expected to know and be able to perform or attain **by the time of graduation**.

2.1.5 Programme Specific Outcomes (PSOs): Programme Outcomes are a set of **narrow statements** that describes what students (learners) **of a particular specialization of the programme** are expected to know and be able to perform or attain **by the time of graduation**. PSOs are also a function of the various course combinations offered by the Institute.

2.1.6 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a **specific task** that he/she is able to perform at a **given level of competence under a certain situation**. The three broad types of learning outcomes are:

a) Disciplinary knowledge and skills
b) Generic skills
c) Attitudes and values

2.1.7 Course Outcomes (COs): A set of specific statements that describes the **complex performances** a student should be capable of as a result of **learning experiences within a course.**

2.1.8 Teaching and Learning Activities (TLAs): The set of **pedagogical tools and techniques** or the teaching and learning activities that aim to **help students to attain** the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.9 Assessment: It is the process of collecting, recording, scoring, describing and interpreting information about learning

2.1.10 Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What **evidence of student learning** is most **relevant for each learning outcome** and **what standard or criteria** will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.1.11 Rubric (Assessment Rubric): A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

2.2 Academic credit: An academic credit is a unit by which the course work (theory/ practical/ training) is measured. Each course may be allotted credits in proportion to the time expected to be devoted by the student for that course. Thus, it determines the number of hours of instructions required per week

[1] Graduation refers to passing out of the MBA programme. Graduation does NOT refer to 10+2+3/4 degree e.g. BA/BE etc.

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2.2.1 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

a) every ONE hour session per week of L amounts to 1 credit per semester

b) every TWO hour tutorial per week of L amounts to 1 credit per semester

c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority of the Institute.

2.2.2 **Session:** Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.

2.2.3 **Course Announcement:** The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.2.4 **Course Registration:** It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary* aspects of management *theories, models and frameworks* with the *real world practices* and the *sector specific nuances* to *provide solutions to real world business, policy and social issues* in a *dynamic and complex world*.
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills*, excel in *cross-functional, multi-disciplinary, multi-cultural teams,* and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity*.
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership*.
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning*.
5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

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3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge -** Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs): It is expected that **Institutes define the PSOs** for **each specialization / major-minor combination**. PSOs shall also vary based upon the **customized combination** of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, Enrichment & Alternative Study Credit Courses that they offer.

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence
GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership
GA3: Competence in Creativity & Innovation
GA4: Research Aptitude, Scholarship & Enquiry
GA5: Global Orientation
GA6: Proficiency in ICT & Digital Literacy
GA7: Entrepreneurship & Intrapreneurship Orientation
GA8: Cross-functional & Inter-disciplinary Orientation
GA9: Results Orientation
GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
GA11: Life-Long Learning Orientation

4.0 MBA Programme Course Types & Evaluation Pattern:

Sr.No.	Course Type	Credits	Nature	Formative Assessment (FA) Marks	Summative Evaluation (SE) Marks	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	50	50	100
2	Subject Core (SC)	3	Compulsory (Specialization specific)	50	50	100
3	Generic Elective (GE - UL)	2	Elective	0	50	50
4	Generic Elective (GE - IL)	2	Elective	50	0	50
5	Subject Elective (SE - IL)	2	Elective (Specialization specific)	50	0	50
6	Summer Internship Project (SIP)	6	Project (Compulsory)	50	50	100
ADDITIONAL COURSE TYPES						

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1	Enrichment Courses (ENR)	1	Elective	25	0	25
2	Foundation Courses (FOU)	1	Elective	25	0	25
3	Alternative Study Credit Courses (ASCC)	2	Elective	50	0	50
4	Open Electives (OE)	3 or 2	Subject Core / Subject Elective	As per Subject Core / Subject Elective Pattern		

4.1 Course Types

4.1.1 **Foundation Course:** These courses focus on developing the basic abilities that support the understanding of other courses.

4.1.2 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.

4.1.3 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.

4.1.4 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives). These are also known as Soft Core Courses.

4.1.5 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:

a) Very Specialized or advanced course focusing on a specific aspect
b) Supportive to the discipline of study
c) Providing an extended scope
d) Enabling an exposure to some other discipline/domain
e) Nurturing candidate's proficiency/skills.

4.1.6 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

4.1.7 **Generic Elective – University Level**: These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building. The course outcomes for such courses can be better assessed through traditional End Semester Evaluation (Summative Evaluation).

4.1.8 **Generic Elective – Institute Level:** These elective courses are aimed to develop inter-personal, technical and other skills aspect of competence building. The course outcomes for such courses can be better assessed through Comprehensive Concurrent Evaluation.

4.1.9 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.

4.1.10 **Open Elective:** A subject elective course chosen generally from another Discipline / specialization / subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in one specialization area may be treated as an Open Elective by another specialization area and vice-a-versa.

4.1.11 **Enrichment Course:** This is a course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment / Add-on Course shall be a 1 Credit Course. The course is of the nature of Course of Independent Study (CIS) and is designed for learners who have the ability and inclination to work independently with limited guidance, supervision and interaction with the faculty member(s).

4.1.12 **Alternative Study Credit Courses:** These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real world challenges.

4.1.13 **Massive Open Online Courses (MOOCs)**[2]: Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equiavelent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

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[2] AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

	Course#	Semester I		Semester II		Semester III		Semester IV		Credits	FA Marks	SE Marks
COMPULSORY CORE COURSES (GENERIC (GC) + SUBJECT (SC) + Summer Internship Project SIP)												
A	1	GC - 1	1	GC - 7	1	GC - 11	1	GC - 14		66 Credits		
	2	GC - 2	2	GC - 8	2	GC - 12	2	GC - 15				
	3	GC - 3	3	GC - 9	3	GC -13 (SIP)	3	SC - 5				
	4	GC - 4	4	GC - 10	4	SC - 3	4	SC - 6				
	5	GC - 5	5	SC - 1	5	SC - 4					1050	1050
	6	GC- 6	6	SC - 2							2100	
GENERIC ELECTIVE COURSES (UNIVERSITY LEVEL) – GE - UL												
B	7	GE UL - 1	7	GE UL - 4	6	GE UL – 7	5	GE UL - 10		22 Credits		
	8	GE UL - 2	8	GE UL - 5	7	GE UL – 8	6	GE UL - 11			0	550
	9	GE UL - 3	9	GE UL - 6	8	GE UL – 9					550	
GENERIC / SUBJECT ELECTIVE COURSES (INSTITUTE LEVEL) - GE – IL / SE - IL												
C	10	GE IL - 1	10	GE IL - 4	9	SE IL -3	7	SE IL -6		22 Credits		
	11	GE IL - 2	11	SE IL -1	10	SE IL -4	8	SE IL -7			550	0
	12	GE IL - 3	12	SE IL -2	11	SE IL -5					550	
	12		**12**		**11**		**8**		**43**	**110 Credits**	**1600 FA**	**1600 SE**
FOUNDATION COURSES (OPTIONAL)												
D		FOUNDATION 1 FOUNDATION 2 FOUNDATION 3 FOUNDATION 4 FOUNDATION 5 FOUNDATION 6		FOUNDATION 7 FOUNDATION 8 FOUNDATION 9 FOUNDATION 10						0 to 10 Credits		
ENRICHMENT COURSES (OPTIONAL)												
E		ENRICHMENT 1 ENRICHMENT 2 ENRICHMENT 3 ENRICHMENT 4 ENRICHMENT 5 ENRICHMENT 6		ENRICHMENT 7 ENRICHMENT 8 ENRICHMENT 9 ENRICHMENT 10		ENRICHMENT 11 ENRICHMENT 12		ENRICHMENT 13 ENRICHMENT 14		0 to 14 Credits		
ALTERNATIVE STUDY CREDIT COURSES (OPTIONAL)												
F		ASCC 1 ASCC 2 ASCC 3		ASCC 4 ASCC 5 ASCC 6		ASCC 7 ASCC 8 ASCC 9		ASCC 10 ASCC 11		0 to 22 Credits		

Note:

1. The basic programme structure comprises of Block A, B & C above.
2. Variations to the basic programme structure shall be defined at the institute level using any permissible combination of A,B,C,D,E and F blocks depicted above, taking into consideration institutional vision-mission-focus areas, industry demand, student learning capabilities, faculty competencies, availability of learning resources, etc. PSOs shall be appropriately defined by the institute.

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#	Block	FA - SA(Credits per course)	Course Type	Credits	Courses	Nature
1.1	A1	50-50 (3 Credits)	GENERIC CORE (GC)	42	14	COMPULSORY
1.2	A2	50-50 (3 Credits)	SUBJECT CORE (SC)	18	6	COMPULSORY
1.3	A3	50-50 (3 Credits)	PROJECT	6	1	COMPULSORY
2	B	0 - 50 (2 Credits)	GENERIC ELECTIVE (UNIVERSITY LEVEL) GE – UL	22	11	ELECTIVES
3.1	C1	50-0 (2 Credits)	GENERIC ELECTIVE (INSTITUTE LEVEL) GE – IL	8	4	ELECTIVES
3.4	C2	50-0 (2 Credits)	SUBJECT ELECTIVE (INSTITUTE LEVEL) SE - IL	14	7	ELECTIVES
			TOTAL	**110**	**43**	
OPTIONAL COURSES (In Lieu of C1 / C2 ONLY)						
4.1	D	25 - 0 (1 Credit)	FOUNDATION COURSES	0 -10	0 - 10	ELECTIVES
4.2	E	25 - 0 (1 Credit)	ENRICHMENT COURSES	0- 14	0 - 14	ELECTIVES
4.3	F	50 - 0 (2 Credits)	ALTERNATIVE STUDY CREDIT COURSES	0 -22	0 -11	ELECTIVES

5.0 Specializations offered: The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Rural & Agribusiness Management (RABM)
2. Pharma & Healthcare Management (PHM)
3. Tourism & Hospitality Management (THM)
4. International Business Management (IB)

Note:

1. Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
2. Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.
3. The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

5.1 Open Elective(s):

1. Learners who intend to learn specific courses from other specialization(s) can opt for Subject Elective (SE - IL) courses from other specializations in lieu of the Subject Elective (SE - IL) courses from their native specialization.
2. These open electives MAY BE from two different specializations.
3. Open Electives can be opted for only in Sem III and Sem IV.
4. Students can opt for maximum 1 Subject Elective (SE - IL) course in Sem III and Sem IV each. i.e. Students can opt for maximum 2 Open Electives (total 4 credits).

5.2 Major Specialization + Minor Specialization Combination:

1. For a **Major + Minor Specialization combination** the learner shall **complete**
   a) Major Specialization – Courses: Total 9 (4 Subject Core courses and 5 Subject Elective courses)
   b) Minor Specialization – Courses: Total 4 (2 Subject Core courses and 2 Subject Elective courses)
2. For a **Major + Minor Specialization combination** the learner shall **earn**
   a) Major Specialization – Credits: Total 22 (12 Credits from Subject Core + Minimum 10 Credits from Subject Electives)
   b) Minor Specialization – Credits: Total 10 (6 Credits from Subject Core + Minimum 4 Credits from Subject Electives)
3. The 10 credits of the MINOR specialization shall be from a single specialization, out of which 6 credits shall be mandatorily earned through the Subject Core Courses.
4. The Major + Minor specialization combination is OPTIONAL.
5. Students shall be permitted to opt for **ANY Major + ANY Minor** specialization combination, subject to institutional norms and guidelines, issued from time to time.

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6. A student opting for Major + Minor specialization combination shall opt for Foundation Courses / Enrichment Courses / Alternative Study Credit Courses **ONLY in lieu of Generic Elective (GE - IL) Courses**.
7. Institutes may stipulate additional criteria of minimum SGPA / CGPA, number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major minor combination. Such criteria may also involve the potential employability criteria for a particular specialization / Major + Minor specialization combination.

5.3 Options & Guidelines for Choice of Specialization:

1. Students can opt for a single specialization (i.e. Major Only – 5 choices)
2. Students can opt for a two specializations (i.e. Major + Minor Combination – 1(Major) + 8(Minor) choices)
3. Specializations which are offered ONLY as MINOR shall be offered in SECOND YEAR ONLY. (4 choices)
8. Courses for the Minor specialization shall be taken up in the second year ONLY (in either Sem III or Sem IV or in a combination of Sem III and IV). **Courses Listed in a specific semester shall be available only in that semester. i.e. Courses listed in Semester III cannot be taken up in Semester IV or Semester II and like wise.**
4. The Major specialization of a student shall be determined by the Subject Core (SC) courses and the Subject Elective (SE - IL) courses chosen in Sem II.
5. All courses (Subject Core (SC) courses and the Subject Elective (SE - IL) courses) chosen in Sem II shall belong to the same specialization.
6. The learners shall generally complete 6 Subject Core courses (2 each in semester II, III, IV) and 7 Subject Elective courses (2, 3, 2 each in semester II, III, IV respectively). In this case he /she shall be awarded MBA (Functional Area Specialization) degree, e.g. MBA (Marketing), MBA (Finance), etc.
7. The learners shall complete 4 Subject Core courses and 5 Subject Elective courses of Major specialization and 2 Subject Core courses and 2 Subject Elective courses of Minor specialization. In this case he /she shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc.

5.4 Foundation Courses:

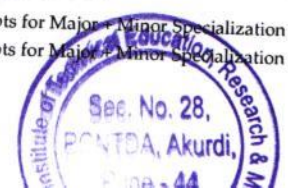
1. All the Foundation Courses shall be of 1 credit each.
2. Maximum credits for Foundation Courses **shall not exceed 10 (Ten) Credits**.
3. Foundation Courses can be opted for ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses.[3]
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) ONLY.
5. Foundation Courses CANNOT be opted for in Sem III and in Sem IV.
6. It is NOT MANDATORY for a learner to opt for Foundation Courses. However, Faculty members may advise a student to enroll for Foundation Course(s) after a methodical assessment of the relevant competencies of the student.
7. Foundation Courses shall be offered ONLY to those students who lack the basic competencies in the specific course. The institute shall conduct a methodical assessment of the relevant competencies of the student. to identify the learners who need to take up foundation courses. Records of the evaluation shall be preserved.
8. Institutes may stipulate additional criteria for students desirous to take up Foundation Courses.
9. Foundation Courses shall be taught by the course teacher in workshop mode / project mode.
10. The course teacher shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
11. Pre- and post-test: A test or other assessment activity shall be administered to the students both at the beginning of the foundation course and at the end of the foundation course, with the intention of demonstrating improved skills upon completion. The tests shall be essentially SKILL based.
12. Best of the two assessments shall be treated as the final evaluation.
13. The list of Foundation Courses is mentioned in Annexure I.

5.5 Enrichment Courses:

1. All the Enrichment Courses shall be of 1 credit each.
2. Maximum credits for Enrichment Courses **shall not exceed 14 (Fourteen) Credits**.
3. Enrichment Courses can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses[4].
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum four credits) or Semester III (minimum zero Credits – maximum two credits) or Semester IV (minimum zero Credits – maximum two credits).

[3] Except for a learner who opts for Major + Minor Specialization combination

[4] Except for a learner who opts for Major + Minor Specialization combination



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5. It is NOT MANDATORY for a learner to opt for Enrichment Courses. However, Faculty members may advise a student to enroll for Enrichment Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Enrichment Courses.
7. Enrichment Courses shall be executed as **Course of Independent Study** (CIS) in guided self study mode.
8. A faculty guide shall be assigned for such courses. The learner shall select the Enrichment Course that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
9. Since enrichment course is a guided self study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 25 marks / 1 credit.
10. The learners shall document and submit details such as questionnaires, interview schedules, interview transcripts, observation sheets, photographs, testimonials from the organizations / persons interacted with, permission letters, acceptance letters, field work sampling plans, etc.
11. Enrichment Courses can be carried out in the campus library / in the campus IT lab / in a local community setting / in a start-up / in a government undertaking / in a NGO / in a cooperative / in a corporate entity.
12. The Enrichment Courses are organized in different Proficiency Tracks. Learners shall normally opt for enrichment courses from **NOT MORE THAN 3 Proficiency Tracks**.
13. **Enrichment Courses are of the following types:**

a) **Seminar** - Involves Desk Research of distributed learning material and information resources and submission and presentation of an analytical report. Maximum credits for Enrichment Courses of Seminar type shall not exceed 10 (Ten) Credits.

b) **Review** – Involves Desk Research of a small set of specific published reports/ databases and submission and presentation of an analytical report. Maximum credits for **Enrichment Courses of Seminar type** shall not exceed 10 (Ten) Credits.

c) **Case Study Development and Presentation** – Involves desk research and field work leading to the development, presenting and publishing of a case study. Maximum credits for **Enrichment Courses of Case Study Development and Presentation type** shall not exceed 10 (Ten) Credits.

d) **Project** – Involves field work leading to presentation of a comprehensive report based on the experiential learning. Maximum credits for **Enrichment Courses of Project type** shall not exceed 10 (Ten) Credits.

e) **Lab / Workshop** - Involves experiential learning through focused skill building activity. Maximum credits for **Enrichment Courses of Lab / Workshop type** shall not exceed 10 (Ten) Credits.

f) **Clinic / Fest** – Involves experiential learning through organizing an event / campaign. Maximum credits for **Enrichment Courses of Clinic / Fest type** shall not exceed 4 (Four) Credits.

g) **Personal Interest Course** - Involves experiential learning through club activities at the Institute Level. Maximum credits for **Enrichment Courses of Personal Interest Course type** shall not exceed 4 (Four) Credits.

14. A well documented and comprehensive spiral bound report / publication, with appropriate referencing, is essential for all the enrichment courses. Relevant Audio, Video Material, should be included as a part of the report.
15. The Evaluation for the Enrichment Courses shall be as follows –
    a) Proposal and Scope of Work – 5 Marks
    b) Report – 10 Marks
    c) Presentation – 5 Marks
    d) Viva Voce – 5 Marks
16. The presentation shall be similar to an open defence. The Viva Voce shall be carried out by minimum two faculty members including the guide.
17. The sum total of the number of Foundation Courses and the number of Enrichment Courses opted by a student in a particular semester should generally be an even number.
18. The list of Enrichment Courses is provided in Annexure I.

5.6 Alternative Study Credit Courses:

1. All the ASCC shall be of 2 credits each.
2. Maximum credits for ASCC **shall not exceed 22 (Twenty two) Credits**.
3. Alternative Study Credit Courses (ASCC) can be opted for, ONLY IN LIEU of Generic Elective (GE - IL) and / or Subject Elective (SE - IL) courses[5].
4. This choice can be exercised in Semester I (minimum zero Credits – maximum six credits) or Semester II (minimum zero Credits – maximum six credits) or Semester III (minimum zero Credits – maximum six credits) or Semester IV (minimum zero Credits – maximum four credits). i.e. a learner may skip Generic Elective (GE - IL) courses all together and earn the required 22 credits entirely through ASCC.

[5] Except for a learner who opts for Major + Minor Specialization combination

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5. It is NOT MANDATORY for a learner to opt for Alternative Study Credit Courses. However, Faculty members may advise a student to enroll for Alternative Study Credit Course(s) after a methodical assessment of the relevant competencies of the student.
6. Institutes may stipulate additional criteria for students desirous to take up Alternative Study Credit Courses.
7. **A MINIMUM of 60% of the total credits earned by a learner through ASCC shall either be from MOOCs or from Professional Certification Programmes.**
8. Thus a learner may skip all Generic Elective (GE - IL) courses and skip all Subject Elective (SE - IL) courses and earn the required 22 credits entirely through ASCC.
9. The same TYPE of ASCC can be opted for multiple number of times. Norms for the same are prescribed in the relevant section later in this syllabus document. For e.g. A student may undertake 11 "Professional Certification Programs" and earn 22 credits or complete 11 MOOCS and earn 22 Credits.
10. ASCC shall be executed in online study mode / field work or project mode / certification mode.
11. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
12. The learner shall select the ASCC that he/she desires to opt for and submit an outline of the proposed study relevant to the course. The faculty guide shall approve the proposal after considering the nature of the work, learning effort required, desired outcomes and comprehensive coverage of the topic.
13. There is no defined syllabus for the ASCC courses. Institutes shall define the syllabus and announce the same on the website.
14. Since ASCC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
15. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Sem IV.
16. The list of ASCC is provided in Annexure I.

5.7 Combination of Options: A learner may opt for any combination of earning the 22 credits assigned to Generic Elective (GE - IL) courses and Subject Elective (SE - IL) courses through

e) Generic Elective (GE - IL) courses
f) Subject Elective (SE - IL) courses
g) Open Elective Courses
h) Major + Minor specialization combination
i) Foundation Courses
j) Enrichment Courses
k) Alternative Study Credit Courses

SUBJECT TO THE minimum and maximum limits of credits prescribed and, subject to institutional norms and guidelines, issued from time to time.

6.0 Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a **minimum of 8 weeks**. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. **Ideally the SIP should exhibit a cross-functional orientation.**

SIP can be carried out in a

1. Corporate Entity
2. NGO
3. SME
4. Government Undertaking
5. Cooperative Sector.

SIP may be

1. a research project – based on primary / secondary data
2. may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry.

It is expected that the SIP shall sensitize the students to the demands of the workplace and apply conceptual knowledge in practice..



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Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Director of the Institute / Head of Department (for MBA departments in engineering colleges). Institutes are encouraged to involve senior alumni, industry experts, recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required, if any.

After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Sem III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper. Spiral bound copies may be accepted.

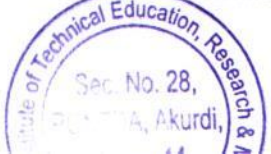
There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

The Internal & the External viva-voce shall evaluate the SIP based on:

1. **Clear and concise objectives**
2. **Clear methodology, articulated using technical terms indicating all steps and tools**
3. **Citation of substantial current and good quality literature**
4. **Application of concepts learned in Sem I and II**
5. **Understanding of the organization and business environment**
6. **Benchmarks used / Assumptions made**
7. **Technical Writing & Documentation Skills**
8. **Interpretation of results and justification thereof and validity of the results presented**
9. **Utility of the project to the organization**
10. **Comprehesiveness and stakeholder relevance of the learning experience**

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

7.0 Formative Assessment (FA) / Concurrent Assessment (CA):



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1. The course teacher shall prepare the scheme of Formative Assessment before commencement of the term. The scheme of Formative Assessment shall explicitly state the linkages of each Formative Assessment Item with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment with or without modifications.
3. The course teacher shall display, on the notice board, the approved Formative Assessment scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
4. Each Formative Assessment item shall be of minimum 25 marks.
5. For a 3 Credit Course there shall be a MINIMUM of three Formative Assessment items. The final scores shall be converted to 50, using an average or best two out of three formula.
6. For 2 Credit Course there shall be a MINIMUM of two Formative Assessment items. The final scores shall be converted to 50.
7. For a 1 Credit Course there shall be a MINIMUM of one Formative Assessment item.
8. Formative Assessment shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
9. The assessment outcome of each Formative Assessment shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
10. A copy of the duly signed Formative Assessment *outcome* shall be displayed on the notice boards, within a week of the assessment and course teachers shall guide the students on a need basis.
11. Institute may conduct additional make up / remedial Formative Assessment items at its discretion.
12. At the end of the term aggregate Formative Assessment scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Formative Assessment Methods: Student assessment should be as comprehensive as possible and provide meaningful and constructive feedback to faculty and student about the teaching-learning process. Over-use of question-answers may be discouraged for formative assessments. Course teachers shall opt for a combination of one of more FORMATIVE ASSESSMENT methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. MCQs with multiple correct answers
2. Class Test
3. Open Book Test
4. Written Home Assignment
5. In-depth Viva-Voce

Group B (Individual Assessment) – Atleast 1 per course

6. Case Study
7. Caselet
8. Situation Analysis
9. Presentations

Group C (Group Assessment) – Not more than 1 per course

10. Field Visit / Study tour and report of the same
11. Small Group Project & Internal Viva-Voce
12. Model Development
13. Role Play
14. Story Telling
15. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

16. Learning Diary
17. Scrap Book / Story of the week / Story of the month
18. Creating a Quiz
19. Designing comic strips / Cartoon strips
20. Drama scripts
21. Creating Brochures / Bumper Stickers / Fliers
22. Creating Crossword Puzzles
23. Creating and Presenting Posters
24. Writing an Advice Column
25. Library Magazines based assessment
26. Peer assessment

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27. Autobiography/Biography
28. Writing a Memo
29. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

30. Book Review
31. Drafting a Policy Brief
32. Drafting an Executive Summary
33. Literature Review
34. Term Paper
35. Thematic Presentation
36. Publishing a Research Paper
37. Annotated Bibliography
38. Creating Taxanomy
39. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

40. E-portfolios
41. Digital stories
42. eNewsletter, eMagazine
43. Recorded interviews of stakeholders posted on You Tube
44. Simulation Exercises
45. Gamification Exercises
46. Presentation based on Google Alerts
47. Webinar based assessment
48. Creating Webpage / Website / Blog
49. Creating infographics / infomercial
50. Creating podcasts / Newscast
51. Discussion Boards

Rubrics: The course teacher shall design Rubrics for each Formative Assessment. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

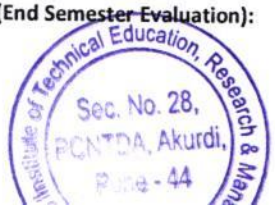
1. Linkages of the Formative Assessment to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of Formative Assessment: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of Formative Assessment Documents: Records of FORMATIVE ASSESSMENT shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years.** Likewise records of assessments to decide the learning needs of students for opting for **Foundation Courses / capabilities for Enrichment Courses/ ASCC/ start-up option** etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 Summative Evaluation (End Semester Evaluation):



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1. The Summative Evaluation for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE - UL) course shall be conducted by the Savitribai Phule Pune University.
2. The SE shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the SE question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

Either Question 4 or Question 5 shall involve a case study in the Summative Evaluation. i.e. Both 4 (a) or 4 (b) shall be a Case Study based question OR Both Question 5 (a) or 5 (b) shall be a case study based question.

9.0 Programme Flexibility:

9.1 Average Credits per semester, Fast & Slow Learners:

1. It is expected that a student registers for 30 credits in Semester I, II, III each and balance 20 credits in Semester IV.
2. **Fast learners** (under accelerated plan), may be permitted to register for upto 6 additional credits per semester, subject to fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
3. **Slow learners,** may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 4 academic years since the first admission to the MBA programme.

9.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

9.3 Horizontal or Lateral Credit Transfer:

1. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
2. Horizontal or Lateral Credit Transfer shall be permitted **between the MBA and the MCA programme of SPPU** for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.
3. The list of such courses eligible for Horizontal or Lateral Credit Transfer **between the MBA and the MCA programme of SPPU** shall be announced by the BOS/Faculty.
4. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
5. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) only.

9.4 Block Credit Transfer:

1. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.
2. Block credit transfer shall be permitted for all **national and international professional certifications** achieved by the learner provided the **courses learning outcomes (CLOs)** are related to the **MBA programme's PEOs and POs** and are opted by the students **during the period of his enrolment for the MBA programme**. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
3. Such transfer shall be permitted for Generic Elective (GE - IL) & Subject Elective (SE - IL) courses ONLY.

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9.5 Credit Transfer for MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **SWAYAM, NPTEL, EdX, Coursera, Udemy** as a part of ASCC.
2. Priority shall be given to the SWAYAM platform. If a course is not available of SWAYAM, other online platforms may be used.
3. Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs.
4. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.
5. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
7. Online courses of SWAYAM or equivalent platform shall be allowed if:
   a) There is non-availability of suitable teaching staff for running a course in the Institution or
   b) The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.
8. Evaluation of MOOCS through SWAYAM:

8.1 In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).

8.2 The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.

8.3 After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.

8.4 The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the proviso that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.

8.5 A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.

9. Evaluation of MOOCS through EdX, Coursera, Udemy:

9.1 The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.

9.2 Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

9.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes as a part of ASCC. These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 20% of the total credits (22 Credits) shall be earned through the Professional Certification Programmes.
3. Not more than 20% of the credits per semester (6 credits) per semester shall be earned through the Professional Certification Programmes.
4. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.
5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.
7. Indicative list is provided below -
   i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
   ii. Foreign Language Certification Equivalent to A1/A2 or above
   iii. Google / MicroSoft / Oracle / Sun Certification
   iv. NSE / BSE / NISM Certification

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v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
vi. Six Sigma Certification
vii. ISO Certification (as an auditor)
viii. Tally ERP Certification
ix. NLP Certification

9.7 Start-up: Launching and Sustaining' program[6]: AICTE has launched the 'Start-up: Launching and Sustaining' program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the credits for the Generic Core (GC), Subject Core (SC) & Generic Elective (GE - UL); with the minimum desired CGPA.

However, these learners shall skip the Generic Elective (GE - IL) & Subject Elective (SE - IL) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfill two out of the five measurable outcomes as below:

a) **Funding:** Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
b) **Employment Created:** At least 5 additional jobs, (other than student founders) with a minimum of 15,000 CTC/employee/per month, paid for one full year, should be created by the student start-up.
c) **Revenues Generated:** At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
d) **Surplus Generated:** At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
e) **Patent Application or Granted:** The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up

Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes' within 4 years of registering under the 'Start-up: Launching and Sustaining' program.

It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the University Semesters.

SPPU may suitably verify the details of fulfilment of the two out of the five measurable outcomes listed above.

9.8 Additional Specialization:

1. A student who has earned the MBA with a MAJOR Specialization may enroll for additional specialization after passing out the regular MBA programme.
2. Additional specialization can be pursued in the MAJOR Specialization ONLY. i.e. Additional specialization cannot be pursued in the Specializations which are listed as MINOR ONLY.
3. Such students will be exempted from appearing for all the generic core and generic elective courses.
4. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for.
5. Students opting for MAJOR + MINOR specialization combination are NOT eligible to enroll for additional specialization.

10.0 Passing Standards:

1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
2. Formative Assessment and Summative Evaluation shall be separate heads of passing.

10.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However the marks shall later be converted into

[6] As per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016



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Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

(a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
(b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time

10.2 Scaling Down of Formative Assessment Scores: The marks obtained by the student for the FORMATIVE ASSESSMENT shall be scaled down, to the required extent, if percentage of the marks of FORMATIVE ASSESSMENT exceeds the percentage of marks scored in the SE (End Semester University Examination) by 25% for the respective course.

10.3 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 110 credits.

10.4 Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum FOUR attempts.
2. Dropping a course and opting for another equivalent course can be done ONLY in the case of Generic Elective (GE - UL) , Generic Elective (GE - IL) and Subject Elective (SE - IL).
3. If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.
4. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.
5. A student may drop at the most 4 courses (GE – UL / GE – IL / SE – IL).

10.5 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme **within 4 years** from the date of admission.

10.6 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
4. Generic Elective (GE - UL), Generic Elective (GE - IL) & Subject Elective (SE - IL) cannot be selected for Grade Improvement.

11. Miscellaneous

11.1 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

11.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

11.3 LTP indicated in the syllabus is indicative.

11.4 Numbers indicated against each unit indicate L+T. These are indicative in nature. Course teachers may modify based on teaching & assessment, evaluation methods adopted.

11.5 Text Books and Reference Books refer to latest edition.

12. Detailed Course List for each category of courses is provided in Annexure I.

13. Detailed syllabus of each course is provided in Annexure II.

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ANNEXURE I

GENERIC CORE (GC) COURSES – 3 Credits Each			
50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
101	GC – 01	Managerial Accounting	I
102	GC – 02	Organizational Behaviour	I
103	GC – 03	Economic Analysis for Business Decisions	I
104	GC – 04	Business Research Methods	I
105	GC – 05	Basics of Marketing	I
106	GC – 06	Digital Business	I
201	GC – 07	Marketing Management	II
202	GC – 08	Financial Management	II
203	GC – 09	Human Resources Management	II
204	GC – 10	Operations & Supply Chain Management	II
301	GC – 11	Strategic Management	III
302	GC – 12	Decision Science	III
303	GC – 13	Summer Internship Project*	III
401	GC – 14	Enterprise Performance Management	IV
402	GC – 15	Indian Ethos & Business Ethics	IV

*** Six Credits**

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GENERIC ELECTIVES UNIVERSITY LEVEL (GE – UL) COURSES – 2 Credits Each			
00 Marks FORMATIVE ASSESSMENT , 50 Marks SUMMATIVE EVALUATION			
Course #	**Course Code**	**Course**	**Semester**
Any 3 courses to be selected from the following list in Semester I			
107	GE - UL - 01	Management Fundamentals	I
108	GE - UL - 02	Indian Economy	I
109	GE - UL - 03	Entrepreneurship Development	I
110	GE - UL - 04	Essentials of Psychology for Managers	I
111	GE - UL - 05	Legal Aspects of Business	I
112	GE - UL - 06	Demand Analysis & Forecasting	I
Any 3 courses to be selected from the following list in Semester II			
207	GE - UL - 07	Contemporary Frameworks in Management	II
208	GE - UL - 08	Geopolitics & World Economic Systems	II
209	GE - UL - 09	Start Up and New Venture Management	II
210	GE - UL - 10	Qualitative Research Methods	II
211	GE - UL - 11	Business, Government & Society	II
212	GE - UL - 12	Business Process Re-engineering	II
Any 3 courses to be selected from the following list in Semester III			
306	GE - UL - 13	International Business Economics	III
307	GE - UL - 14	International Business Environment	III
308	GE - UL - 15	Project Management	III
309	GE - UL - 16	Knowledge Management	III
310	GE - UL - 17	Corporate Governance	III
311	GE - UL - 18	Management of Non-profit organizations	III
Any 2 courses to be selected from the following list in Semester IV			
405	GE - UL - 19	Global Strategic Management	IV
406	GE - UL - 20	Technology Competition and Strategy	IV
407	GE - UL - 21	Cyber Laws	IV
408	GE - UL - 22	Corporate Social Responsibility & Sustainability	IV

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GENERIC ELECTIVES INSTITUTE LEVEL (GE – IL) COURSES – 2 Credits Each			
50 Marks FORMATIVE ASSESSMENT , 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 3 courses to be selected from the following list in Semester I			
113	GE - IL - 01	Verbal Communication Lab	I
114	GE - IL - 02	Enterprise Analysis & Desk Research	I
115	GE - IL - 03	Selling & Negotiation Skills Lab	I
116	GE - IL - 04	MS Excel	I
117	GE - IL - 05	Business Systems & Procedures	I
118	GE – IL- 06	Managing Innovation	I
119	GE – IL- 07	Foreign Language – I	I
Maximum 1 course to be selected from the following list in Semester II			
213	GE – IL - 08	Written Analysis and Communication Lab	II
214	GE – IL - 09	Industry Analysis & Desk Research	II
215	GE – IL - 10	Entrepreneurship Lab	II
216	GE – IL - 11	SPSS	II
217	GE – IL - 12	Foreign Language – II	II

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SUBJECT CORE (SC) COURSES: Specialization – Marketing Management (MKT)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
205 MKT	SC – MKT- 01	Marketing Research	II
206 MKT	SC – MKT- 02	Consumer Behaviour	II
304 MKT	SC – MKT- 03	Services Marketing	III
305 MKT	SC – MKT- 04	Sales & Distribution Management	III
403 MKT	SC – MKT- 05	Marketing 4.0	IV
404 MKT	SC – MKT- 06	Marketing Strategy	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Marketing Management (MKT)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 MKT	SE – IL - MKT- 01	Integrated Marketing Communications	II
218 MKT	SE – IL - MKT- 02	Product & Brand Management	II
219 MKT	SE – IL - MKT- 03	Personal Selling Lab	II
220 MKT	SE – IL - MKT- 04	Digital Marketing - I	II
221 MKT	SE – IL - MKT- 05	Marketing of Financial Services - I	II
222 MKT	SE – IL - MKT- 06	Marketing of Luxury Products	II
Maximum 3 courses to be selected from the following list in Semester III			
312 MKT	SE – IL - MKT- 07	Business to Business Marketing	III
313 MKT	SE – IL - MKT- 08	International Marketing	III
314 MKT	SE – IL - MKT- 09	Digital Marketing - II	III
315 MKT	SE – IL - MKT- 10	Marketing of Financial Services - II	III
316 MKT	SE – IL - MKT- 11	Marketing Analytics	III
317 MKT	SE – IL - MKT- 12	Marketing of High Technology Products	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 MKT	SE – IL - MKT- 13	Customer Relationship Management	IV
410 MKT	SE – IL - MKT- 14	Rural & Agriculture Marketing	IV
411 MKT	SE – IL - MKT- 15	Tourism & Hospitality Marketing	IV
412 MKT	SE – IL - MKT- 16	Retail Marketing	IV
413 MKT	SE – IL - MKT- 17	Retailing Analytics	IV
414 MKT	SE – IL - MKT- 18	Marketing to Emerging Markets & Bottom of the Pyramid	IV

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SUBJECT CORE (SC) COURSES: Specialization – Financial Management (FIN)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
205 FIN	SC – FIN - 01	Financial Markets and Banking Operations	II
206 FIN	SC – FIN - 02	Personal Financial Planning	II
304 FIN	SC – FIN - 03	Advanced Financial Management	III
305 FIN	SC – FIN - 04	International Finance	III
403 FIN	SC – FIN - 05	Financial Laws	IV
404 FIN	SC – FIN - 06	Current Trends & Cases in Finance	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Financial Management (FIN)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 FIN	SE – IL - FIN - 01	Securities Analysis & Portfolio Management	II
218 FIN	SE – IL - FIN - 02	Futures and Options	II
219 FIN	SE – IL - FIN - 03	Direct Taxation	II
220 FIN	SE – IL - FIN - 04	Financial Reporting	II
221 FIN	SE – IL - FIN - 05	Retail Credit Management- Lending & Recovery	II
222 FIN	SE – IL - FIN - 06	Banking Laws & Regulations	II
223 FIN	SE – IL - FIN - 07	Fundamentals of Life Insurance – Products and Underwriting	II
224 FIN	SE – IL - FIN - 08	General Insurance - Health and Vehicle	II
Maximum 3 courses to be selected from the following list in Semester III			
312 FIN	SE – IL - FIN - 09	Behavioural Finance	III
313 FIN	SE – IL - FIN - 10	Technical Analysis of Financial Markets	III
314 FIN	SE – IL - FIN - 11	Commodities Markets	III
315 FIN	SE – IL - FIN – 12	Indirect Taxation	III
316 FIN	SE – IL - FIN – 13	Corporate Financial Restructuring	III
317 FIN	SE – IL - FIN - 14	Financial Modeling	III
318 FIN	SE – IL - FIN – 15	Digital Banking	III
319 FIN	SE – IL - FIN – 16	Treasury Management	III
320 FIN	SE – IL - FIN – 17	Project Finance and Trade Finance	III
321 FIN	SE – IL - FIN – 18	Insurance Laws & Regulations	III
322 FIN	SE – IL - FIN – 19	Marine Insurance	III
323 FIN	SE – IL - FIN – 20	Fire Insurance	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 FIN	SE – IL - FIN – 21	Fixed Income Securities	IV
410 FIN	SE – IL - FIN – 22	Business Valuation	IV
411 FIN	SE – IL - FIN – 23	Risk Management	IV
412 FIN	SE – IL - FIN – 24	Strategic Cost Management	IV
413 FIN	SE – IL - FIN – 25	Rural and Micro Finance	IV
414 FIN	SE – IL - FIN - 26	Reinsurance	IV
415 FIN	SE – IL - FIN – 27	Agricultural Insurance	IV

SUBJECT CORE (SC) COURSES: Specialization – Human Resource Management (HRM)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
205 HR	SC – HRM – 01	Competency Based Human Resource Management	II

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206 HR	SC – HRM – 02	Employee Relations & Labour Legislation	II
304 HR	SC – HRM - 03	Strategic Human Resource Management	III
305 HR	SC – HRM - 04	HR Operations	III
403 HR	SC – HRM - 05	Organizational Diagnosis & Development	IV
404 HR	SC – HRM - 06	Current Trends & Cases in Human Resource Management	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Human Resource Management (HRM)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 HRM	SE – IL - HRM - 01	Labour Welfare	II
218 HRM	SE – IL - HRM - 02	Lab in Recruitment and Selection	II
219 HRM	SE – IL - HRM - 03	Learning and Development	II
220 HRM	SE – IL - HRM - 04	Public Relations & Corporate Communications	II
221 HRM	SE – IL - HRM - 05	HR Analytics	II
222 HRM	SE – IL - HRM - 06	Conflict and Negotiation Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 HR	SE – IL - HRM - 07	Talent Management	III
313 HR	SE – IL - HRM - 08	Psychometric Testing and Assessment	III
314 HR	SE – IL - HRM - 09	HR perspective in Mergers and Acquisition	III
315 HR	SE – IL - HRM - 10	International HR	III
316 HR	SE – IL - HRM - 11	Mentoring and Coaching	III
317 HR	SE – IL - HRM - 12	Compensation and Reward management	III
318 HR	SE – IL - HRM - 13	Performance Management System	III
319 HR	SE – IL - HRM - 14	Change Management & New Technologies in HRM	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 HR	SE – IL - HRM - 15	Labour Legislation	IV
410 HR	SE – IL - HRM - 16	Designing HR Policies	IV
411 HR	SE – IL - HRM - 17	Labour Economics and Costing	IV
412 HR	SE – IL - HRM - 18	Best Practices in HRM	IV
413 HR	SE – IL - HRM - 19	Employee Engagement and Ownership	IV
414 HR	SE – IL - HRM – 20	Leadership and Succession Planning	IV
415 HR	SE – IL - HRM - 21	E - HRM	IV

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SUBJECT CORE (SC) COURSES: Specialization – Operations & Supply Chain Management (OSCM)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
205 OSCM	SC – OSCM - 01	Services Operations Management - I	II
206 OSCM	SC – OSCM - 02	Supply Chain Management	II
304 OSCM	SC – OSCM - 03	Services Operations Management - II	III
305 OSCM	SC – OSCM - 04	Logistics Management	III
403 OSCM	SC – OSCM - 05	E Supply Chains & Logistics	IV
404 OSCM	SC – OSCM - 06	Industry 4.0	IV

SUBJECT ELECTIVE (SE - IL) COURSES : Specialization – Operations & Supply Chain Management (OSCM)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	**Course Code**	**Course**	**Semester**
Maximum 2 courses to be selected from the following list in Semester II			
217 OSCM	SE – IL - OSCM - 01	Planning & Control of Operations	II
218 OSCM	SE – IL - OSCM - 02	Productivity Management	II
219 OSCM	SE – IL - OSCM - 03	Inventory Management	II
220 OSCM	SE – IL - OSCM - 04	Theory of Constraints	II
221 OSCM	SE – IL - OSCM - 05	Quality Management Standards	II
222 OSCM	SE – IL - OSCM - 06	Service Value Chain Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 OSCM	SE – IL - OSCM – 07	Manufacturing Resource Planning	III
313 OSCM	SE – IL - OSCM – 08	Sustainable Supply Chains	III
314 OSCM	SE – IL - OSCM – 09	Business Excellence	III
315 OSCM	SE – IL - OSCM – 10	Toyota Production System	III
316 OSCM	SE – IL - OSCM – 11	Operations and Services Strategy	III
317 OSCM	SE – IL - OSCM – 12	Six Sigma for Operations	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 OSCM	SE – IL - OSCM – 14	Enterprise Resource Planning	IV
410 OSCM	SE – IL - OSCM – 15	World Class Manufacturing	IV
411 OSCM	SE – IL - OSCM – 16	Supply Chain Strategy	IV
412 OSCM	SE – IL – OSCM – 17	Financial Perspectives in Operations Management	IV
413 OSCM	SE – IL - OSCM – 18	Facilities Planning	IV
414 OSCM	SE – IL - OSCM – 19	Purchasing and Supplier Relationship Management	IV
415 OSCM	SE – IL - OSCM - 20	Strategic Supply Chain Management	IV

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SUBJECT CORE (SC) COURSES: Specialization – Business Analytics (BA)			
3 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 50 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
205 BA	SC – BA - 01	Basic Business Analytics using R	II
206 BA	SC – BA - 02	Data Mining	II
304 BA	SC – BA - 03	Advanced Statistical Methods using R	III
305 BA	SC – BA - 04	Machine Learning & Cognitive intelligence using Python	III
403 BA	SC – BA - 05	Economics of Network Industries	IV
404 BA	SC – BA - 06	Artificial Intelligence in Business Applications	IV

SUBJECT ELECTIVE (SE - IL) COURSES: Specialization – Business Analytics (BA)			
2 Credits Each, 50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Course No.	Course Code	Course	Semester
Maximum 2 courses to be selected from the following list in Semester II			
217 BA	SE – IL - BA - 01	Marketing Analytics	II
218 BA	SE – IL - BA - 02	Retailing Analytics	II
219 BA	SE – IL - BA - 03	Workforce Analytics	II
220 BA	SE – IL - BA - 04	Tableau	II
221 BA	SE – IL - BA - 05	Data Warehousing Project Life Cycle Management	II
Maximum 3 courses to be selected from the following list in Semester III			
312 BA	SE – IL - BA – 06	Social Media, Web & Text Analytics	III
313 BA	SE – IL - BA – 07	Industrial Internet of Things	III
314 BA	SE – IL - BA – 08	Supply Chain Analytics	III
315 BA	SE – IL - BA – 09	Cognos Analytics	III
316 BA	SE – IL - BA – 10	Predictive Modelling using SPSS Modeler	III
317 BA	SE – IL - BA – 11	E commerce Analytics - I	III
Maximum 2 courses to be selected from the following list in Semester IV			
409 BA	SE – IL - BA - 13	E Commerce Analytics - II	IV
410 BA	SE – IL - BA - 14	Healthcare Analytics	IV
411 BA	SE – IL - BA – 15	Watson	IV
412 BA	SE – IL - BA – 16	Scala and Spark	IV

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[D] FOUNDATION (FOU) COURSES (ELECTIVES) – 1 Credit Each			
25 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II			
Course No.	**Course Code**	**Course**	**Semester**
1	FOU - 001	Elementary English	I
2	FOU - 002	Elementary Mathematics & Statistics	I
3	FOU - 003	Elementary Economics	I
4	FOU - 004	Elementary Accounting	I
5	FOU - 005	Elementary Information Technology	I
6	FOU - 006	Elementary Business Etiquette	I
7	FOU - 007	Elementary MS WORD	II
8	FOU - 008	Elementary MS POWERPOINT	II
9	FOU - 009	Elementary Data Interpretation & Logical Reasoning	II
10	FOU - 010	Elementary Verbal and Reading Comprehension	II
11	FOU - 011	Elementary Quantitative Ability	II

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[E] ENRICHMENT (ENR) COURSES (ELECTIVES) – 1 Credit Each				
25 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION				
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II and / or Between ZERO to TWO courses to be selected from the following list in Semester III and / or Between ZERO to FOUR courses to be selected from the following list in Semester IV				
Course No	Course Code	Proficiency Track	Course	Semester
1	ENR - 1	Entrepreneurship	Entrepreneurship in The Online Economy – Seminar	Any
2	ENR - 2	Entrepreneurship	Management Skills for MSMEs – Seminar	Any
3	ENR - 3	Entrepreneurship	Business Plan for Small Business - Case Study Development and Presentation	Any
4	ENR - 4	Entrepreneurship	The Elevator Pitch - Case Study Development and Presentation	Any
5	ENR - 5	Entrepreneurship	Private Equity – Seminar	Any
6	ENR - 6	Entrepreneurship	Launching & Sustaining Start-Ups- Case Study Development and Presentation	Any
7	ENR - 7	Entrepreneurship	Start-Up Fest	Any
8	ENR - 8	Entrepreneurship	Marketing on a shoe string budget for Small Business - Case Study Development and Presentation	Any
9	ENR - 9	Entrepreneurship	Growing business through Franchising - Case Study Development and Presentation	Any
10	ENR - 10	Entrepreneurship	Finance and Accounting aspects of Small Businesses - Case Study Development and Presentation	Any
11	ENR - 11	Entrepreneurship	Planning, Structuring, and Financing Small Businesses - Case Study Development and Presentation	Any
12	ENR - 12	Entrepreneurship	Digital Marketing for MSMEs- Case Study Development and Presentation	Any
13	ENR - 13	Entrepreneurship	Legal Compliances for MSMEs – Seminar	Any
14	ENR - 14	Entrepreneurship	Contemporary Indian Models in Entrepreneurship - Case Study Development and Presentation	Any
15	ENR - 15	Entrepreneurship	Women Entrepreneurs in Contemporary India - Case Study Development and Presentation	Any
16	ENR - 16	Desk Research	Review of National Databases & Reports	Any
17	ENR - 17	Desk Research	Review of Industry Databases	Any
18	ENR - 18	Desk Research	Review of Industry Best Practice Surveys	Any
19	ENR - 19	Desk Research	Review of Global Best Practice Surveys	Any
20	ENR - 20	Desk Research	Review of TED Talks	Any
21	ENR - 21	Desk Research	Book Reviews	Any
22	ENR - 22	Desk Research	Emerging Trends in Business - Seminar	Any
23	ENR - 23	Desk Research	Best Business Practices - Case Study Development and Presentation	Any
24	ENR - 24	Desk Research	Disruptive Business Practices - Case Study Development and Presentation	Any

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25	ENR - 25	Desk Research	Business Houses & Business Families in India - Case Study Development and Presentation	Any
26	ENR - 26	Desk Research	Industry Specific Governance & Compliances - Seminar	Any
27	ENR - 27	Desk Research	Business Excellence Awards & Awardees - Case Study Development and Presentation	Any
28	ENR - 28	Managerial Effectiveness	Design Thinking Workshop	Any
29	ENR - 29	Managerial Effectiveness	Problem Solving Tools & Techniques Workshop	Any
30	ENR - 30	Managerial Effectiveness	Theory of Constraints Workshop	Any
31	ENR - 31	Managerial Effectiveness	Six Sigma Applications in Business Workshop	Any
32	ENR - 32	Managerial Effectiveness	Budgeting Workshop	Any
33	ENR - 33	Managerial Effectiveness	i-Lab Design Thinking Projects Workshop	Any
34	ENR - 34	Managerial Effectiveness	Public Relations Workshop	Any
35	ENR - 35	Managerial Effectiveness	Cross Cultural Relationship Marketing Workshop	Any
36	ENR - 36	Managerial Effectiveness	Digital Productivity Tools Workshop	Any
37	ENR - 37	Managerial Effectiveness	Effective Meetings Management Workshop	Any
38	ENR - 38	Managerial Effectiveness	Balanced Score Card - Case Study Development and Presentation	Any
39	ENR - 39	Perspectives on Management	Management Thinkers & Contributions - Seminar	Any
40	ENR – 40	Perspectives on Management	Enduring Management Principles & Thoughts - Seminar	Any
41	ENR - 41	Perspectives on Management	Mysteries in Management - Seminar	Any
42	ENR - 42	Perspectives on Management	Management - The Future Frontiers - Seminar	Any
43	ENR - 43	Perspectives on Management	Leaderships Lessons from Non-business leaders – Seminar	Any
44	ENR - 44	Perspectives on Management	Leadership Lessons from Antiquity - Seminar	Any
45	ENR - 45	Perspectives on Management	Leading in the 21st Century - Case Study Development and Presentation	Any
46	ENR - 46	Perspectives on Management	Strategy in a VUCA world - Case Study Development and Presentation	Any
47	ENR - 47	Economy & Polity	The Economics & Politics of NGOs - Case Study Development and Presentation	Any
48	ENR - 48	Economy & Polity	Politics & Governance - Seminar	Any
49	ENR - 49	Economy & Polity	Climate Change Politics & Policy - Seminar	Any
50	ENR - 50	Economy & Polity	Energy Economics - Seminar	Any
51	ENR - 51	Economy & Polity	Civil Society, New Social Movements & Public Policy - Case Study Development and Presentation	Any
52	ENR - 52	Economy & Polity	Corporations, NGOs & Civil societies - Seminar	Any
53	ENR - 53	Economy & Polity	Environment & Development - Seminar	Any
54	ENR - 54	Economy & Polity	Globalization & Localization - Seminar	Any
55	ENR - 55	Economy & Polity	Strategic Transformation and Change in the Indian Economy - Case Study Development and Presentation	Any
56	ENR - 56	Communication	Verbal Communication & Presentation Skills Workshop	Any

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57	ENR - 57	Communication	Visual Communication Workshop	Any
58	ENR - 58	Communication	Communication Through Theatre Techniques Workshop	Any
59	ENR - 59	Communication	Technical Writing Workshop	Any
60	ENR - 60	Communication	Walk the Talk - Leader / Entrepreneur Interviews Lab	Any
61	ENR - 61	Communication	Creative Writing Workshop	Any
62	ENR - 62	Communication	Blog Writing Workshop	Any
63	ENR - 63	Behavioural & Interpersonal Skills	Transactional Analysis Lab	Any
64	ENR - 64	Behavioural & Interpersonal Skills	Emotional Intelligence & Managerial Effectiveness Lab	Any
65	ENR - 65	Behavioural & Interpersonal Skills	Influence & Persuasion Lab	Any
66	ENR - 66	Behavioural & Interpersonal Skills	Negotiation Skills Lab	Any
67	ENR - 67	Behavioural & Interpersonal Skills	Team Selling Lab	Any
68	ENR - 68	Technology	Technology Clinic	Any
69	ENR - 69	Technology	Digital Innovation and Transformation – Seminar	Any
70	ENR - 70	Technology	Social Impact of Technology - Case Study Development and Presentation	Any
71	ENR - 71	Technology	Technology Commercialization – Seminar	Any
72	ENR - 72	Technology	Intellectual Property Rights – Seminar	Any
73	ENR - 73	Technology	Strategy and Technology – Seminar	Any
74	ENR - 74	Technology	Internet of Things – Seminar	Any
75	ENR - 75	Technology	Cyber Security – Seminar	Any
76	ENR - 76	Technology	Gamification Workshop	Any
77	ENR - 77	Understanding India	Skill-India - Case Study Development and Presentation	Any
78	ENR - 78	Understanding India	Smart-Cities - Case Study Development and Presentation	Any
79	ENR - 79	Understanding India	Swacch Bharat - Case Study Development and Presentation	Any
80	ENR - 80	Understanding India	Make-in-India - Case Study Development and Presentation	Any
81	ENR - 81	Understanding India	Constitution of India – Seminar	Any
82	ENR - 82	Understanding India	Indian Social Structure - Case Study Development and Presentation	Any
83	ENR - 83	Understanding India	Methodological Foundations of Indian Scientific Tradition – Seminar	Any
84	ENR - 84	Understanding India	Some Scientific Concepts from Sanskrit Texts – Seminar	Any
85	ENR - 85	Understanding India	Film Appreciation - Case Study Development and Presentation	Any
86	ENR - 86	Understanding India	Culture, Diversity & Society – Seminar	Any
87	ENR - 87	Understanding India	Contemporary Debates in Business & Society – Seminar	Any
88	ENR - 88	Understanding India	Consumerism and Sociology of the Family – Seminar	Any
89	ENR - 89	Understanding India	Culture and Media – Seminar	Any
90	ENR - 90	Understanding India	Business History – Seminar	Any
91	ENR - 91	Unconventional Sectors	Educational Institutions Management - Case Study Development and Presentation	Any
92	ENR - 92	Unconventional Sectors	The Business of Bollywood - Case Study Development and Presentation	Any

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93	ENR - 93	Unconventional Sectors	Contemporary Sports: A Business Perspective - Case Study Development and Presentation	Any
94	ENR - 94	Unconventional Sectors	Managing Public Festivals , Exhibitions & Fairs - Case Study Development and Presentation	Any
95	ENR - 95	Unconventional Sectors	Agro Tourism- Case Study Development and Presentation	Any
96	ENR - 96	Ethics & Social Responsibility	Rural Immersion Project	Any
97	ENR - 97	Ethics & Social Responsibility	Managing for bottom of the Pyramid Business – Seminar	Any
98	ENR - 98	Ethics & Social Responsibility	Digital Technologies For Social Inclusion - Case Study Development and Presentation	Any
99	ENR - 99	Ethics & Social Responsibility	Social Impact Analysis for Local Community Projects - Case Study Development and Presentation	Any
100	ENR - 100	Ethics & Social Responsibility	Social & Ethical Aspects of Healthcare – Seminar	Any
101	ENR - 101	Ethics & Social Responsibility	Spirituality for Managers – Seminar	Any
102	ENR – 102	Personal Interest Course	Yoga	Any
103	ENR – 103	Personal Interest Course	Vedic Maths	Any
104	ENR – 104	Personal Interest Course	Graphology	Any
105	ENR – 105	Personal Interest Course	Caligraphy	Any
106	ENR – 106	Personal Interest Course	Music	Any
107	ENR – 107	Personal Interest Course	Dance	Any
108	ENR – 108	Personal Interest Course	Adventure Sports	Any
109	ENR – 109	Personal Interest Course	Hackathon	Any
110	ENR - 110	Personal Interest Course	Local Community Development Project	Any
111	ENR - 111	Personal Interest Course	Videography	Any
112	ENR - 112	Personal Interest Course	Fine Arts	Any

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[F] ALTERNATIVE STUDY CREDIT COURSES (ASCC) (ELECTIVES) – 2 Credit Each			
50 Marks FORMATIVE ASSESSMENT, 00 Marks SUMMATIVE EVALUATION			
Between ZERO to THREE courses to be selected from the following list in Semester I# and / or Between ZERO to THREE courses to be selected from the following list in Semester II# and / or Between ZERO to THREE courses to be selected from the following list in Semester III# and / or Between ZERO to TWO courses to be selected from the following list in Semester IV#			
Course No.	Course Code	Course	Semester
1	ASCC - 001	MOOCs	Any
2	ASCC - 002	Professional Certification Programs	Any
3	ASCC - 003	CSR Project	Any
4	ASCC - 004	Innovation Projects	Any
5	ASCC - 005	Industry or Academic Internships	Any
6	ASCC - 006	Field/Live Projects	Any

 # Same type of course can be selected multiple number of times.

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MINOR ONLY SPECIALIZATIONS

Specialization – Rural & Agri -Business Management (RABM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – RABM – 01	Agriculture and Indian Economy	III
2	SC – RABM – 02	ICT for Agriculture Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – RABM – 03	Rural Credit and Finance	III
2	SE – RABM – 04	Rural Marketing - I	III
3	SE– RABM – 05	Agri – Entrepreneurship	IV
4	SE – RABM – 06	Rural Marketing II	IV
Specialization – Pharma & Health Care Management (PHCM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III or Semester IV			
1	SC – PHCM- 01	Fundamentals of Pharma and Healthcare Management	III
2	SC – PHCM- 02	Pharma and healthcare regulatory environment in India	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – PHCM- 03	Strategic Planning & Healthcare Management	III
2	SE – PHCM- 04	Information Technology in Pharma and Healthcare	III
3	SE – PHCM- 05	Pharmaceutical Import and Export	IV
4	SE – PHCM- 06	Entrepreneurship in Pharma and Healthcare	IV
Specialization – Tourism & Hospitality Management (THM)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – THM – 01	Fundamentals of Hospitality Management	III
2	SC – THM - 02	Tourism & Travel Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – THM - 03	Event Management	III
2	SE – THM - 04	Tourism Planning & Development	III
3	SE – THM - 05	Strategic Hospitality Management	IV
4	SE – THM - 06	Revenue Management	IV
Specialization – International Business Management (IB)			
Course No.	**Course Code**	**Course**	**Semester**
2 CORE courses as per the following list – in Semester III & Semester IV			
1	SC – IB – 01	Import Export Documentation and Procedures	III
2	SC – IB - 02	Global Trade and Logistics Management	IV
Any 2 ELECTIVE courses to be selected from the following list – either in Semester III or Semester IV			
1	SE – IB - 03	Cross Cultural Management and Global Leadership	III
2	SE – IB - 04	International Business and Employment Laws	III
3	SE – IB- 05	Global Competitiveness, Value Chains and Alliances	IV
4	SE – IB- 06	International Banking and Foreign Exchange Management	IV

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Pune District Education Association's

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH & MANAGEMENT

Estd. June 2010

Sec. No. 28, Ganganagar, Akurdi, Pune – 44
E-mail : itermakurdi@gmail.com

Affiliated to Savitribai Phule Pune University
Approved by AICTE

Ph.: 020-27650788
Web site : www.pdeambaakurdi.edu.in

4. SPPU Academic Calendar

Savitribai Phule Pune University

Circular No. 184 of 2023

Dates of Commencement and Conclusion of the Academic Year 2023-24 for Affiliated Colleges and Institutes.

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of Courses, under the faculty of **Commerce & Management**, for the academic year 2023-24 shall be as under:

Term – I

Sr. No.	Course, Programme, Year	Commencement	Conclusion	Tentative Commencement Exam	Vacation	
					From	To
1	MBA – I/ MMS - I	17/08/2023	09/12/2023	11/12/2023	11/12/2023	25/12/2023
2	MBA –II	22/07/2023	31/12/2023	01/01/2024	01/01/2024	12/01/2024
3	MCA - I	08/08/2023	02/12/2023	04/12/2023	05/12/2023	25/12/2023
4	B. HMCT - I	05/08/2023	30/11/2023	04/12/2023	01/12/2023	20/12/2023
5	M. HMCT - I	25/07/2023	20/11/2023	22/11/2023	22/11/2023	12/12/2023

Term – II

Sr. No.	Course, Programme, Year	Commencement	Conclusion	Tentative Commencement Exam	Vacation	
					From	To
1	MBA - I/ MMS - I	01/01/2024	30/04/2024	02/05/2024	01/05/2024	14/6/2024
2	MBA –II	17/01/2024	11/05/2024	19/04/2024	12/05/2024	16/06/2024
3	MCA - I	26/12/2023	20/04/2024	25/04/2024	25/04/2024	02/06/2024
4	B. HMCT - I	26/12/2023	20/04/2024	25/04/2024	25/04/2024	02/06/2024
5	M. HMCT - I	13/12/2023	17/04/2024	20/04/2024	22/04//2024	31/05/2024

NOTE :

In case, the Head of the college requires to give additional holidays in exceptional circumstances, he/she may do so by compensating the same by keeping the college working on holidays.

Please refer University Circular No. 93/2023 dated on 30/05/2023 for MBA II

Ref. No. PGS/ 3488
Date: 11/08/2023

Deputy Registrar
(P.G.Admission)

Copy to: for Information and necessary action

The Members of the Management Council.
The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Board of Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Savitribai Phule Pune University
(Formerly University of Pune)

Circular No.484of 2022

Dates of Commencement and Conclusion of terms for the Academic Year 2022-23 for University Department / Affiliated Colleges / Recognised Institutes.

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the academic year 2022-23 shall be as under as per DTE & CET Cell admission notification:

Sr No	Name of the Courses , Faculties & Year	2022 - 2023			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	**Science & Technology**				
	B.E./B.Tech : Ist Year	04/11/2022	20/02/2023	20/03/2023	15/07/2023
	M.E./M.Tech : Ist Year	27/10/2022	20/02/2023	20/03/2023	15/07/2023
2	**Commerce & Management**				
	M.B.A. : Ist Year	10/11/2022	03/03/2023	20/03/2023	15/07/2023
	M.C.A. : Ist Year	09/11/2022	03/03/2023	20/03/2023	15/07/2023
3	**Humanities**				
	L.L.B. : Ist Year (3 Years)	13/12/2022	04/04/2023	24/04/2023	12/08/2023
	L.L.B. : Ist Year (5 Years)	13/12/2022	04/04/2023	24/04/2023	12/08/2023
	L.L.M. : Ist & IInd Year	03/10/2022	28/01/2023	20/02/2023	17/06/2023
4	**Inter-disciplinary Studies**				
	B.Ed. : Ist Year	19/12/2022	12/04/2023	24/04/2023	12/08/2023
	B.P.Ed. : Ist Year	12/12/2022	04/04/2023	24/04/2023	12/08/2023
	M.Ed. /M. P. Ed.	14/12/2022	04/04/2023	18/04/2023	05/08/2023
	Fine Arts	12/12/2022	04/04/2023	24/04/2023	12/08/2023

NOTE :

1. In case, the Principal of the Affiliated Colleges require to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the College working on Sunday.

29/12/2022

Assistant Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 6275
Date:29/12/2022

Director
P.D.E.A.'s Institute of Technical Education
Research & Management

Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune

Copy to: for Information and necessary action

The Members of the Management Council.
The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.

The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Director
P.D.E.A.'s Institute of Technical Education
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Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Savitribai Phule Pune University
(Formerly University of Pune)

Circular No. 302 of 2022
Important Notification

Revised Dates of Commencement and Conclusion of terms of U.G. / P.G. Courses for the Academic Year 2022-23 for Affiliated Colleges / Recognised Institutes.

In reference to the earlier circular issued by the University bearing no. 173 dated 10.06.2022 the dates of commencement and conclusion of First Term and Second Term in the academic calendar for the academic year 2022-23, for the following courses are being revised as under.

Sr No	Name of the Courses , Faculties & Year	2022 - 2023			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology				
	Science	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	B.Engineering : II	17/08/2022	10/12/2022	02/01/2023	29/04/2023
	B.Engineering : III IV	18/07/2022	30/11/2022	02/01/2023	29/04/2023
	M.Engineering : II	18/07/2022	12/11/2022	09/01/2023	06/05/2023
	B.Architecture : II	08/08/2022	04/12/2022	19/12/2022	04/05/2023
	B.Architecture : III IV V	20/06/2022	08/11/2022	30/12/2022	15/05/2023
	M.Architecture:II	19/09/2022	07/01/2023	23/01/2023	20/05/2023
	B. Pharmacy: II III	01/08/2022	10/12/2022	02/01/2023	10/05/2023
	B. Pharmacy: IV	15/07/2022	03/12/2022	02/01/2023	10/05/2023
	M. Pharmacy : II	01/08/2022	10/12/2022	26/12/2022	30/06/2023
2	Commerce & Management				
	Commerce	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	MBA II (Including SIP project of 8	01/09/2022	30/01/2023	15/02/2023	26/05/2023
	MCA II	01/09/2022	16/12/2022	02/01/2023	15/04/2023
	BHMCT II III IV	01/09/2022	16/12/2022	02/01/2023	15/04/2023
3	Humanities				
	Arts	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	Mental Moral and Social Sciences				
	L.L.B. II	31/10/2022	31/01/2023	06/02/2023	15/05/2023
	L.L.B. III	04/07/2022	12/12/2022	08/01/2023	15/05/2023
	B.A. L.L.B. II	31/10/2022	31/01/2023	06/02/2023	15/05/2023
	B.A. L.L.B. III IV V	04/07/2022	12/12/2022	08/01/2023	15/05/2023
4	Inter disciplinary Studies				
	Education : II	15/09/2022	06/01/2023	17/01/2023	10/05/2023
	Physical Education : II	15/09/2022	06/01/2023	17/01/2023	10/05/2023
	B.Lib & M.Lib	15/07/2022	30/11/2022	02/01/2023	04/05/2023
	Fine Arts & Performing Art	20/06/2022	30/11/2022	26/12/2022	04/05/2023
	Journalism PG	15/07/2022	30/11/2022	02/01/2023	04/05/2023

Director

NOTE :

1. The dates of commencement and conclusion of the University concerned Department / Affiliated Colleges / Recognised Institutes for the Academic year of all those courses whose admission was made under Common Entrance Test (CET) conducted by Government of Maharashtra / Savitribai Phule Pune University will be decleared separately.

Ganeshkhind, Pune-07
Ref. No. PGS/4929
Date: 15/10/2022

Deputy Registrar
(P.G.Admission)

Copy to: for Information and necessary action

The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Savitribai Phule Pune University

(Formerly University of Pune)

Circular No. 92 of 2022

Important Notification

Revised Dates of Commencement and Conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-22 for Affiliated Colleges / Recognised Institutes.

1. The dates of commencement and conclusion of First Term and commencement of Second Term shall remain same as notified in the circular no. 134 of 2021 dated 14/05/2021 for UG/PG courses in the **faculties of Humanities, Commerce and Science**. The revised dates of conclusion of Second Term shall be **25/05/2022** for UG/PG courses in the **faculties of Humanities, Commerce and Science.** Commencement of academic year 2022-23 shall be **20/06/2022** for **Humanities, Commerce and Science faculties.**

2. The dates of commencement and conclusion of Affiliated Colleges / Recognised Institutes for the Academic year 2021-22 of all those courses whose admission was made under Common Entrance Test (CET) conducted by Government of Maharashtra shall be as under :

Sr. No.	Name of the Faculty	Name of the Courses	Year	2021 – 2022			
				First Term		Second Term	
				Commencement	Conclusion	Commencement	Conclusion
1	Commerce & Management	MBA	I	10/12/2021	18/04/2022	02/05/2022	16/08/2022
		MCA	I	10/12/2021	18/04/2022	02/05/2022	20/08/2022
		MCA	II, III	15/11/2021	03/03/2022	18/04/2022	06/08/2022
2	Science & Technology	B. Pharmacy	I	03/01/2022	30/03/2022	01/04/2022	15/06/2022
		M. Pharmacy	I	27/12/2021	30/03/2022	01/04/2022	15/06/2022
		Engineering	I	13/12/2021	06/04/2022	11/04/2022	30/07/2022
		Engineering	II	20/08/2021	11/12/2021	03/01/2022	15/05/2022
		B.Architecture	I	10/12/2021	25/03/2022	04/04/2022	23/07/2022
		M. Architecture	I	10/12/2021	31/03/2022	04/04/2022	23/07/2022
4	Inter-disciplinary Studies	Physical Education (M.P.Ed.)	I	10/01/2022	30/04/2022	02/05/2022	30/09/2022
		B. Ed. (Annual)	I	14/02/2022	--------		31/08/2022
		M. Ed.	I	10/01/2022	30/04/2022	02/05/2022	30/09/2022
		B. P. Ed.	I	14/02/2022	07/06/2022	08/06/2022	26/09/2022
		B. Lib. / M. Lib.	UG/PG	25/10/2021	21/02/2022	07/03/2022	25/06/2022
		M.A. (JMC)	I, II	11/10/2021	25/01/2022	01/02/2022	25/05/2022
		M.S.W.	PG	15/11/2021	11/03/2022	20/05/2022	30/09/2022
		M.F.A.	PG	25/10/2021	24/01/2022	03/02/2022	03/05/2022
		B.F.A.	UG	25/10/2021	21/02/2022	07/03/2022	25/06/2022

Sec. No. 28, PCNTDA Akurdi.

Director

NOTE :

1. The Principals and Teachers are requested to complete the theory and practical syllabus of current term of the academic year 2021-22 within stipulated period.
2. It is to be informed that circular issued by the University bearing no. **74 of 2022 dated 28.03.2022** stands cancelled.

Deputy Registrar
(P.G.Admission)

Ref. No.PGS/ 2344
Date : 30/04/2022.

Copy for favour of necessary action to :

1. The Principals of all Affiliated Colleges, Savitribai Phule Pune University, Pune.
2. The Directors of all Recognized Institutes, Savitribai Phule Pune University, Pune.

Copy for favour of information to :

1. The Members of the Management Council, Savitribai Phule Pune University, Pune.
2. The Registrar, Savitribai Phule Pune University, Pune.
3. The Deans of Faculties, Savitribai Phule Pune University, Pune.
4. The Director, Board of Examinations & Evaluation, Savitribai Phule Pune University, Pune.

P.D.E.A.'s Institute of Technical Education, Research & Management ★ Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
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Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Savitribai Phule Pune University

(Formerly University of Pune)

Circular No. 134 of 2021

Important Notification

Dates of Commencement and Conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-22 For affiliated Colleges/recognised Institutes.

It is hereby informed that, the dates of Commencement and conclusion of terms of U.G. / P.G. Courses for the Academic Year 2021-2022, under various faculties shall be as under :

The date of Commencement and Conclusion of the academic session of the first year of all those courses whose admission was made/ will be made under Common Entrance Examination (CET) conducted by the Government/SPPU will be announced seperatly.

Sr. No.	Name of the Faculty	Name of the Courses	Year	2021 - 2022			
				First Term		Second Term	
				Commencement	Conclusion	Commencement	Conclusion
1	Science & Technology	Science	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Engineering	TE, BE	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			SE	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		ME, MCA	II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		B.Architecture	III, IV & V	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		M. Architecture	II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		B. Pharmacy	III & IV	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
		M. Pharmacy	II	20/08/2021	12/11/2021	03/01/2022	15/05/2022
2	Commerce & Management	Commerce	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Management	II	15/11/2021	03/03/2022	11/03/2022	30/06/2022

P.D.E.A.'s Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
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Sr. No.	Name of the Faculty	Name of the Courses	Year	2021 - 2022			
				First Term		Second Term	
				Commencement	Conclusion	Commencement	Conclusion
3	Humanities	Arts & Fine Arts	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Mental,Moral and Social Sciences	I, III	15/06/2021	20/10/2021	15/11/2021	30/04/2022
			II	01/07/2021	20/10/2021	15/11/2021	30/04/2022
		Law : UG & PG	III, IV & V	01/07/2021	11/12/2021	01/01/2022	20/05/2022
		B.A. LL.B. 5 Yrs	II	11/10/2021	31/01/2022	05/2/2022	31/05/2022
		LL.B. 3 Years	II	11/10/2021	31/01/2022	05/2/2022	31/05/2022
4	Inter-disciplinary Studies	Education (B.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022
		Education (M.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022
		Physical Education (B.P.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022
		Physical Education (M.P.Ed.)	II	15/09/2021	06/01/2022	17/01/2022	10/05/2022

NOTE

1. In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.
2. In case the Principal of the Affiliated Colleges require to give additional holiday in exceptional circumstances, he may do by the compensative the same by keeping the college working on Sunday.
3. The college are required to complete the theory and practical remaining syllabus of current term of academic year 2020-21.

14/5/2021.

Uttam R. Chavan
Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1961
Date: 14/05/2021

Copy to:
The Heads of all University Departments, Savitribai Phule Pune University, Pune.
The Principals of all Affiliated Colleges, Savitribai Phule Pune University, Pune.
The Directors of all Recognized Institutes, Savitribai Phule Pune University, Pune.

Copy to: for information
The Members of the Management Council , Savitribai Phule Pune University, Pune.
The Registrar, Savitribai Phule Pune University, Pune.
The Deans of Faculties, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Savitribai Phule Pune University
(Formerly University of Pune)

Circular No. 284 of 2020

Important Notification

Dates of Commencement and Conclusion of I[st] & II[nd] terms for the Academic Year 2020-2021
For affiliated Colleges/recognised Institutes Only.

It is hereby informed that, the dates of Commencement and conclusion of the I[st] and II[nd] term of for the Academic Year 2020-2021 University Courses, under various faculties shall be as under :

Dates of Commencement and conclusion of First Year of academic session 2020-21 will be declared later.

Sr. No.	Name of the Courses and Faculties	2020-2021			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	**Science & Technology**				
	Science	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Engineering : SE,TE,BE	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Engineering :ME - II Year. MCA- II & III Year	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	B.Architecture II, III, IV & V Year.	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	M. Architecture II Year.	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	B. Pharmacy	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	M. Pharmacy	01/07/2020	24/12/2020	19/01/2021	31/05/2021
2	**Commerce & Management**				
	Commerce	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Management	01/07/2020	24/12/2020	19/01/2021	31/05/2021
3	**Humanities**				
	Arts & Fine Arts	15/06/2020	05/12/2020	01/01/2021	15/05/2021
	Mental Moral and Social Sciences				
	Law : UG & PG (II/III/IV/V Year.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021
4	**Inter-disciplinary Studies**				
	Education II Year. (B.Ed., M.Ed.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021
	Physical Education II Year. (B.P.Ed., M.P.Ed.)	01/07/2020	24/12/2020	19/01/2021	31/05/2021

Sec. No. 28, PCNTDA, Akurdi

Director

NOTE

1. **In view of prevailing COVID-19 situation in the Country, Colleges / Institutes shall required to follow the guidelines / instructions issued by the Government of Maharashtra time to time.**

2. **In case, the Principal of the affiliated Colleges require to give additional holiday in exceptional circumstances, he may do by the compensating the same by keeping the College working on Sunday.**

3. **The Term & holidays for the Post-Graduate courses coundected in the Colleges/Institutes will be as per the University Department.**

15/10/2020.
Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1817
Date: 15/10/2020

Copy to: for Information and necessary action

The Members of the Management Council.
The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

P.D.E.A.'s Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Savitribai Phule Pune University

(Formerly University of Pune)

Circular No. 78 of 2019

Dates of Commencement and Conclusion of terms for the Academic Year 2019- 2020.
Post Graduate Courses for University Departments

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the Academic Year 2019-2020 shall be as under :

Sr. No.	Name of the Courses and Faculties	2019 - 2020			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	**Science & Technology**	01/07/2019	07/12/2019	01/01/2020	15/05/2020
	Science				
	Technology				
2	**Commerce & Management**				
	Commerce				
	Management				
3	**Humanities**				
	Arts & Fine Arts				
	Mental Moral and Social Sciences				
	Law				
4	**Inter- disciplinary Studies**				
	Education				
	Physical Education				

Teaching will begin on the date of commencement of the terms. The teaching shall begin immediately after the finalization of admissions, however, term would stand concluded, on the dates mentioned above.

NOTE

1. In case, the Head of the Department require to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping Department/College working on Sundays.
2. The Term & Holidays for the Post-Graduate courses conducted in the Colleges/Institutes will be as per the University Departments.

26/4/2019

Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/ 1356
Date: 26/04/2019

Copy to: for Information and necessary action

The Members of the Management Council.
The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
The Principals of all Affiliated Colleges.
The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office
Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Director
P.D.E.A.'s Institute of Technical Education Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Savitribai Phule Pune University
(Formerly University of Pune)

Circular No. 77 of 2019

Dates of Commencement and Conclusion of terms for the Academic Year 2019-2020
For affiliated Colleges/recognised Institutes Only.

It is hereby informed that, the dates of commencement and conclusion of the First and Second term of University Courses, under various faculties, for the academic year 2019-2020 shall be as under :

Sr. No.	Name of the Courses and Faculties	2019-2020			
		First Term		Second Term	
		Commencement	Conclusion	Commencement	Conclusion
1	**Science & Technology**				
	Science	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	Engineering : SE,TE,BE & MCA- II, & III Year	15/06/2019	05/11/2019	16/12/2019	27/04/2020
	Engineering :ME - II Year.	01/07/2019	09/11/2019	13/01/2020	23/05/2020
	B.Architecture II, III, IV & V Year.	15/06/2019	16/10/2019	09/12/2019	04/04/2020
	M. Architecture II Year.	08/07/2019	02/11/2019	09/12/2019	04/04/2020
	B. Pharmacy	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	M. Pharmacy	01/07/2019	07/12/2019	01/01/2020	15/05/2020
2	**Commerce & Management**				
	Commerce	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	Management	01/07/2019	07/12/2019	01/01/2020	15/05/2020
3	**Humanities**				
	Arts & Fine Arts	15/06/2019	24/10/2019	20/11/2019	30/04/2020
	Mental Moral and Social Sciences				
	Law : UG & PG (II/III/IV/V Year.)	01/07/2019	07/12/2019	17/01/2020	31/05/2020
4	**Inter-disciplinary Studies**				
	Education II Year. (B.Ed., M.Ed.)	01/07/2019	07/12/2019	01/01/2020	15/05/2020
	Physical Education II Year. (B.P.Ed., M.P.Ed.)	01/07/2019	07/12/2019	01/01/2020	15/05/2020

Teaching will begin on the date of commencement of the terms and immediately after the finalization of admissions; however, term would stand concluded on the dates mentioned above.

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi,
Pune - 44

Institute of Technical Education, Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44

NOTE

1. In case, the Principal/Director of the affiliated Colleges/recognised Institutes require to give additional holiday in exceptional circumstances, he/she may do so by compensating the same by keeping the College working on Sunday.

2. The Term & holidays for the Post-graduate courses conducted in the Colleges/Institutes will be as per the University Department.

3. Details of Various Activities for Engineering and Architecture Courses for the Academic Year 2019-20 attached Separately.

26/4/2019
Deputy Registrar
(P.G.Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/1355
Date: 26/04/2019

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The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
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The Directors of all Recognized Institutes.
The Heads of all the Administrative Sections of the University Office.
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Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

P.D.E.A.'s Institute of Technical Education, Research & Management ★ Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management
Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Savitribai Phule Pune University

(Formerly University of Pune)

Circular No. 138 / 2018-19

Sub: Revised Dates of Commencement and Conclusion of terms for the Academic Year 2018-2019 for Management Institutes.

It is hereby informed that, the revised dates of commencement and conclusion of the first and second term of University Courses, for Management Institutes for the academic year 2018-19 shall be as under :

Name of the Courses	2018 - 2019			
	First Term		Second Term	
	Commencement	Conclusion	Commencement	Conclusion
Management	02/07/2018	08/12/2018	01/01/2019	15/05/2019

Teaching will begin on the date of commencement of the terms. The teaching shall begin immediately after the finalization of admissions, however, term would stand concluded, on the dates mentioned above.

NOTE

1. In case, the Head of the Department require to give additional holiday in exceptional circumstances, he may do so by compensating the same by keeping Department/College working on Sundays.
2. The Term & Holidays for the Post-Graduate courses conducted in the Colleges/Institutes will be as per the University Departments.

Deputy Registrar
(P.G. Admission)

Ganeshkhind, Pune-07
Ref. No. PGS/2877
Date: 06/08/2018

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The Deans of Faculties.
The Registrar, Savitribai Phule Pune University, Pune.
The Director, Examinations & Evaluation, Savitribai Phule Pune University, Pune.
The Heads of all University Departments.
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Asstt. Registrar, office of the Hon. Vice-Chancellor, Savitribai Phule Pune University
Asstt. Registrar, office of the Hon. Pro-Vice-Chancellor, Savitribai Phule Pune University

Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Director
P.D.E.A.'s Institute of Technical Education
Research & Management

Pune District Education Association's
INSTITUTE OF TECHNICAL EDUCATION,
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Estd. June 2010
Sec. No. 28, Ganganagar, Akurdi, Pune – 44
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5. Institute Academic Calendar

Pune District Education Association's
Institute of Technical Education Research and Management
Akurdi, Pune-44

Academic Calendar
(2022-23)

Sr No	Particulars	Date	Day
1	Commencement of third Semester for MBA II	01/09/2022	Thursday
2	Summer Internship Project	01/09/2022 to 31/10/2022	Thursday Monday
3	Lectures of MBA-II Sem-III started from	01/11/2022	Tuesday
4	Gurunanak Jayati	08/11/2022	Tuesday
5	Commencement of first Semester for MBA I	10/11/2022	Thursday
6	Induction Program	26/11/2022	Saturday
7	Placement activity	29/11/2022	Tuesday
9	Project Submission - Spiral Bound copy	30/11/2022	Wednesday
10	Guest lecture /Presentation	10/12/2022	Saturday
11	Poster Presentation, Business Quiz, Tree Plantation Activities on the occasion of Hon. Sharadchndraji Pawarsaheb birthday celebration	12/12/2022 to 13/12/2022	Monday Tuesday
12	Blood Donation Camp	17/12/2022	Saturday
13	Swacchata Abhiyan	24/12/2022	Saturday
14	Xmas	25/12/2022	Sunday
15	Savitribai Phule Jayanti	03/01/2023	Tuesday
16	Industrial Visit	7/01/2023	Saturday
17	National Youth Day	12/01/2023	Thursday
18	Republic Day	26/01/2023	Thursday
19	Shiv jayanti	19/02/2023	Sunday
20	University Exam	As per SPPU Exam Schedule	
21	SIP Viva	As per SPPU Exam Schedule	

22	End of Semester	As per SPPU Exam Schedule	
23	Commencement of Semester II and IV	05/04/2023	Wednesday
24	Good Friday	07/04/2023	Friday
25	Dr. Babasaheb Ambedkar Jayanti	14/04/2023	Friday
26	Ramzan Id	22/04/2023	Saturday
27	Guest Lecture	29/04/2023	Saturday
28	Maharashtra Din	1/05/2023	Monday
29	Buddhpournima	05/05/2023	Friday
30	Day's Celebrations	10/05/2023 to 13/05/2023	Wednesday Saturday
31	Business Quiz 2023	20/05/2023	Saturday
32	Bakri Id	28/06/2023	Wednesday
33	University Exam	As per SPPU Exam Schedule	
34	SIP Viva	As per SPPU Exam Schedule	
35	End of Semester	As per SPPU Exam Schedule	

P.D.E.A.'s Institute of Technical Education Research & Management
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Director
P.D.E.A.'s Institute of Technical Education
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Sec. No. 28, PCNTDA, Akurdi, Pune - 44.

Pune District Education Association's

Institute of Technical Education Research and Management

Akurdi, Pune-44

Academic Calendar

2021-22

Sr No	Particulars	Date	Day
1	Commencement of third Semester for MBA II	15/11/2021	Monday
2	Gurunanak Jayati	19/11/2021	Friday
3	Guest Lecture	26/11/2021	Saturday
4	SIP Spiral Bound copy submission	31/11/2021	Monday
5	Commencement of MBA- I	09/12/2021	Thursday
6	Induction Program	27/12/2021	Monday
7	Xmas	25/12/2021	Saturday
8	SIP Internal Viva	27/12/2021	Monday
9	Guest Lecture	8/1/2022	Saturday
10	Days Celebration	15/01/2022	Saturday
11	Republic Day	26/01/2022	Wednesday
12	Business Quiz	10/02/2022	Thursday
13	Guest Lecture	12/02/2022	Saturday
14	Chhtrapati Shivaji Maharaj Jayant	19/02/2022	Saturday
15	Marathi Bhasha Din	27/02/2022	Saturday
16	University Examination	As per SPPU Exam Schedule	
17	SIP Viva External	As per SPPU Exam Schedule	
18.	World Women Day	8/3/2022	Tuesday
19.	Commencement of Sem-II and IV	11/03/2022	Friday
20.	Dhulivandan	18/03/2022	Friday
21.	Guest Lecture	26/03/2022	Saturday
22.	Gudipadava	02/04/2022	Saturday
23.	Dr. Babasaheb Ambedkar Jayanti	14/04/2022	Thursday
24.	Good Friday	15/04/2022	Friday

25.	Akshaytrutiya/ Ramjan Id	03/05/2022	Tuesday
26	Budhpournima	16/05/2022	Monday
27	Industrial Visit	21/05/2022	Saturday
28	Road Safety Activity	28/05/2022	Saturday
29	Poster Presentation	30/05/2022	Monday
30	Tree Plantation	13/06/2022	Monday
31	University Examination	As per SPPU Exam Schedule	
32	Conclusion of Semester	As per SPPU Exam Schedule	

P.D.E.A.'s Institute of Technical Education Research & Management
Sec.28, Ganganagar, PCNTDA, Akurdi, Pune-44.

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P.D.E.A.'s Institute of Technical Education
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Sec. No. 28, PCNTDA, Akurdi, Pune - 44

Pune District Education Association's
Institute of Technical Education Research and Management
Akurdi, Pune-44

Academic Calendar
2019-2020

Sr No	Particulars	Date	Day
1	Commencement of third term for MBA II	01/07/2019	Monday
2	Commencement of first term for MBA I	02/09/2019	Monday
3	Placement activity	16/07/2019	Tuesday
4	Guest lecture /Presentation	20/07/2019	Saturday
5	Placement activity	23/07/2019	Tuesday
6	Placement activity	30/07/2019	Tuesday
7	Eid (Holiday)	12/08/2019	Monday
8	Independence day	15/08/2019	Tuesday
9	Parsi new year (Holiday)	17/08/2019	Saturday
10	Ganesh Chatuturthi	02/09/2019	Monday
11	Teacher's Day	05/09/2019	Thursday
12	Gouri Poojan	06/09/2019	Friday
13	Moharam	10/09/2019	Tuesday
14	Anant Chaturdashi	12/09/2019	Thursday
15	Mahatma Gandhi Jayanti	02/10/2019	Wednesday
16	Placement activity		Saturday
17	Vijayadashmi	08/10/2019	Tuesday
18	Guest lecture /Presentation		Saturday
19	Project submission	30/09/2019	Monday
20	Internal project viva	01/11/2019	Friday
21	Internal exam	02/11/2019 to 11/11/2019	Saturday Monday
22	Diwali vacation	25/10/2019 To 31/10/2019	Friday Thursday
23	Online exam	12/11/2019 to 25/11/2019	Tuesday Monday
24	University exam	29/11/2019 To 30/12/2019	Friday Monday
25	Final project viva	27/12/2019	Friday
26	Conclusion of first term	07/12/2019	Saturday
27	Commencement of second term	01/01/2020	Wednesday

28	Guest lecture /Presentation		
29	Shiv Jayanti	19/02/2020	Friday
30	Marathi Bhasa Din	27/02/2020	Thursday
31	Mahashivratri(Holiday)	21/02/2020	friday
32	Cultural week	03/02/2020 To 07/02/2020	Monday To friday
33	Dhuliwandan (Holiday)	10/03/2020	Tuesday
34	Seminar	18/03/2020	Wednesday
35	Gudhi Padwa (Holiday)	25/03/2020	Wednesday
36	On line exam (University)	01/04/2020 To 15/04/2020	Saturday to Saturday
37	Internal exam	10/04/2020 to 18/04/2020	Friday to Saturday
38	Commencement of University exam	27/04/2020 To 14/05/2020	Monday To Thursday
39	End of Semester	15/05/2020	Friday

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Pune District Education Association's
Institute of Technical Education Research and Management
Akurdi, Pune-44

Academic Calendar
2018-2019

Sr No	Particulars	Date	Day
1.			
2.	Commencement of third term for MBA II	02/07/2018	Monday
3.	Commencement of first term for MBA I	01/08/2018	Wednesday
4.	Induction program	14/08/2018	Monday
5.	Independence day	15/08/2018	Tuesday
6.	Eid (Holiday)	22/08/2018	Wednesday
7.	Placement activity	04/09/2018	Tuesday
8.	Teacher's Day	05/09/2018	Wednesday
9.	Industrial Visit	07/09/2018	Friday
10.	Guest lecture	08/09/2018	Saturday
11.	Ganesh Chatuturthi	13/09/2018	Tuesday
12.	Placement activity	11/09/2018	Saturday
13.	Guest lecture	15/09/2018	Saturday
14.	Placement activity	18/09/2018	Tuesday
15.	Guest lecture	22/09/2018	Saturday
16.	Placement activity	25/09/2018	Tuesday
17.	Guest lecture	29/09/2018	Saturday
18.	Project Submission	01/10/2018	Monday
19.	Mahatma Gandhi Jayanti	02/10/2018	Tuesday
20.	Guest lecture	06/10/2018	Saturday
21.	Placement activity	09/10/2018	Tuesday
22.	Vijayadashmi	18/10/2018	Thursday
23.	Internal project viva	17/10/2018	Wednesday
24.	Internal exam	12/11/2018 To 20/11/2018	Monday To Tuesday
25.	Diwali vacation	05/11/2018 To 10/11/2018	Monday Saturday
26.	Online exam	22/10/18 TO 03/11/18	Monday To

			Saturday
27.	Final project viva	24/11/2018 to 26/11/2018	Saturday To Monday
28.	University exam	27/11/2018 to 12/12/2018	Tuesday Wednesday
29.	Conclusion of first term	08/12/2018	Saturday
30.	Commencement of second term	01/01/2019	Tuesday
31.	Placement activity	08/01/2019	Tuesday
32.	Guest lecture	12/01/2019	Saturday
33.	Placement activity	15/01/2019	Tuesday
34.	Guest lecture	19/01/2019	Saturday
35.	Placement activity	22/01/2019	Tuesday
36.	Republic day	26/01/2019	Saturday
37.	Seminar	23/02/2019	Saturday
38.	Mahashivratri(Holiday)	04/03/2019	Monday
39.	Cultural week	26/02/2019 To 02/03/2019	Tuesday To Saturday
40.	Dhuliwandan (Holiday)	21/03/2019	Thursday
41.	GudhiPadwa (Holiday)	06/04/2019	Saturday
42.	Internal Exam	10/04/2019 to 18/04/2019	Friday to Saturday
43.	On line exam (University)	25/03/2019 To 08/04/2019	Monday to Monday
44.	Commencement of University exam	25/04/2019 To 14/05/2019	Thursday To Tuesday
45.	End of Semester	15/05/2019	Monday

P.D.E.A.'s Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

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Pune District Education Association's

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH & MANAGEMENT

Estd. June 2010

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6. Course File Index

Pune District Education Association's

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH & MANAGEMENT

Estd. June 2010

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Course File Index

Sr. No.	Content
1.	Academic Calendar
2.	Individual Time Table
3.	Syllabus
4.	Teaching Plan
5.	Concurrent Evaluation Scheme for course
6.	University Question Paper
7.	PPT's and Supplementary Material
8.	Concurrent Assessment Record and supporting Document
9.	Sample Assignments (Submitted by students)

P.D.E.A.'s Institute of Technical Education, Research & Management Sec. No. 28, PCNTDA, Akurdi, Pune - 44

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P.D.E.A.'s Institute of Technical Education
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7. Summary of Guest Lectures

Pune District Education Association's

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH & MANAGEMENT

Estd. June 2010

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Ph.: 020-27650788
Web site : www.pdeambaakurdi.edu.in

Sr. No	Date	Students Involved	Topic	Name of the resource Person	Remarks
1	19/03/2024	MBA-I and MBA-II	Career growth with SAP technology for management students along with internship program	Mr. Parag Ghumare	Successfully completed and reports Submitted
2	10/02/2024	MBA-I and MBA-II	Swami Vivekananda thoughts for youth	Mrs. Priti chinchwade	Successfully completed and reports Submitted
3	10/02/2024	MBA-I and MBA-II	Interview Cracking Skills	Mr. Mayur Gaikwad	Successfully completed and reports Submitted
4	03/02/2024	MBA-I and MBA-II	Emerging trends in sales & Marketing	Mr. Sunil Baravkar	Successfully completed and reports Submitted
5	01/11/2023	MBA-I and MBA-II	SAP Passport to global Career	Mr. Arvind Khorate	Successfully completed and reports Submitted
6	16/09/2023	MBA-I and MBA-II	Career in Share Market	Mr. Dinkar Chavan	Successfully completed and reports Submitted
7	16/09/2023	MBA-I and MBA-II	Time Management	Mr. Avinash Gokhale	Successfully completed and reports Submitted
8	19/07/2022	MBA-I and MBA-II	Opportunities in SAP-Management Perspective	Mr. Rakesh Bartre	Successfully completed and reports Submitted
9	23/06/2022	MBA-I and MBA-II	Career In Finance	Mr. Shabbir Hamidsahab Khatik	Successfully completed and reports Submitted
10	08/03/2022	MBA-I and MBA-II	Women the strength of nation	Prof. Prerna Hegade	Successfully completed and reports Submitted
11	22/01/2022	MBA-I and MBA-II	Digital Marketing	Mr. Arvind Navagire	Successfully completed and reports Submitted

Director
P.D.E.A.'s Institute of Technical Education

Pune District Education Association's

INSTITUTE OF TECHNICAL EDUCATION, RESEARCH & MANAGEMENT

Estd. June 2010

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12	26/08/2021	MBA-I and MBA-II	Career In Sales & Marketing	Mr. Rohit Ghosh	Successfully completed and reports Submitted
13	27/03/2021	MBA-I and MBA-II	Azadi Ka Amrit Mahotsav	Dr. Kabir Shaikh	Successfully completed and reports Submitted
14	20/03/2021	MBA-I and MBA-II	New Age Managerial Skills	Mr. Rohit Ghosh	Successfully completed and reports Submitted
15	08/03/2021	MBA-I and MBA-II	International Women's Day	Dr. Ruby Chhatwal	Successfully completed and reports Submitted
16	14/03/2020	MBA-I and MBA-II	Development of Entrepreneurial Skill	Prof. Prerana Hegade	Successfully completed and reports Submitted
17	14/03/2020	MBA-I and MBA-II	Intellectual Property Rights	Dr. Ruby Chhatwal	Successfully completed and reports Submitted
18	07/03/2020	MBA-I and MBA-II	Business Analytics Scope and Career Development	Prof. Vrushali More	Successfully completed and reports Submitted
19	29/02/2020	MBA-I and MBA-II	Career after MBA	Mr. Yogesh Rajamane	Successfully completed and reports Submitted
20	22/02/2020	MBA-I and MBA-II	Analysis of Financial Budget 2020	Mr. D.M. Khune	Successfully completed and reports Submitted
21	15/02/2020	MBA-I and MBA-II	Gap Between Industry Expectation & Students Approach	Ms. Vijayalaxmi Vilas Hegade	Successfully completed and reports Submitted
22	04/02/2020	MBA-I and MBA-II	Super Study Skill	Mr. Rajesh Patil	Successfully completed and reports Submitted
23	01/02/2020	MBA-I and MBA-II	Time Management	Prof. Ramdas Lad	Successfully completed and reports Submitted
24	18/01/2020	MBA-I and MBA-II	Service Marketing	Dr. S.N. Nanaware	Successfully completed and reports Submitted

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25	07/12/2019	MBA-I and MBA-II	Personality Development	Yogini Joshi	Successfully completed and reports Submitted
26	09/02/2019	MBA-I and MBA-II	Cyber Security	Dr. Ruby Chhatwal	Successfully completed and reports Submitted
27	06/10/2018	MBA-I and MBA-II	Interview skill	Mr. Vishrut Sharma	Successfully completed and reports Submitted
28	08/09/2018	MBA-I and MBA-II	Introduction To GST	Dr. Prakash Humbad	Successfully completed and reports Submitted

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Photos Guest Lectures:

1) **Career growth with SAP technology for management students along with internship program**



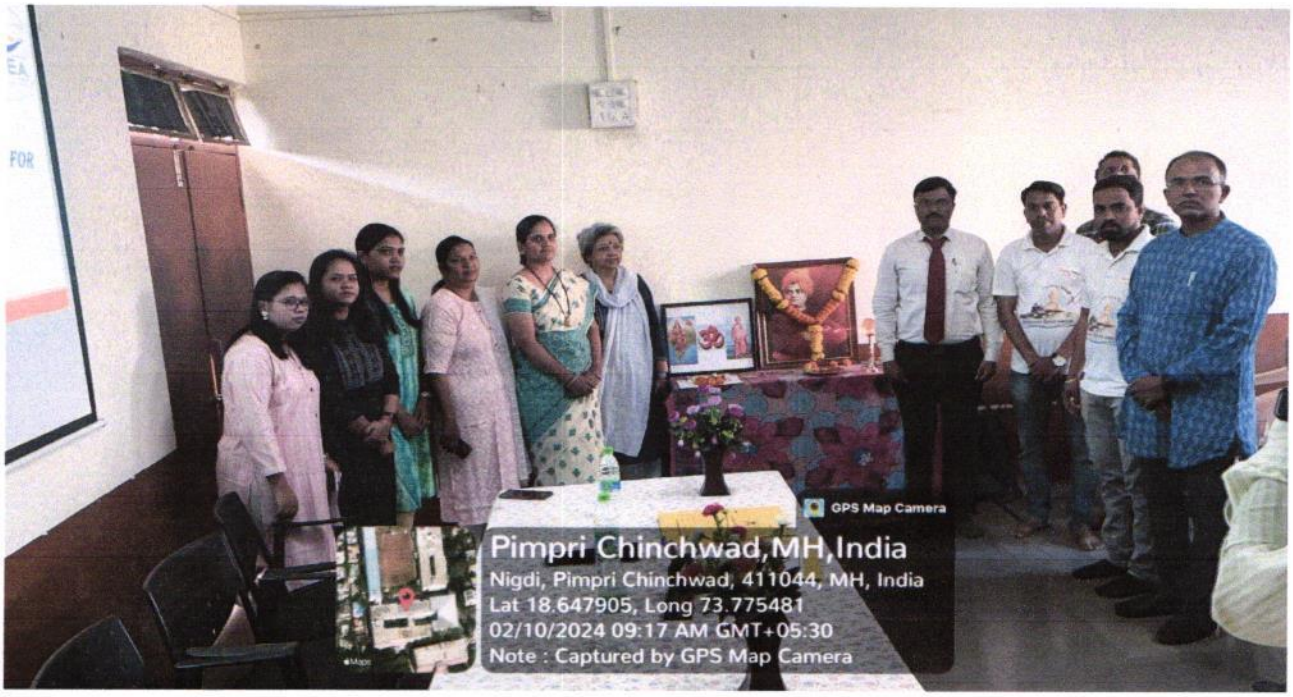


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2) Swami Vivekananda thoughts for youth-





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3) Interview Cracking Skills-





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4) Emerging trends in sales & Marketing-





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5) Sap- Passport to global Career



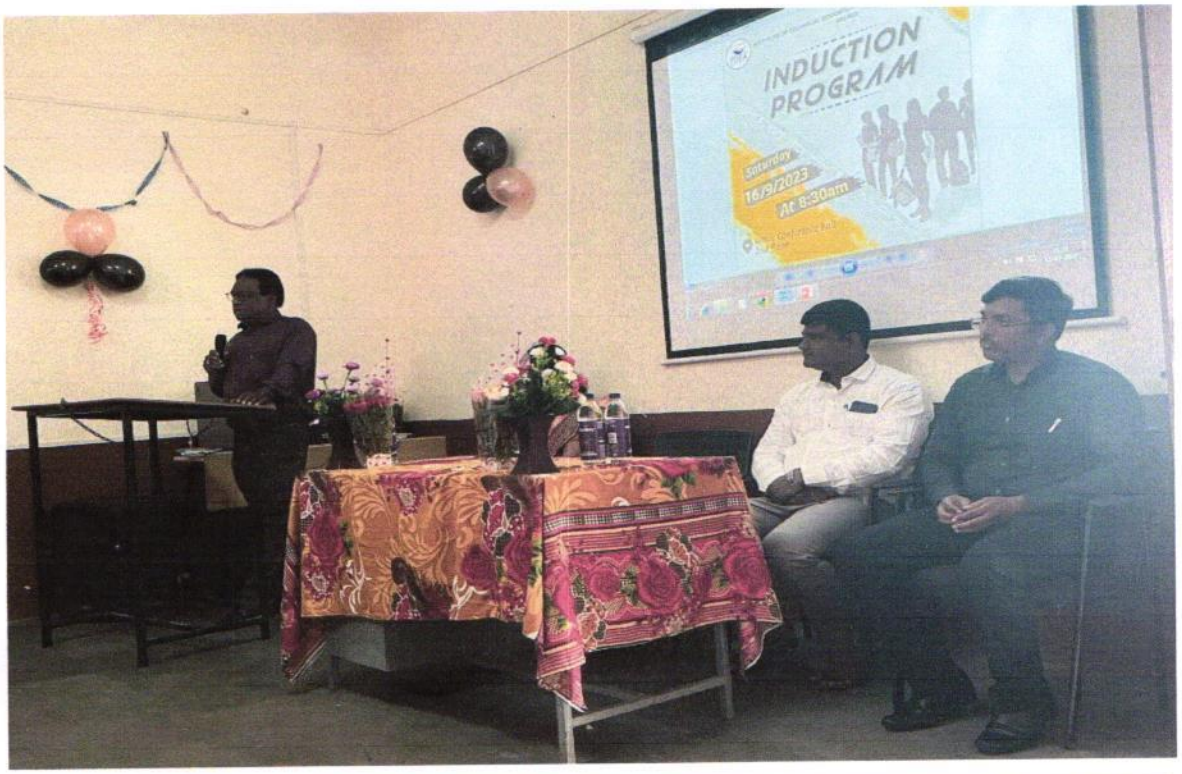


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6) Career in share market





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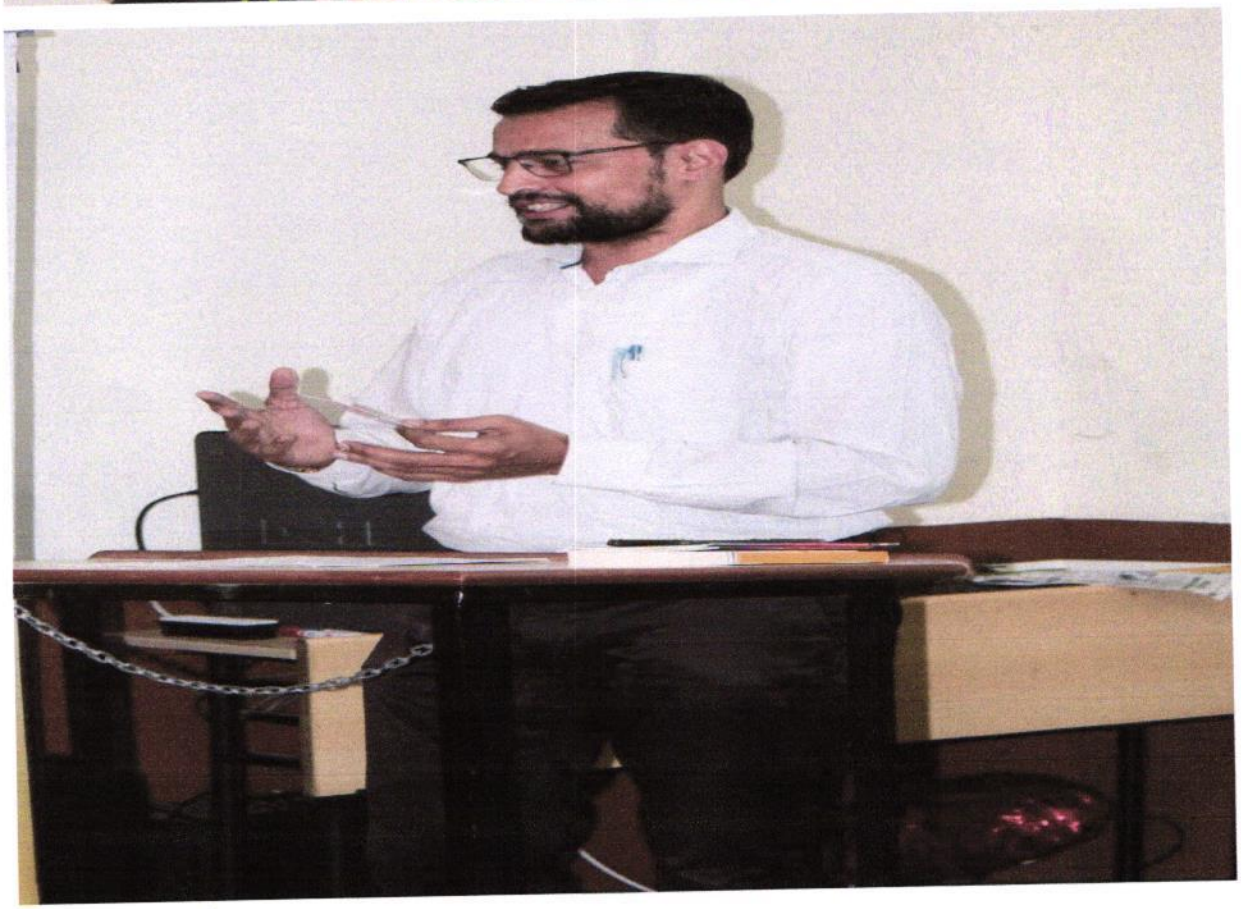
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7) Time Management





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8) Opportunities in SAP-Management Perspective





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9) Career in Finance-



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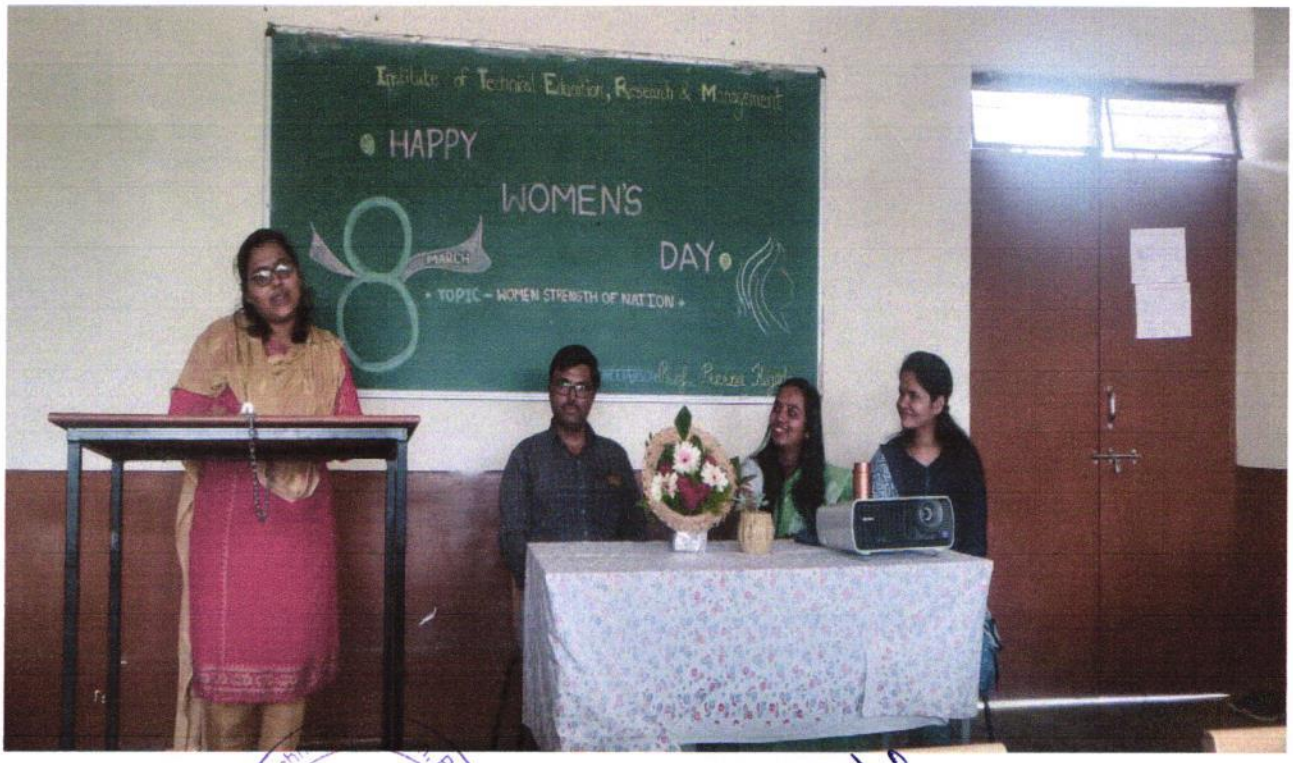
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10) Women the strength of Nation





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11) Digital Marketing



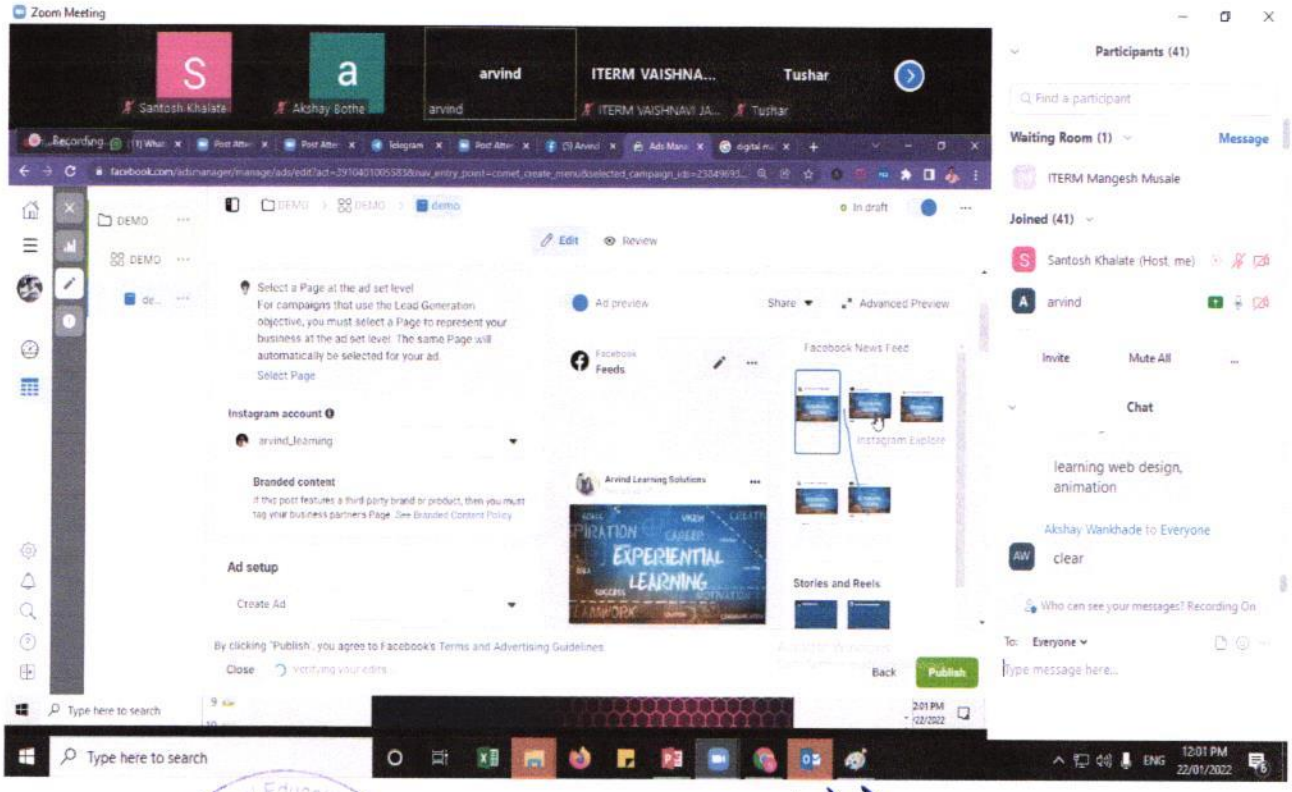
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Organize Guest Lecture
on
"Digital Marketing"

Resource Person
Mr. Arvind Navagire,
Director, Arvind Learning Solutions, Pune

Date: 22/01/2022
Time: 10.30 AM





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12) Career in Sales & Marketing-



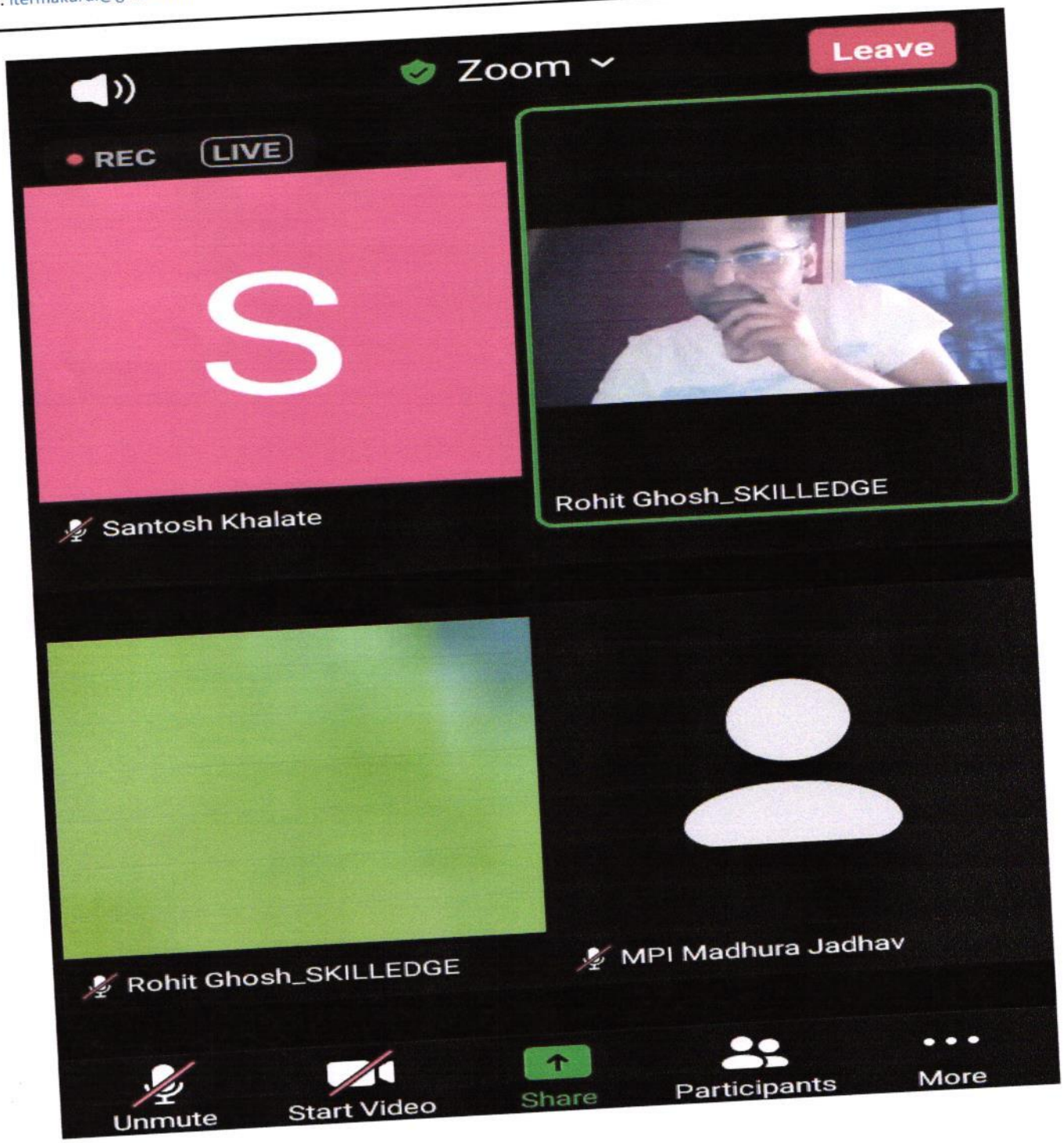
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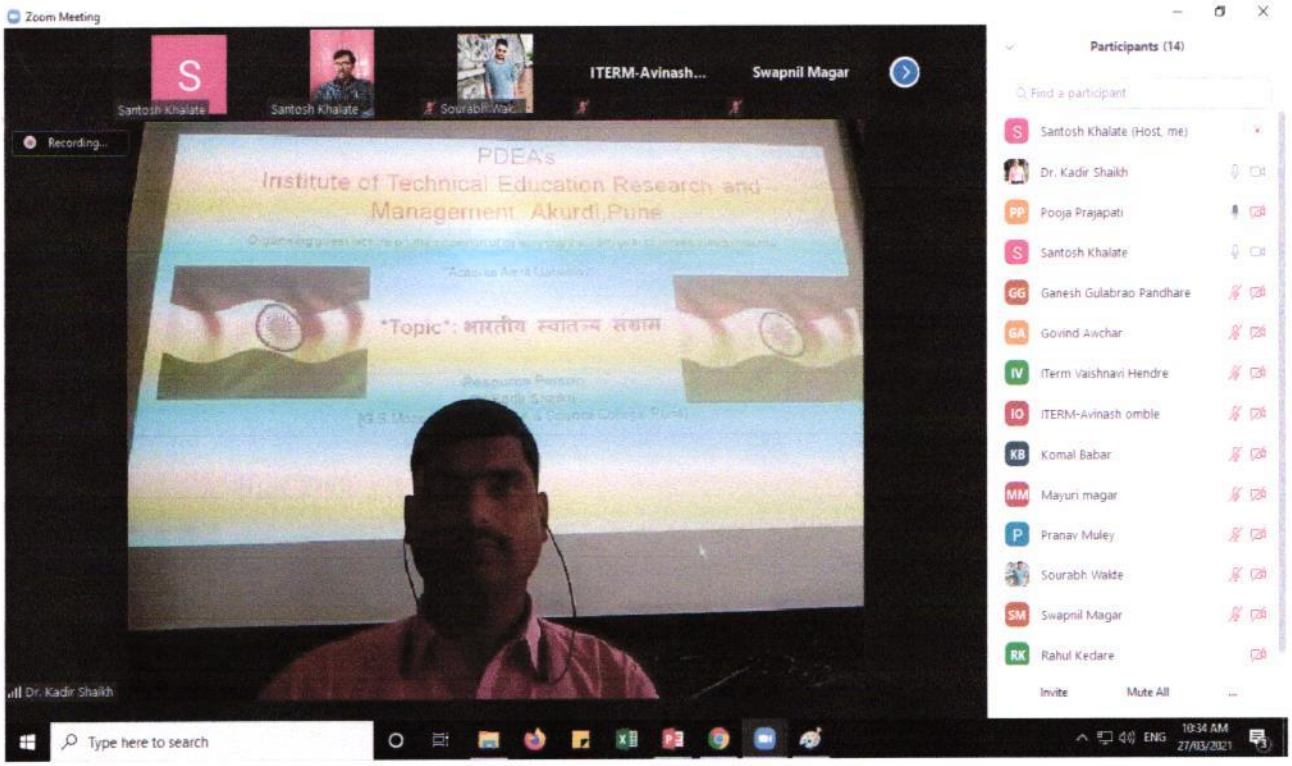
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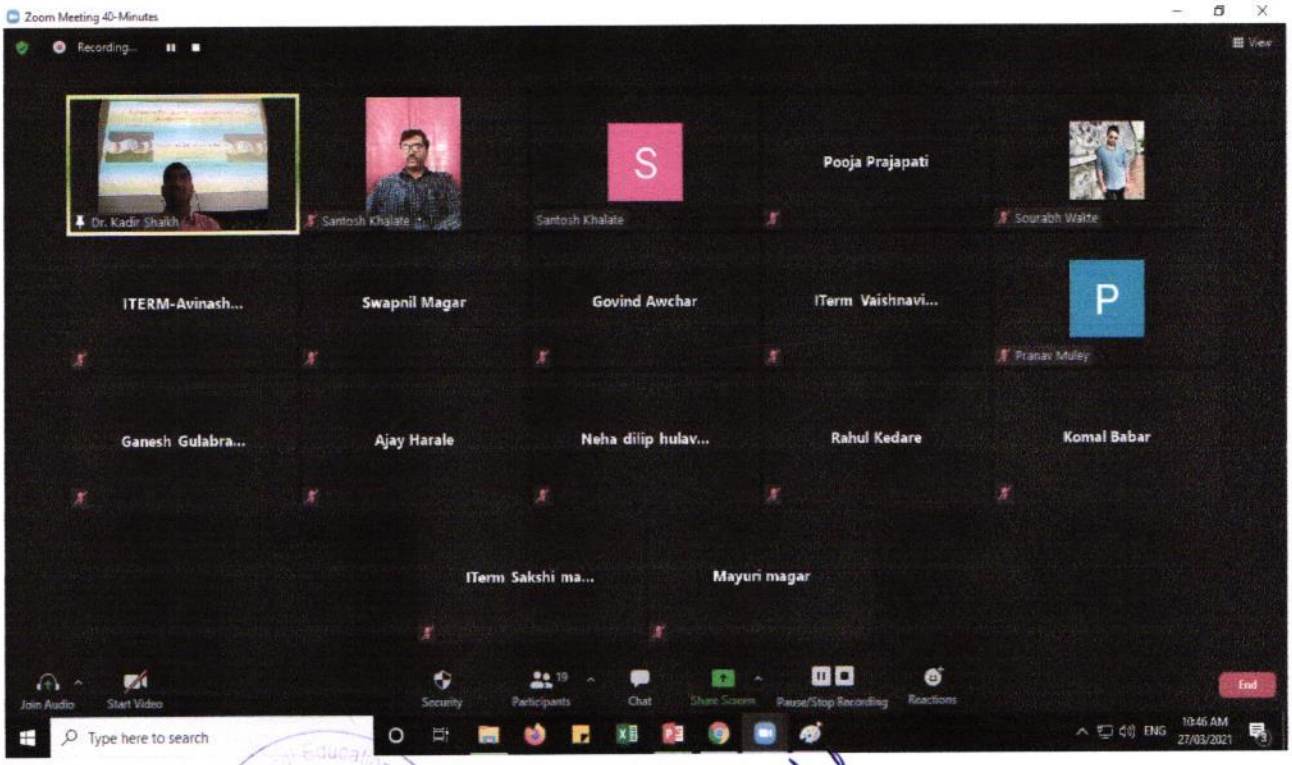
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13) Azadi ka amrit mahotsav





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14) New Age Managerial Skills-

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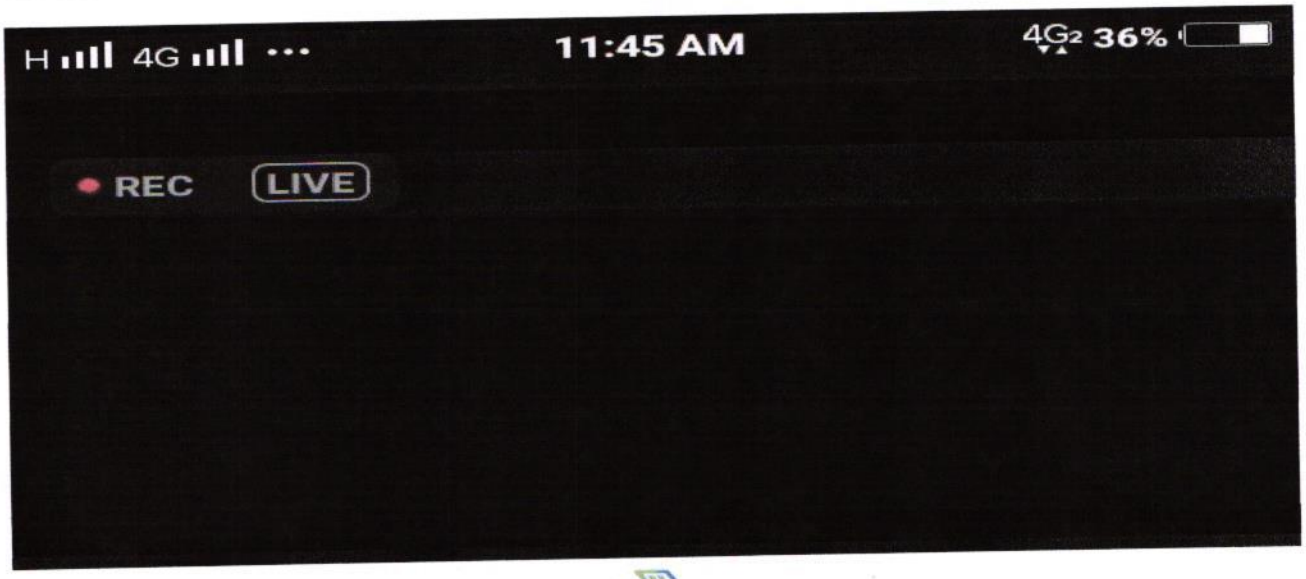
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Live Online Expert Session

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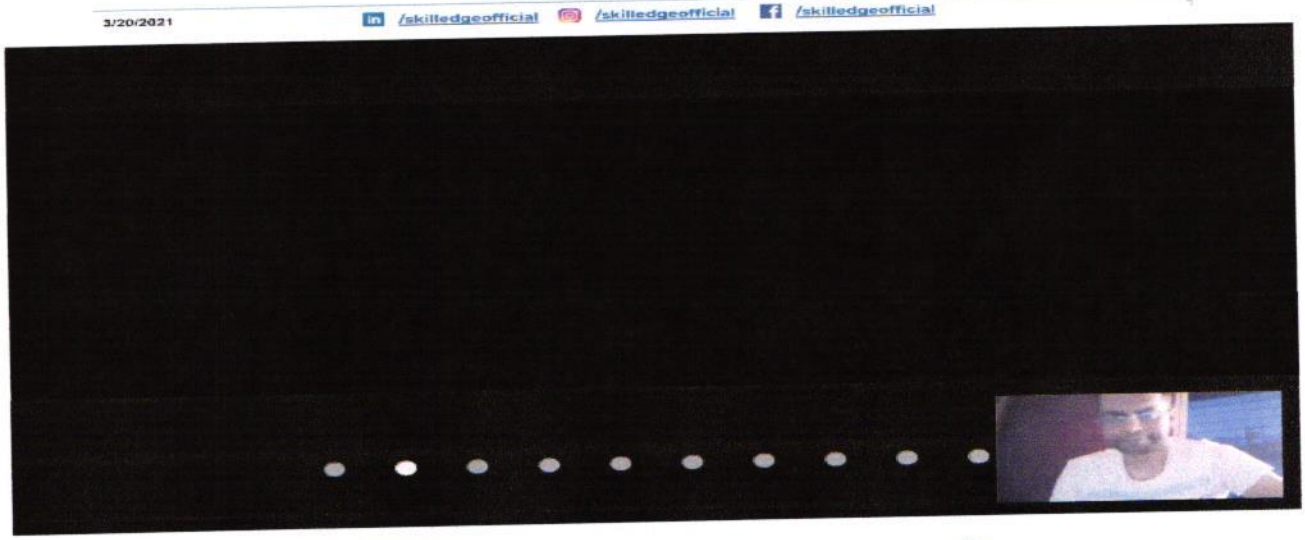
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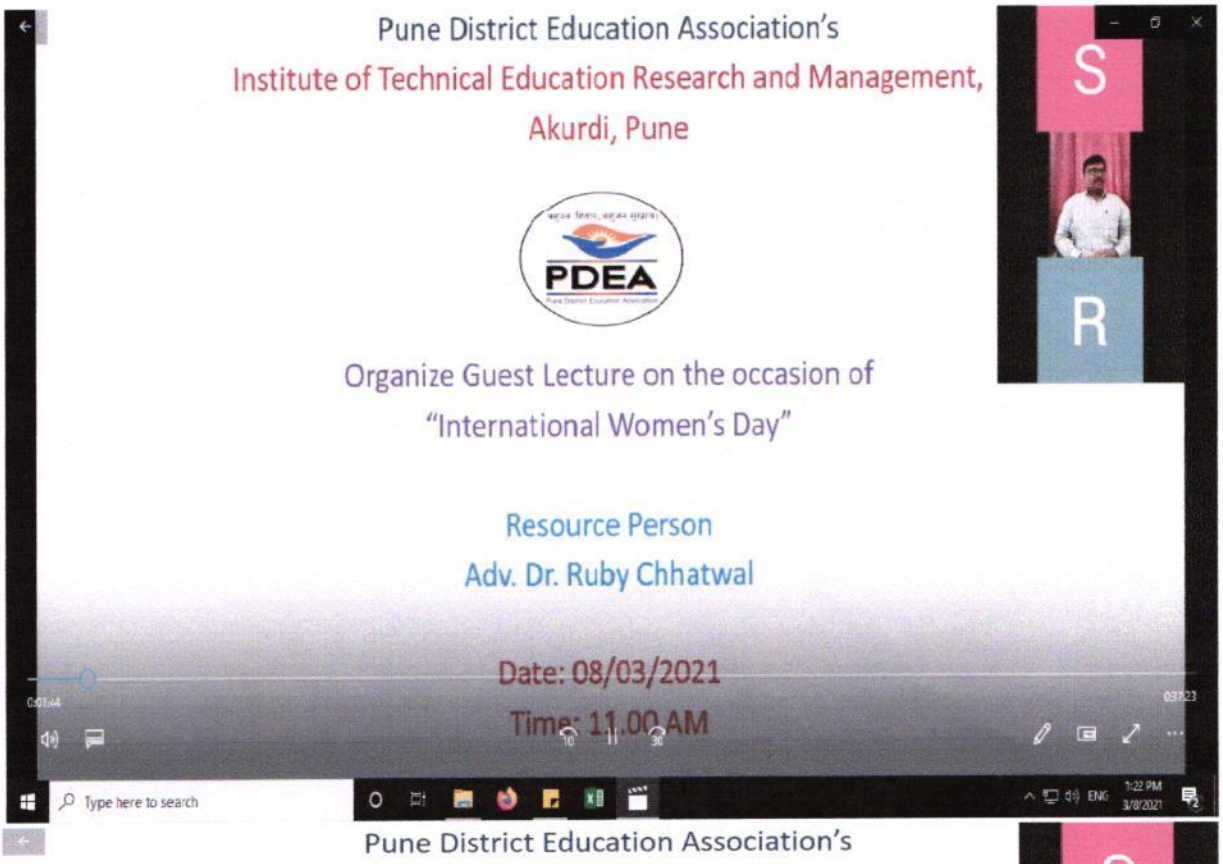


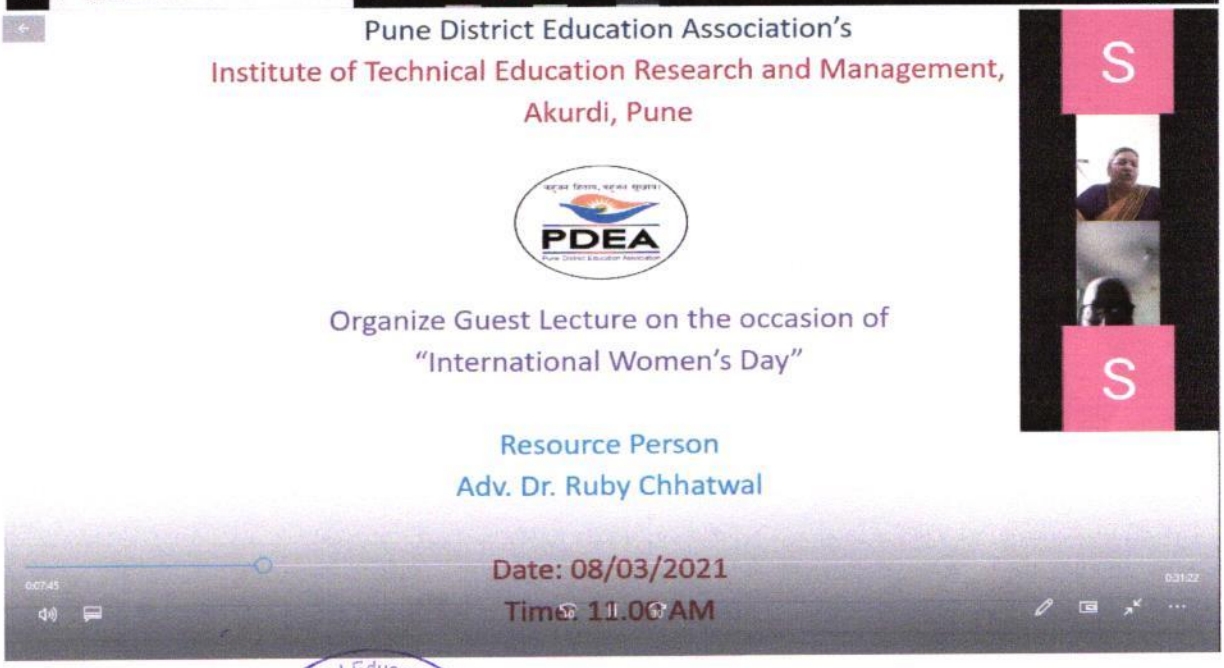
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15) International Women's Day





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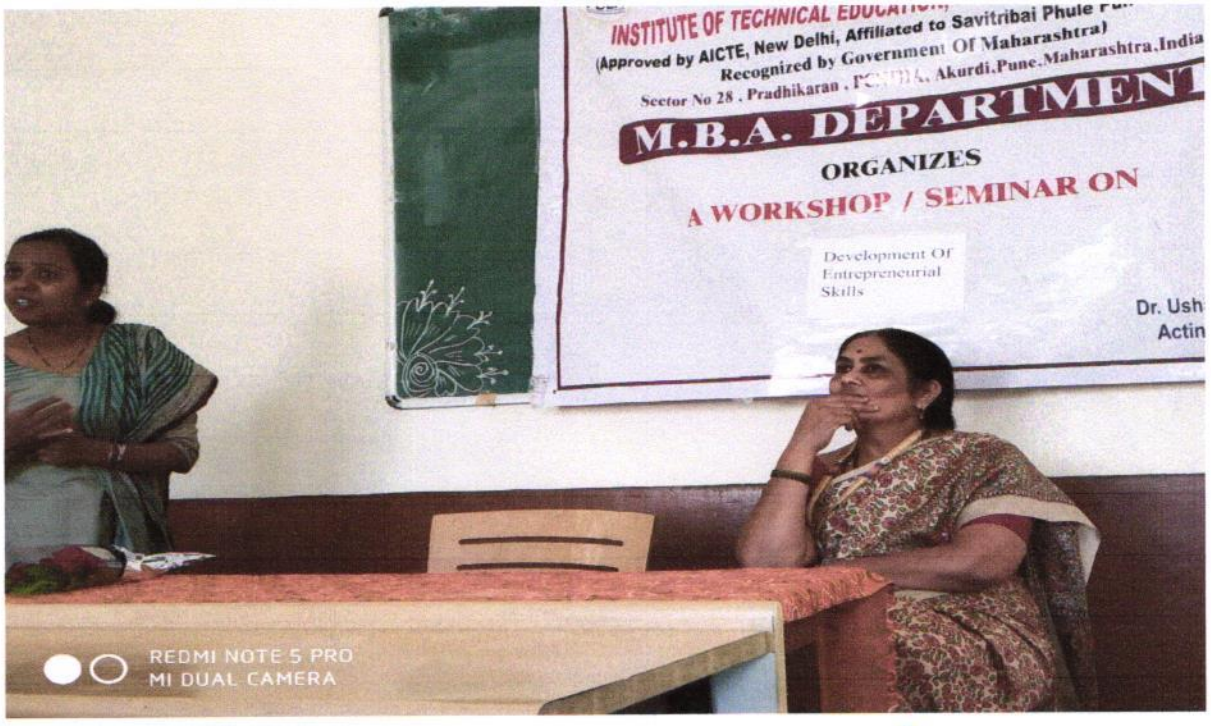
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16) Development of Entrepreneurial Skills

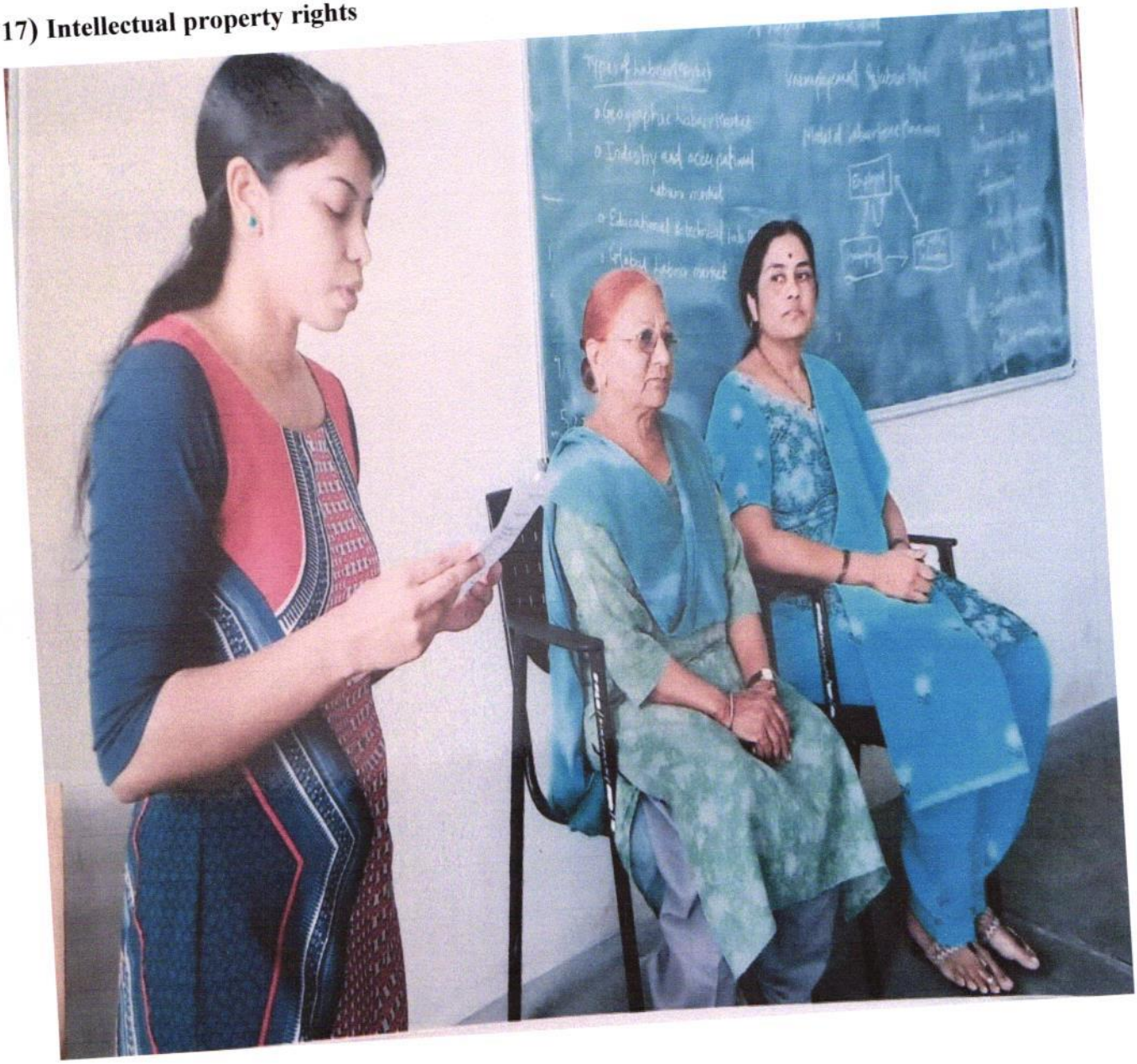




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17) Intellectual property rights



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18) Business Analytics Scope and Career Development





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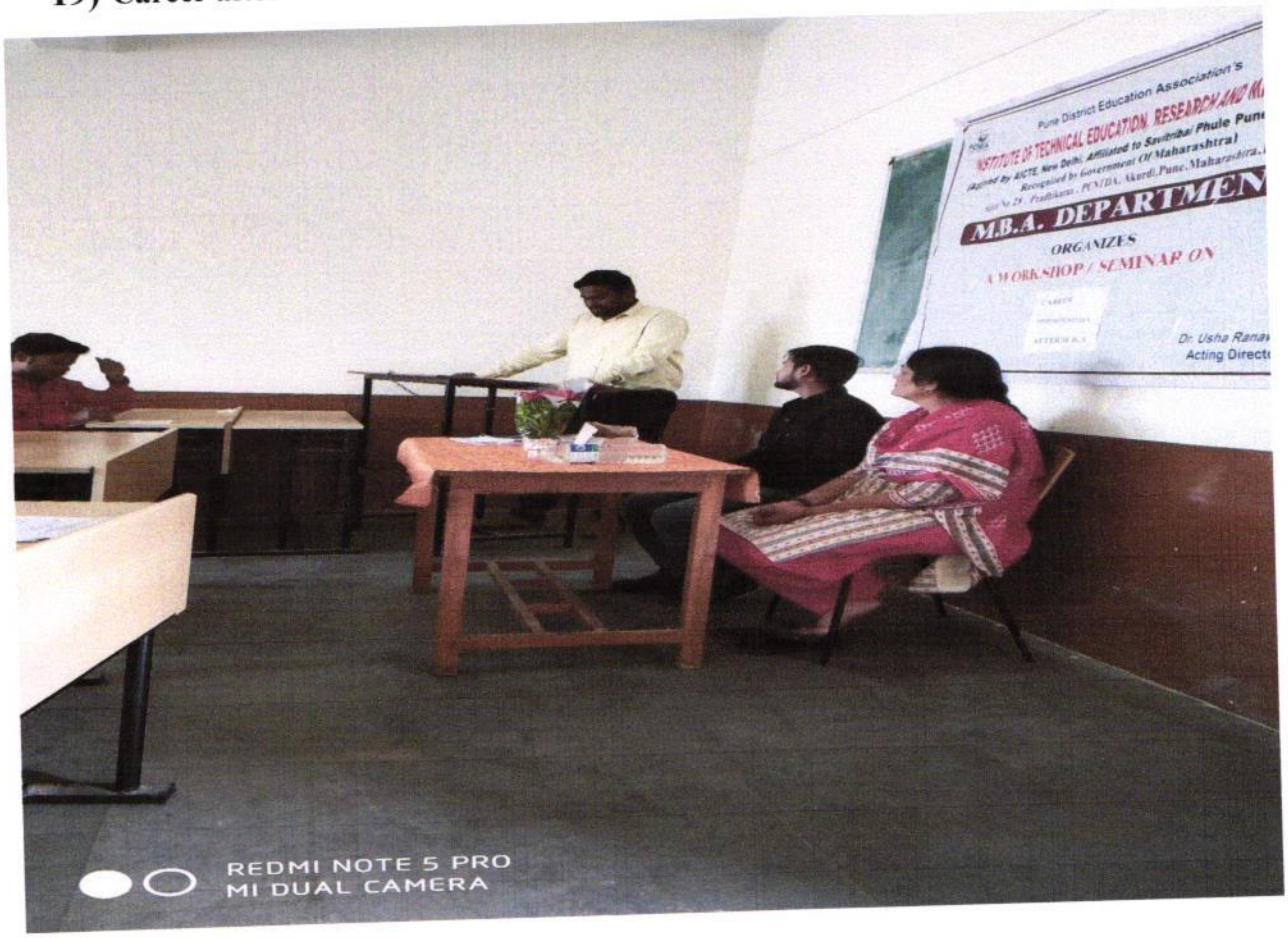
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19) Career after MBA course



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20) Analysis of Financial Budget 2020





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21) Gap between industry expectation & students approach



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22) Super Study Skills





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23) Time Management



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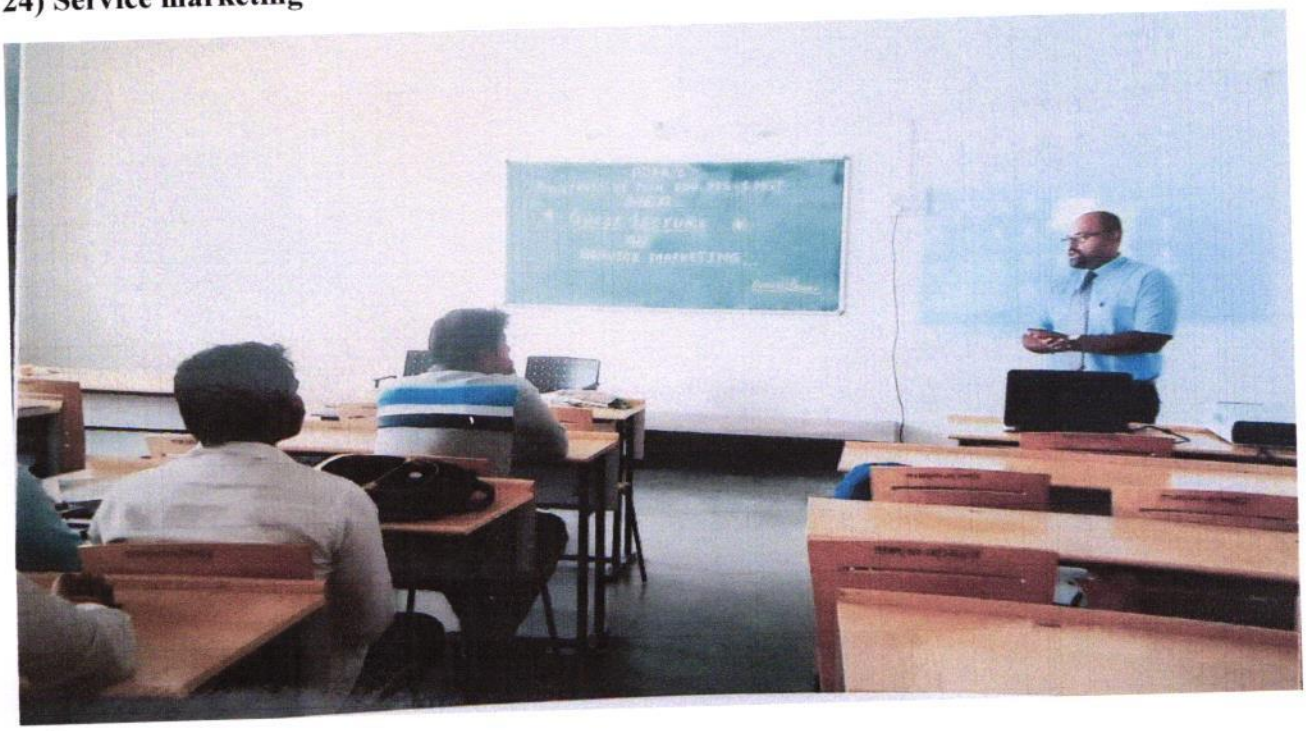
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24) Service marketing



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25) Personality Development-



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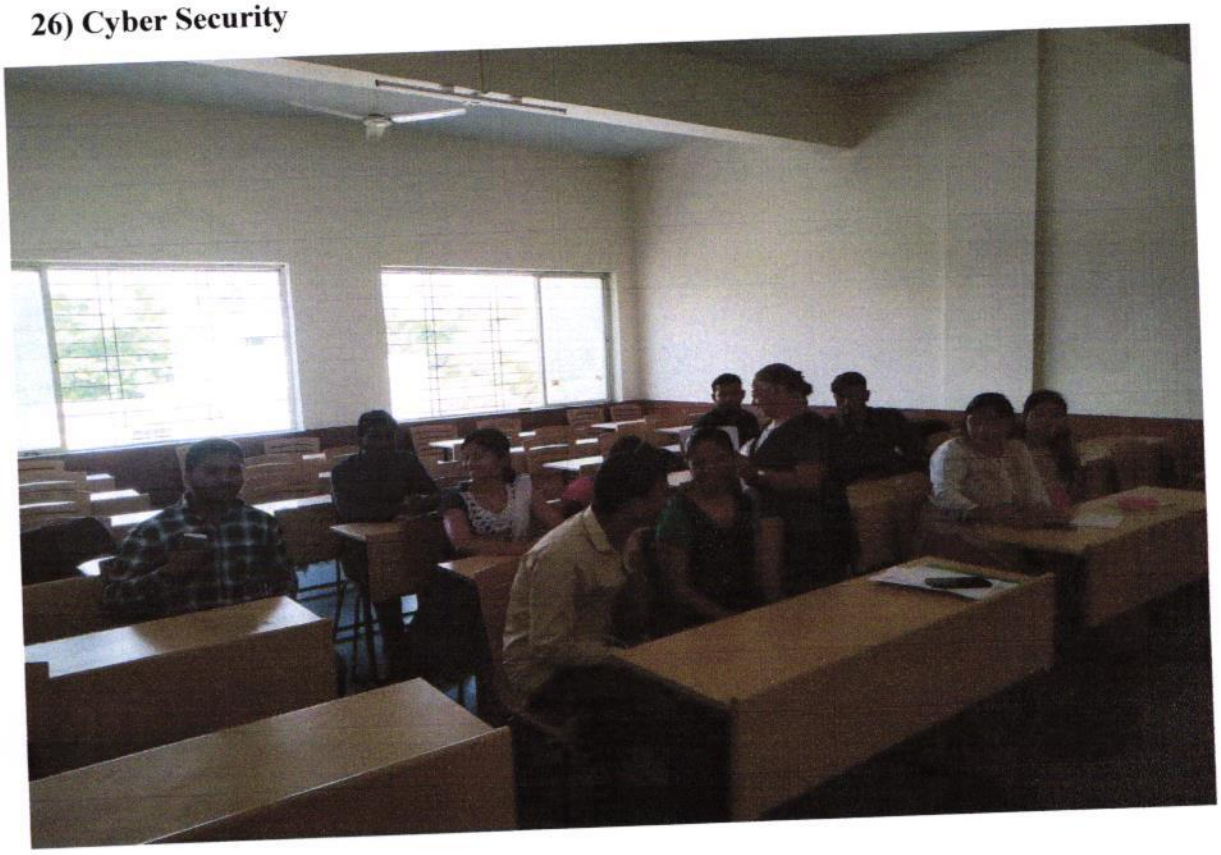
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26) Cyber Security



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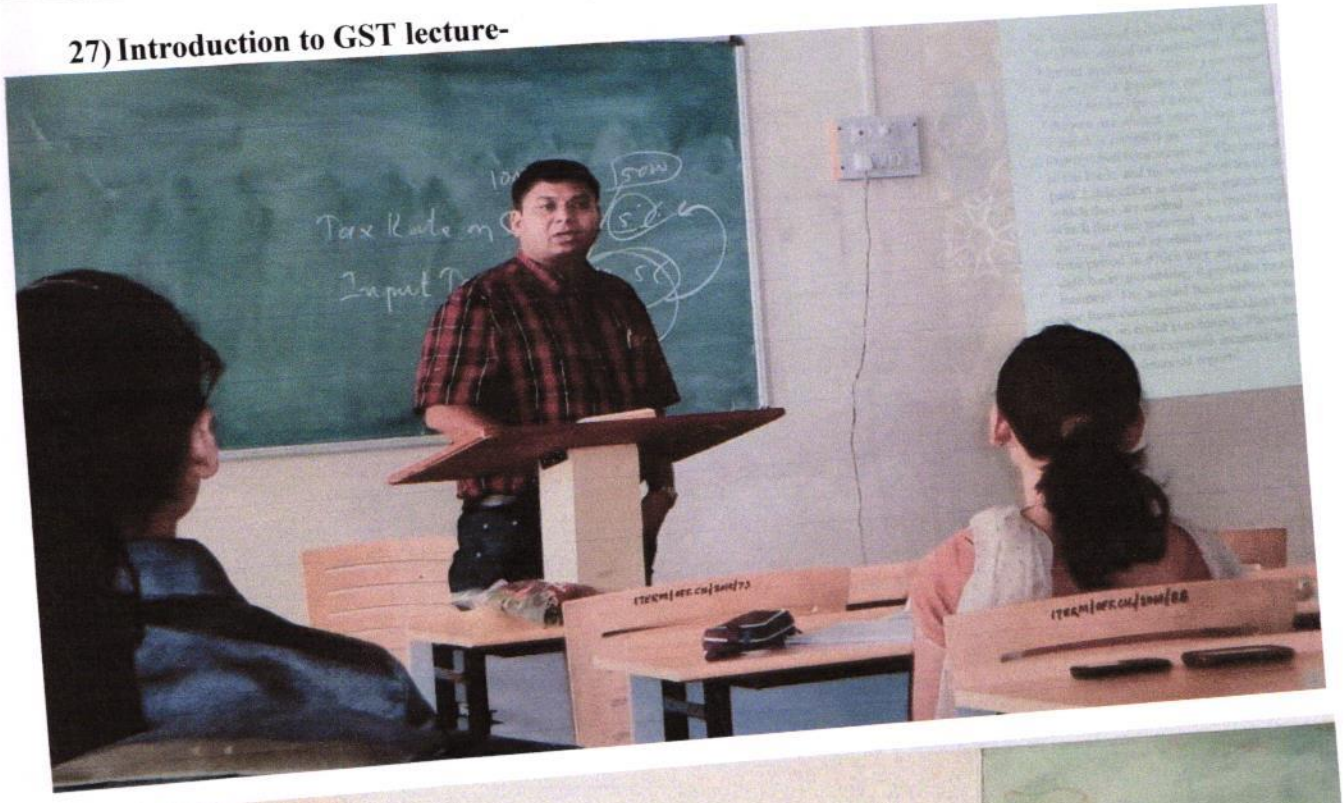
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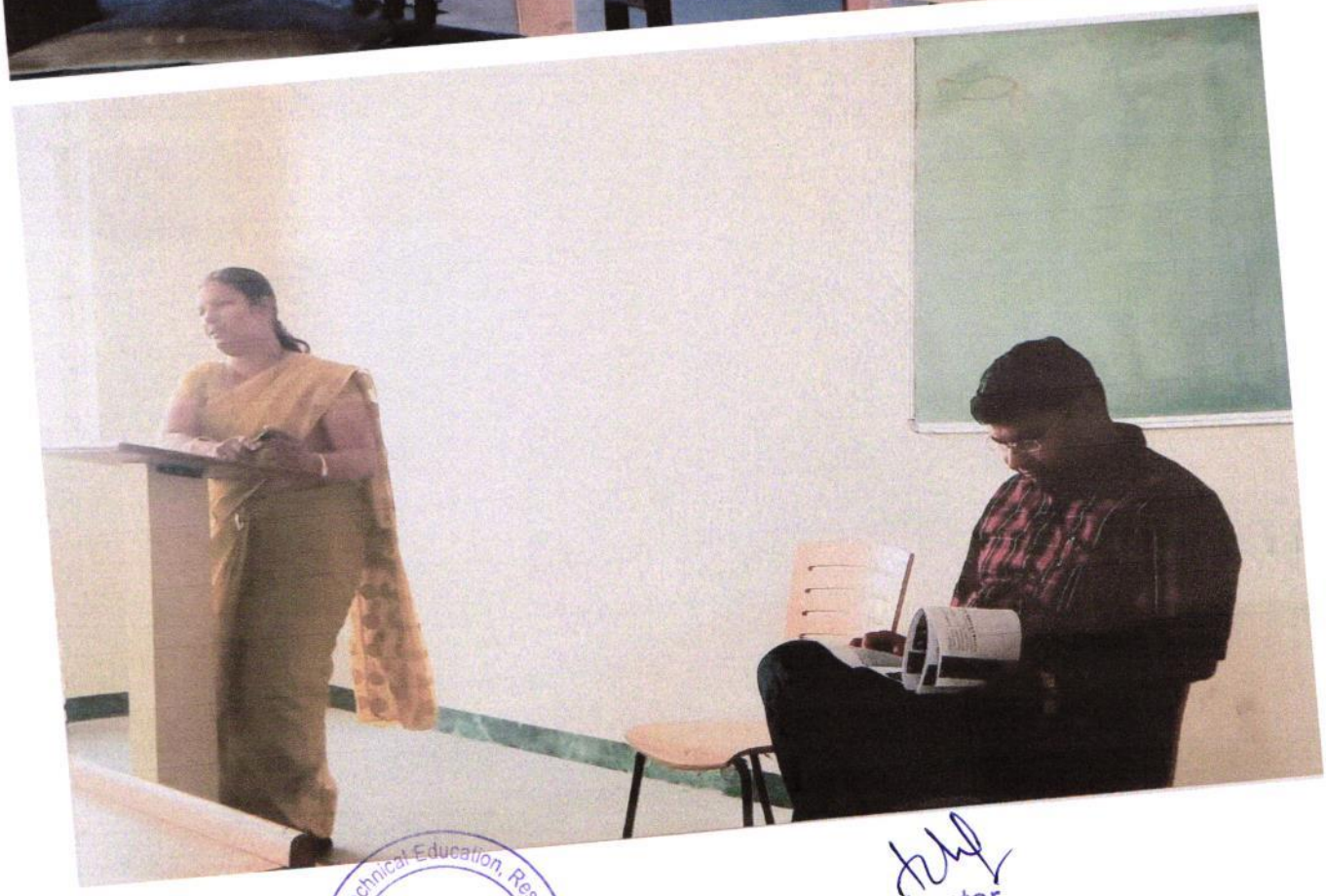
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27) Introduction to GST lecture-





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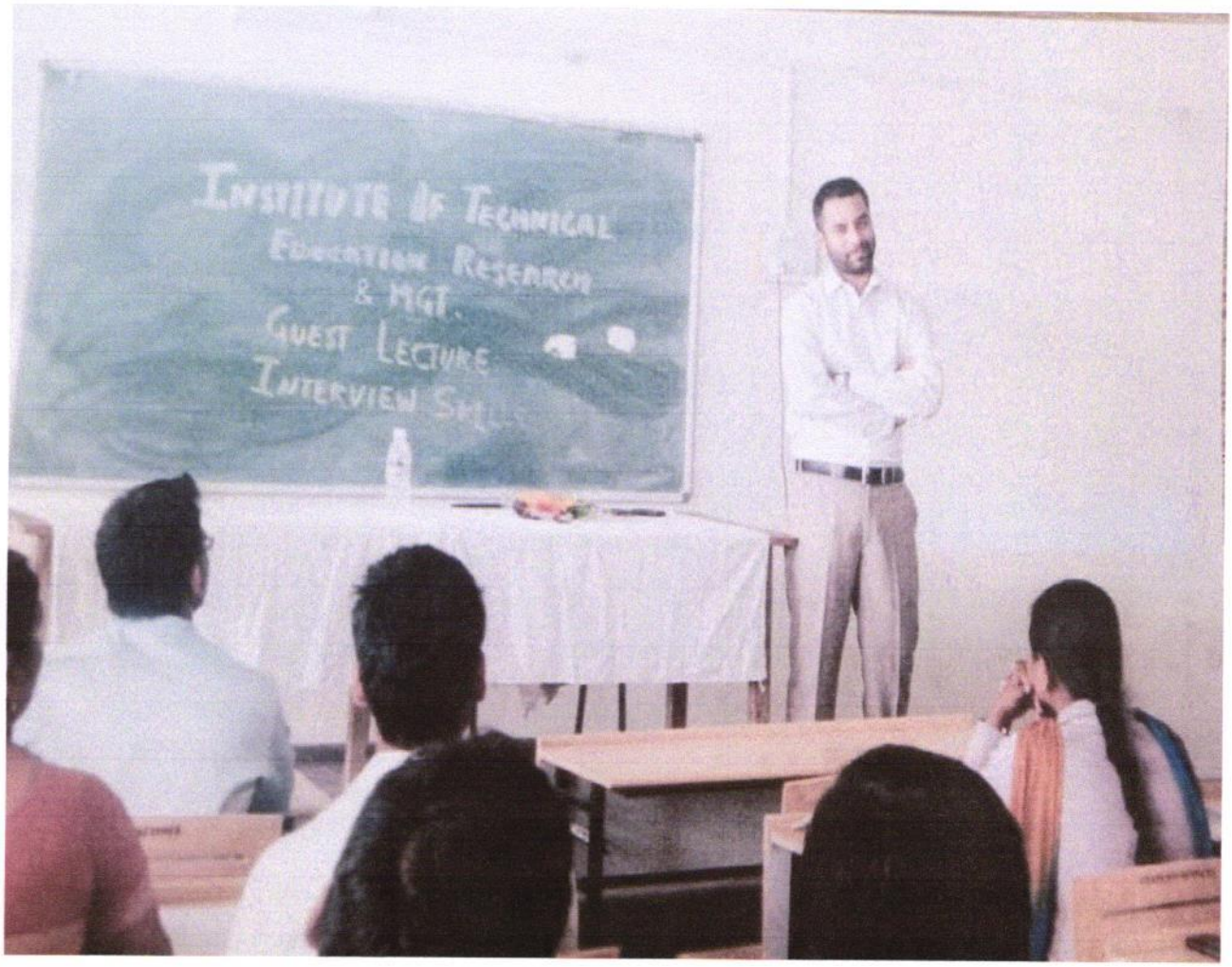
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26) Interview skill-



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8. Summary of Industrial Visits

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Sr No	Date	Time	Students Involved	Company Name	Address	Remarks
1.	06/02/2023	10:00am	MBA-I and MBA-II	Nandan Dairy	Baramati-Pune Rd, Malegaon Budruk, Malegaon Bk, Maharashtra 413115	Successfully completed and reports Submitted
2.	06/02/2023	11:30am	MBA-I and MBA-II	Malegoan Sugar Factory	Baramati-Pune Rd, Malegaon Budruk, Malegaon Bk, Maharashtra 413115	Successfully completed and reports Submitted
3.	06/02/2023	1:00pm	MBA-I and MBA-II	Nisarg Sangit,Morgoan	Tardoli, Post Morgaon, Gat No 557,Morgaon-Baramati Rd, 412304, Morgaon, Maharashtra 412304	Successfully completed and reports Submitted
4.	06/03/2020	09:00am	MBA-I and MBA-II	Shree Ganesh Enterprise	MIDC Chinchwad, Pune-411019	Successfully completed and reports Submitted
	06/03/2020	10:00am	MBA-I and MBA-II	Krystalvision Image System Pvt. Ltd.	MIDC Chinchwad, Pune-411019	Successfully completed and reports Submitted
5.	06/03/2020	11:30am	MBA-I and MBA-II	Yash Plastic Pvt. Ltd	MIDC Chinchwad, Pune-411019	Successfully completed and reports Submitted
6.	06/03/2020	12:30am	MBA-I and MBA-II	Rohit Agro Pvt. Ltd	MIDC Chinchwad, Pune-411019	Successfully completed and reports Submitted
7.	13/03/2019	08:30am	MBA-I and MBA-II	JCB India Ltd	Plot No A & B Talegaon Floriculture & Industrial Park, Talegaon Dabhade, Taluka-Maval, Ambi Navlakh Umbre, Maharashtra 410507	Successfully completed and reports Submitted

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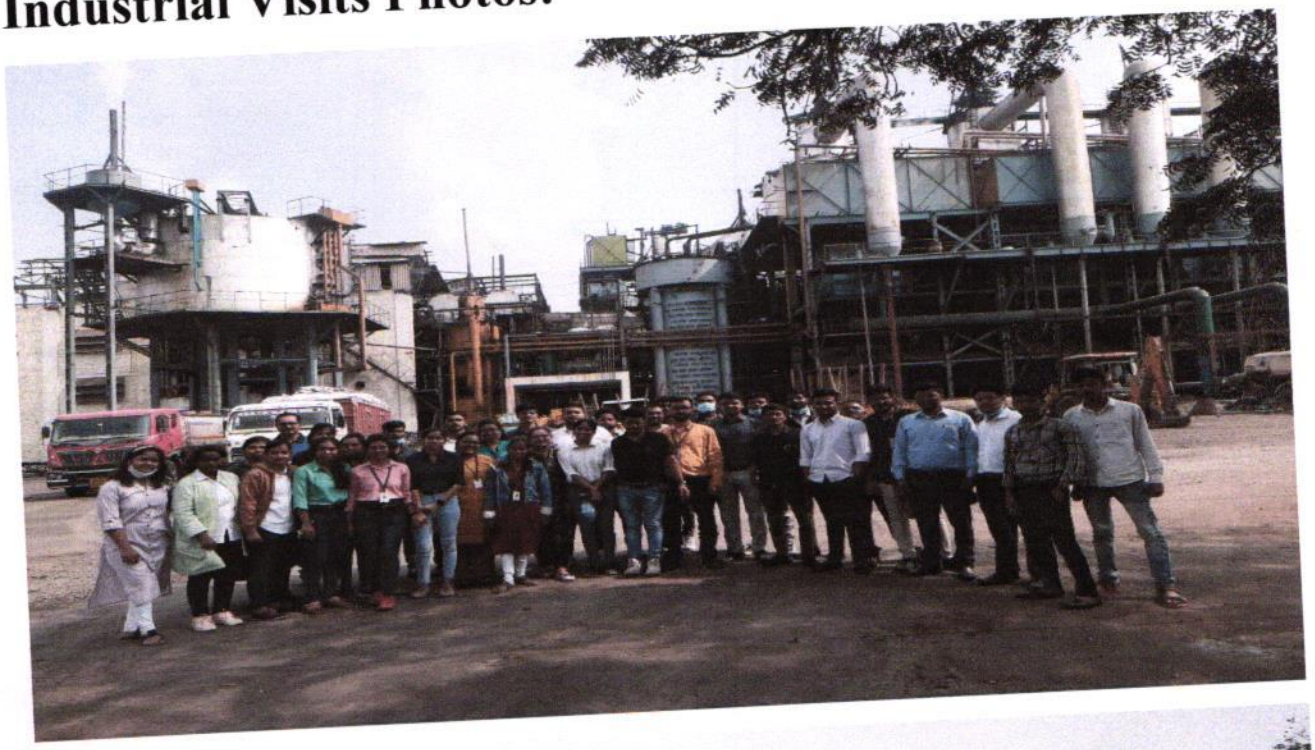
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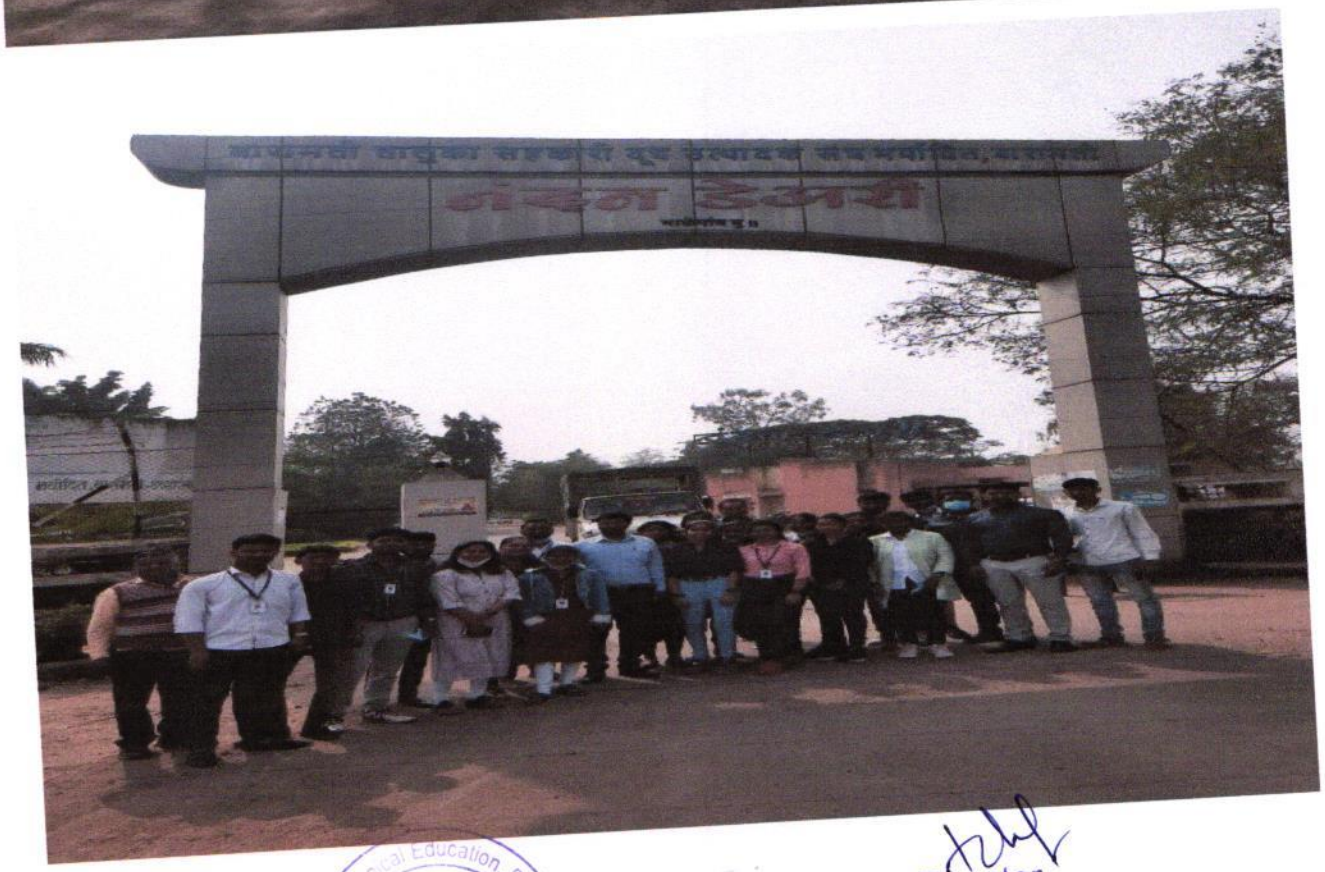
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9. Cultural Activities and Other Program

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Academic Year 2022-2023

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Sr. No	Date	Time	Program Name	Remarks
1.	15/06/2023	9:00am to 11:30am	World Environment Day	Successfully completed and reports Submitted
2.	09/06/2023	10:00am to 12:00pm	Traditional Day	Successfully completed and reports Submitted
3.	08/06/2023	10:00am to 01:00pm	Bollywood Day	Successfully completed and reports Submitted
4.	08/06/2023	10:00am to 12:00pm	Appreciation Ceremony for MBA-II students	Successfully completed and reports Submitted
5.	07/06/2023	10:00am to 12:00pm	Sports Day	Successfully completed and reports Submitted
6.	06/06/2023	10:00am to 12:00pm	Black and White Day	Successfully completed and reports Submitted
7.	05/06/2023	10:00am to 12:00pm	Tie, Hat and Bangles Day	Successfully completed and reports Submitted
8.	11/03/2023	11:00am to 12:00pm	Mahatma Phule Jayanti	Successfully completed and reports Submitted
9.	19/02/2023	09:00am to 11:00am	Shiv Jayanti	Successfully completed and reports Submitted
10.	26/01/2023	07:30am	Republic Day	Successfully completed and reports Submitted
11.	24/01/2023	9:00am to 12:30pm	Blood Donation Camp	Successfully completed and reports Submitted

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12.	12/01/2023	9:00am to 11:30am	National Youth Day	Successfully completed and reports Submitted
13.	03/01/2023	10:00am to 11:00am	Savitribai Phule Jayanti	Successfully completed and reports Submitted
14.	25/12/2022	10:00am to 01:30am	Sharda Vyakhyanmala	Successfully completed and reports Submitted
15.	12/12/2022	10:00am to 10:30am	Tree Planation	Successfully completed and reports Submitted
16.	06/12/2022	10:00am to 11:30am	Mama Sahab Mohol Punyatithi	Successfully completed and reports Submitted
17.	05/09/2022	10:00am to 12:00pm	Teacher's Day	Successfully completed and reports Submitted
18.	22/08/2022	10:00am to 11:00am	Swachhata Abhiyan	Successfully completed and reports Submitted
19.	15/08/2022	07:30am	Independence Day	Successfully completed and reports Submitted
20.	22/07/2022	10:00am to 11:00am	Tree Planation	Successfully completed and reports Submitted

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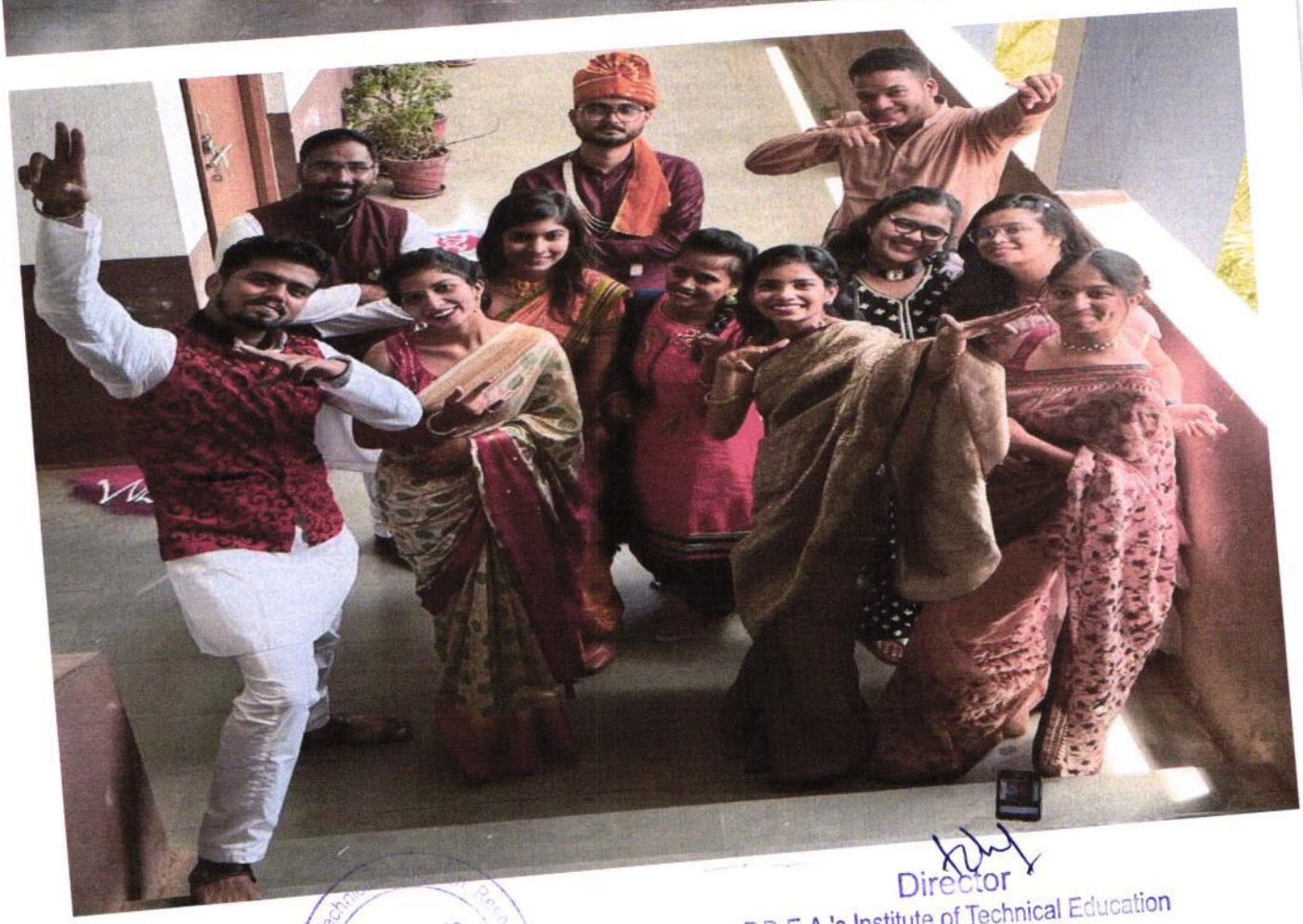
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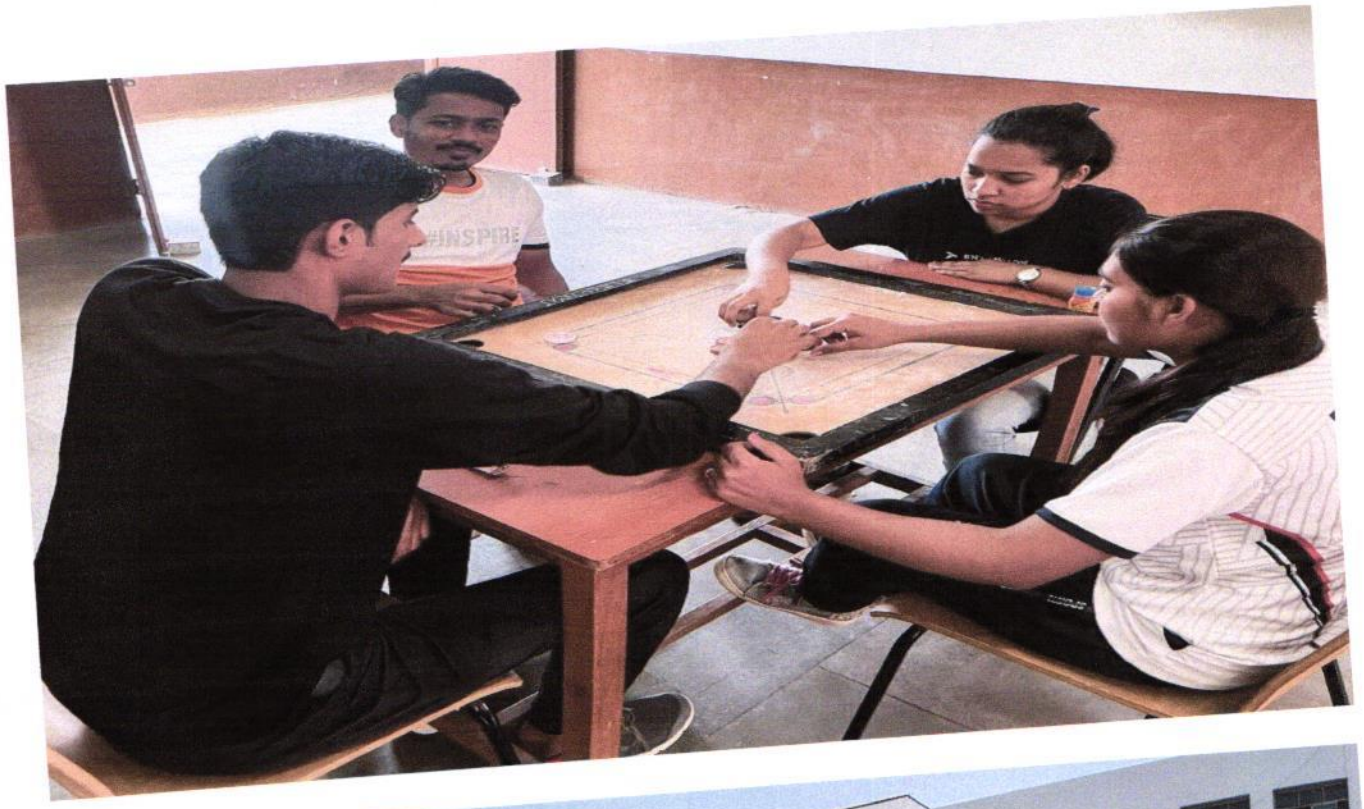
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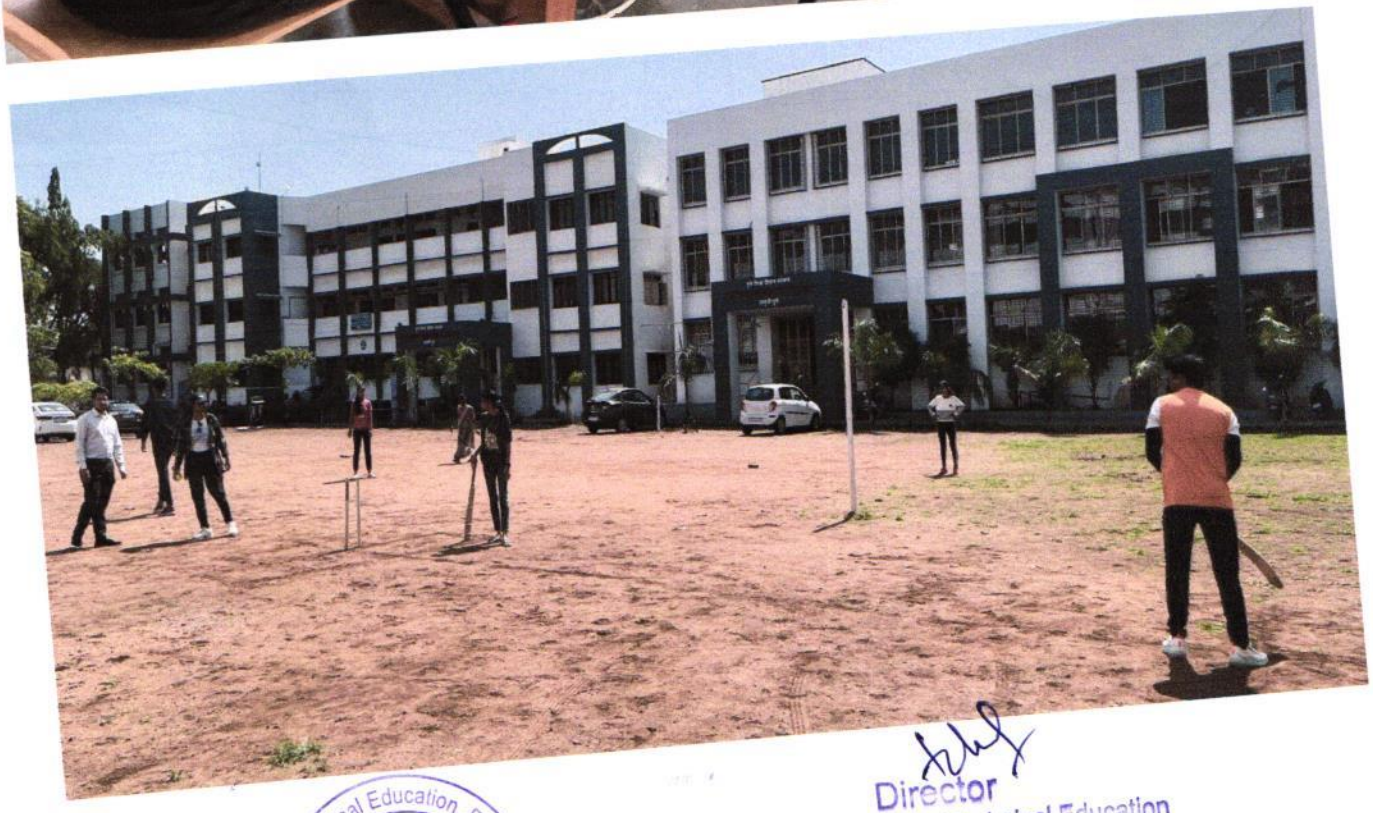
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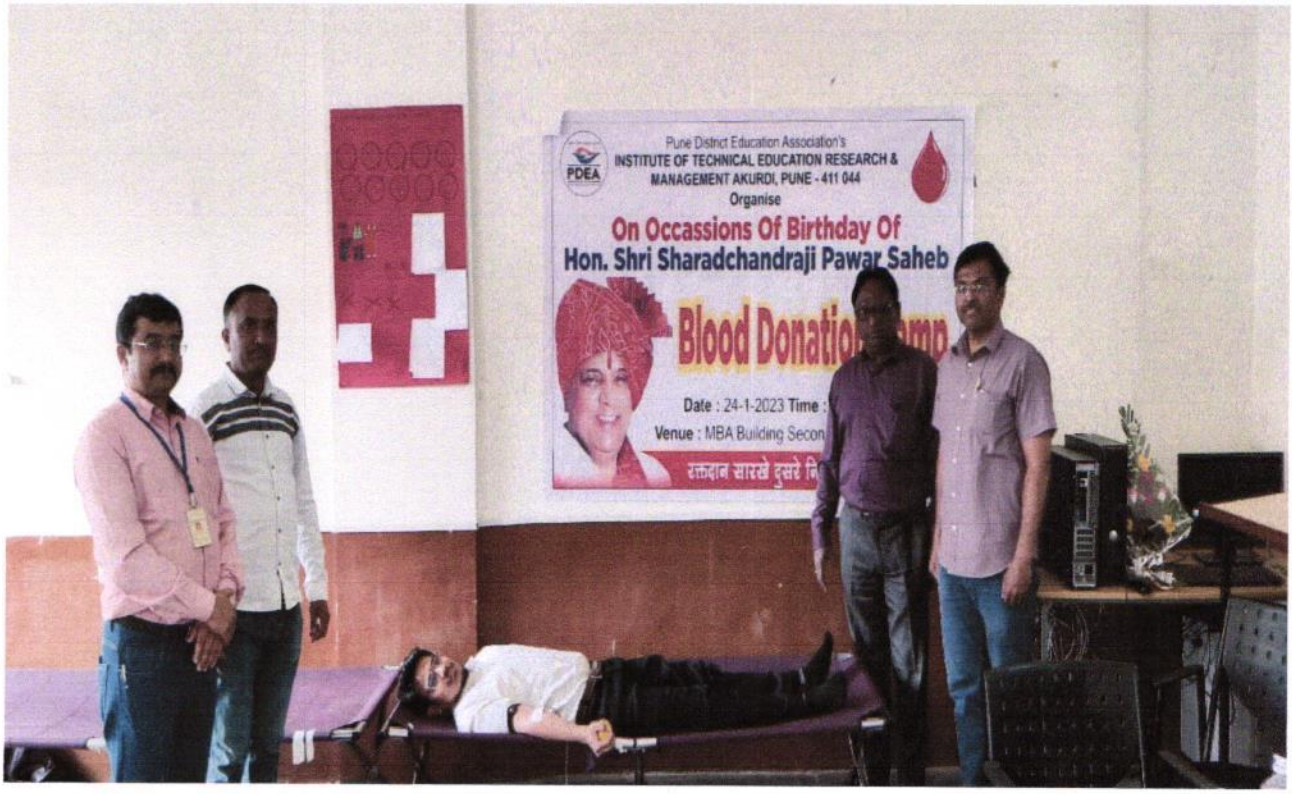
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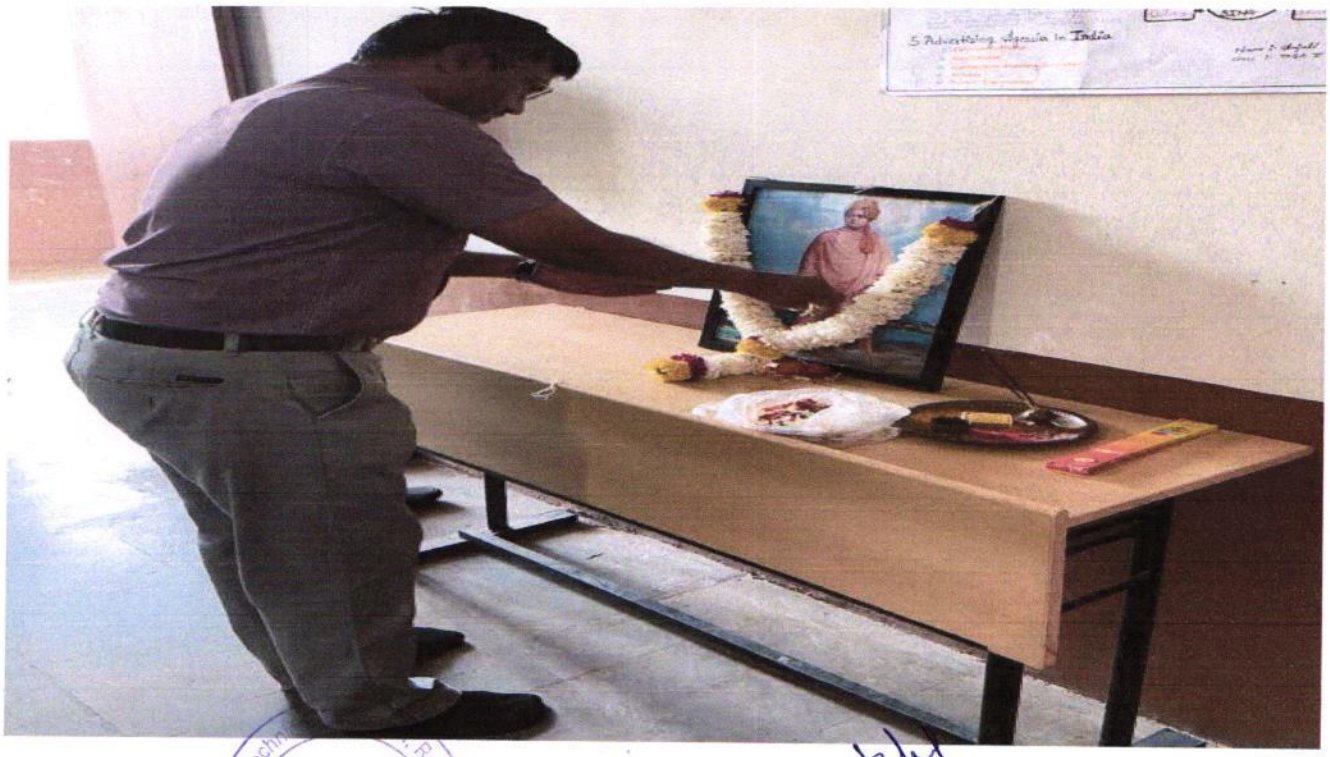
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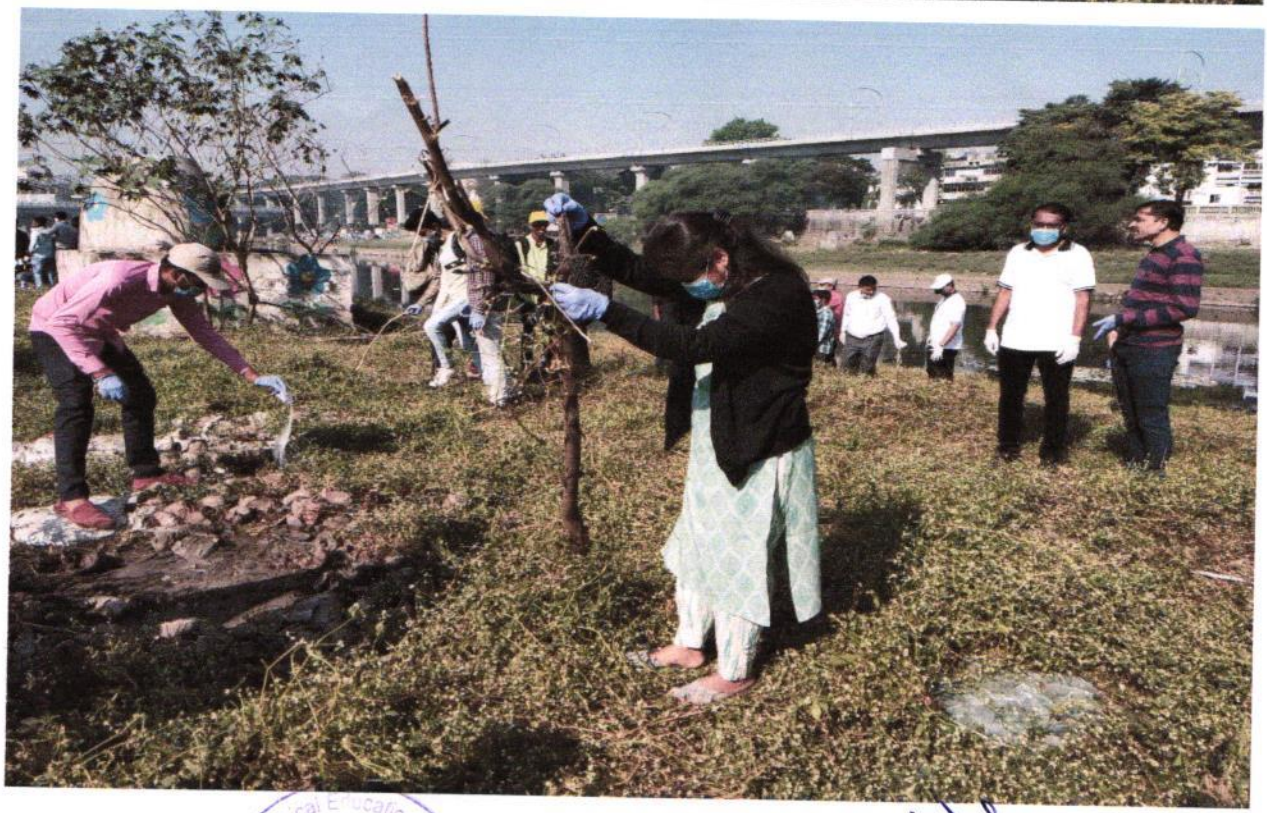
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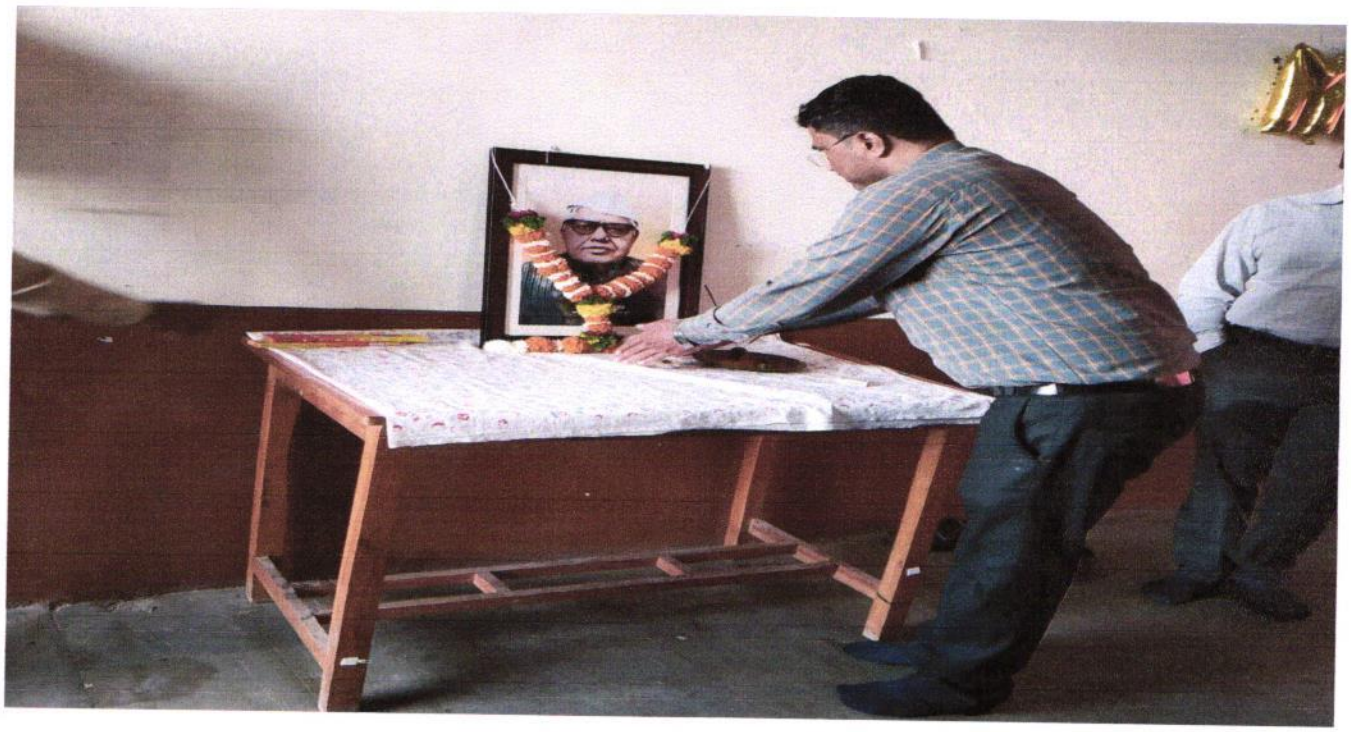
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1.	22/08/2022	10:00am to 01:00pm	Har Ghar Tiranga	Successfully completed and reports Submitted
2.	29/06/2022	10:00am to 01:00pm	Anant Vyakhyan Mala	Successfully completed and reports Submitted
3.	08/03/2022	10:00am to 12:00pm	International Women's Day	Successfully completed and reports Submitted
4.	27/02/2022	10:30am to 12:00pm	Marathi Bhasha Din	Successfully completed and reports Submitted
5.	26/01/2021	7:30am	Republic Day	Successfully completed and reports Submitted

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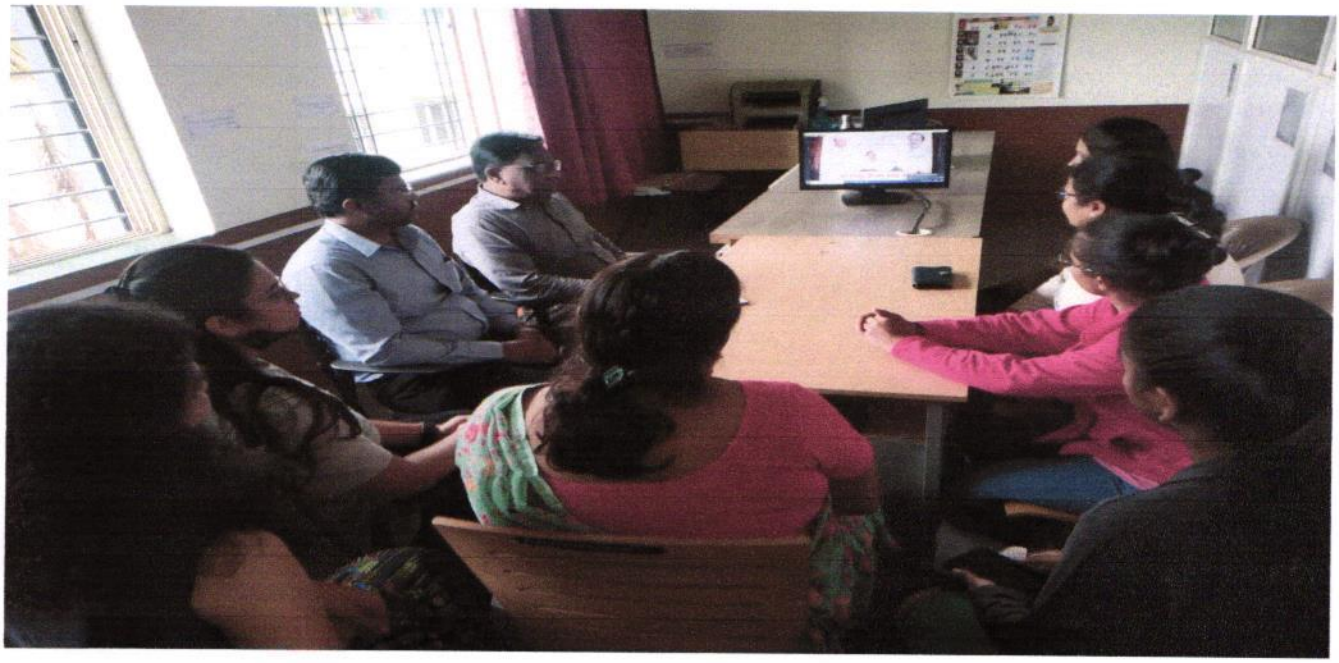
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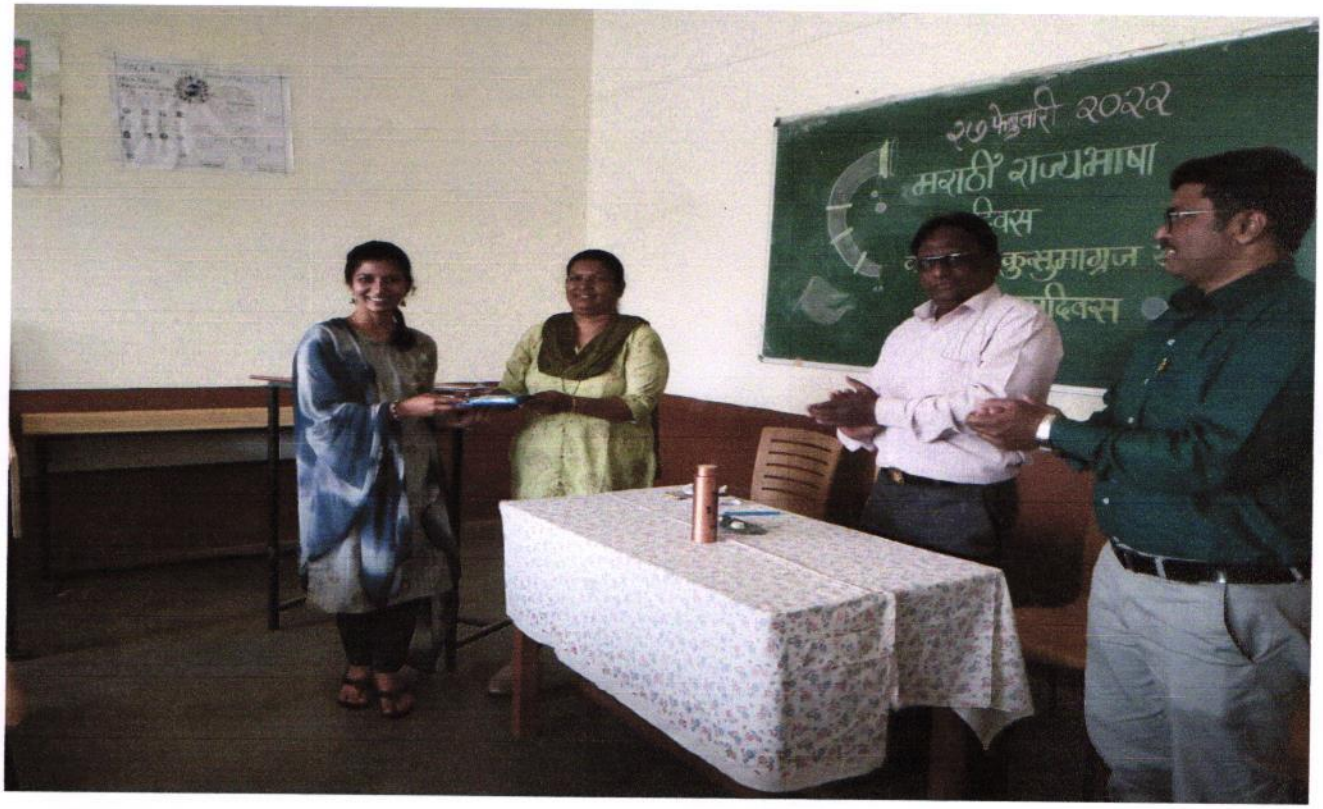
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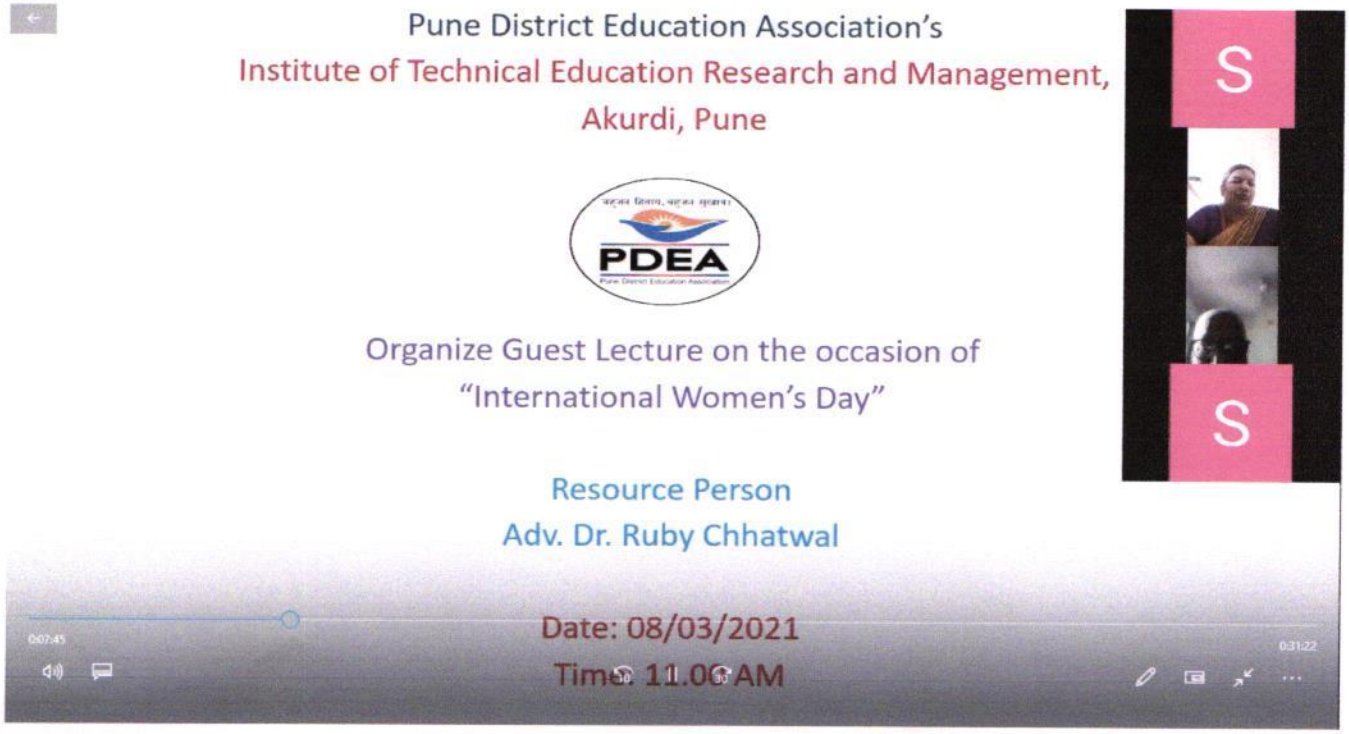


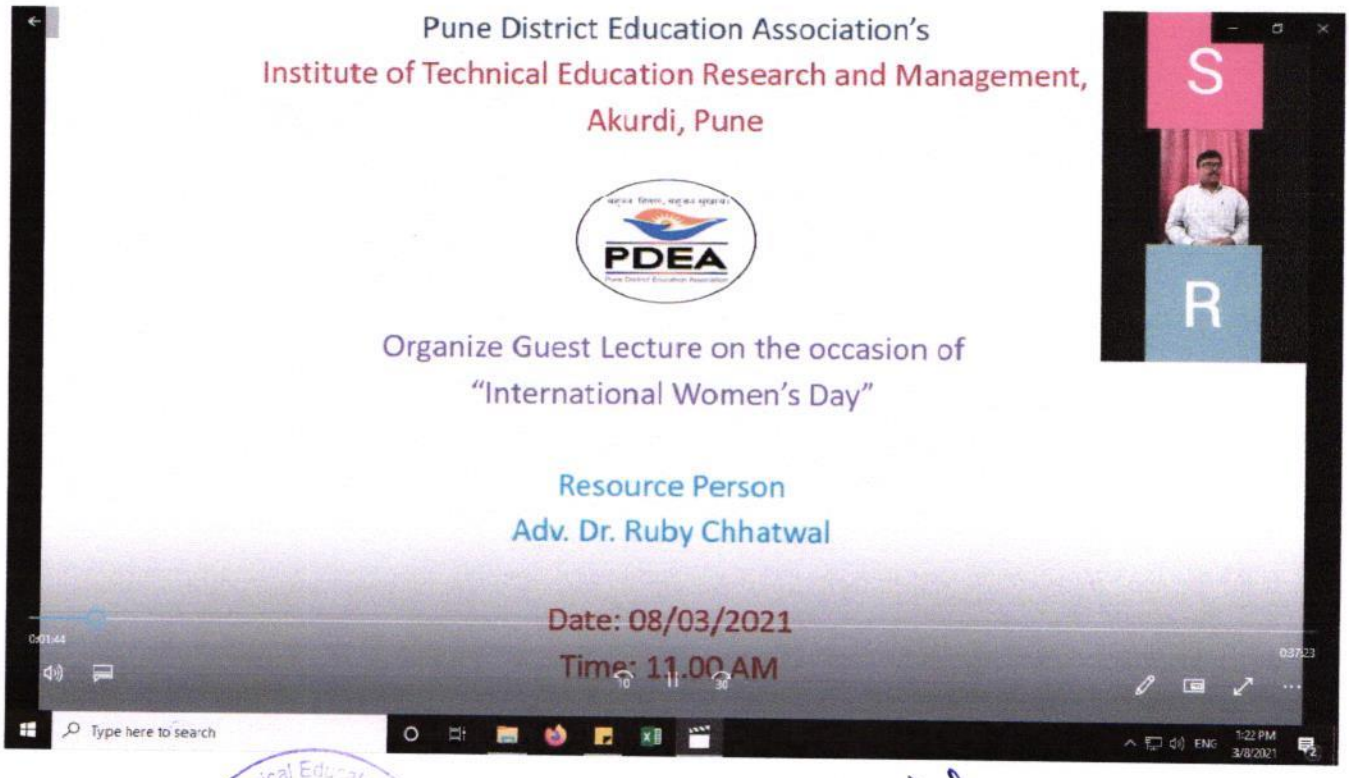


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Academic Year 2020-2021

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Academic Year 2020-2021

Sr. No	Date	Time	Program Name	Remarks
1.	15/08/2021	07:30am to 08:00am	Independence Day	Successfully completed and reports Submitted
2.	27/03/2021	10:00am to 12:00am	Bharatiya Swatantrata Sangram	Successfully completed and reports Submitted
3.	08/03/2021	11:00am to 12:00pm	International Women's Day	Successfully completed and reports Submitted
4.	26/01/2021	07:30am to 08:00am	Republic Day	Successfully completed and reports Submitted
5.	06/03/2020	01:00pm to 02:00pm	Social Activity (Adhar Nigdi)	Successfully completed and reports Submitted

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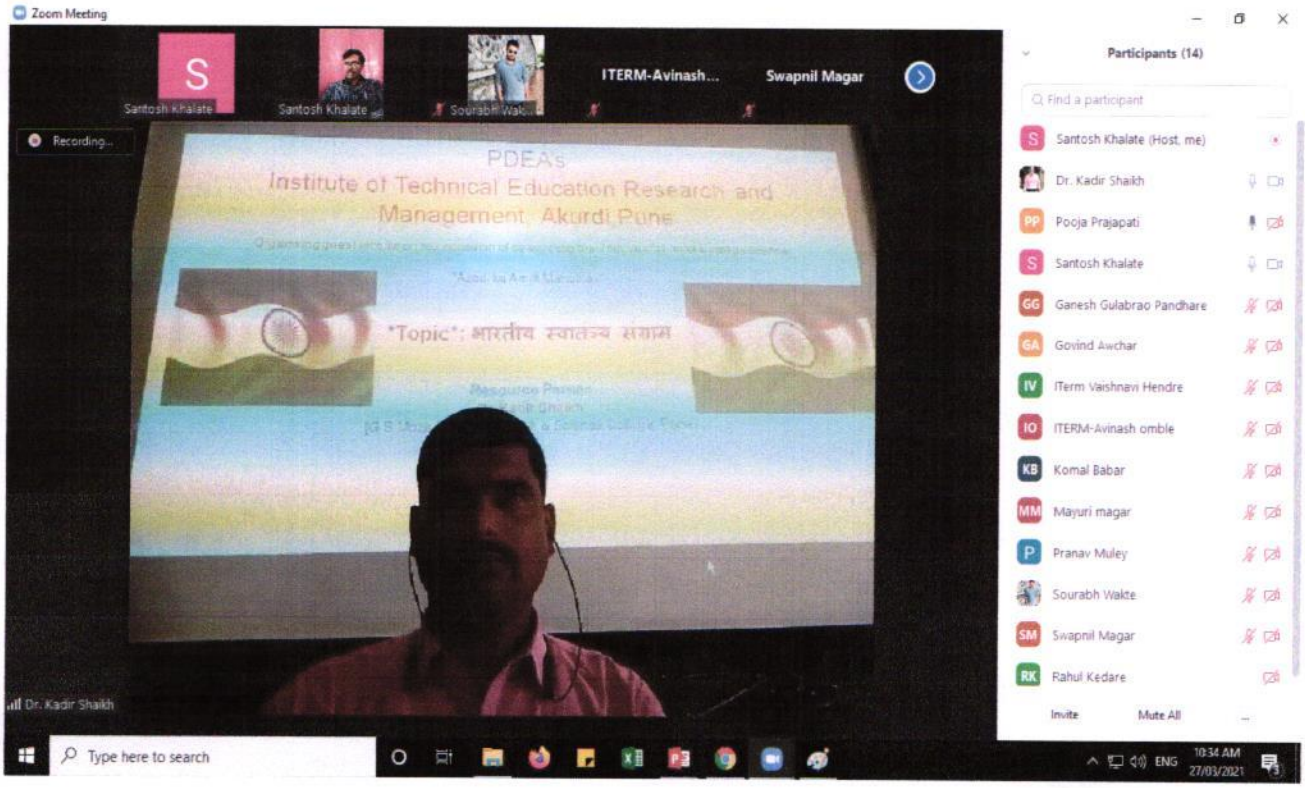
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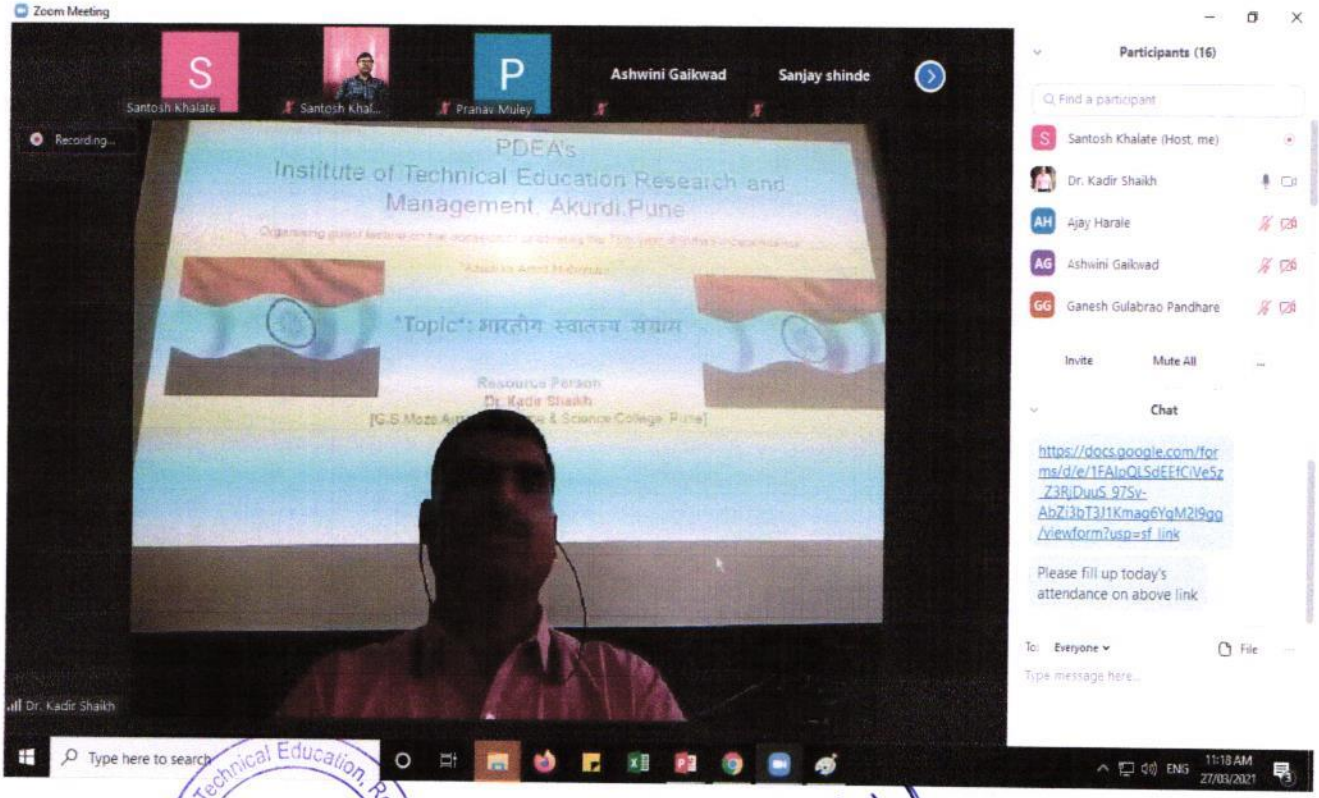
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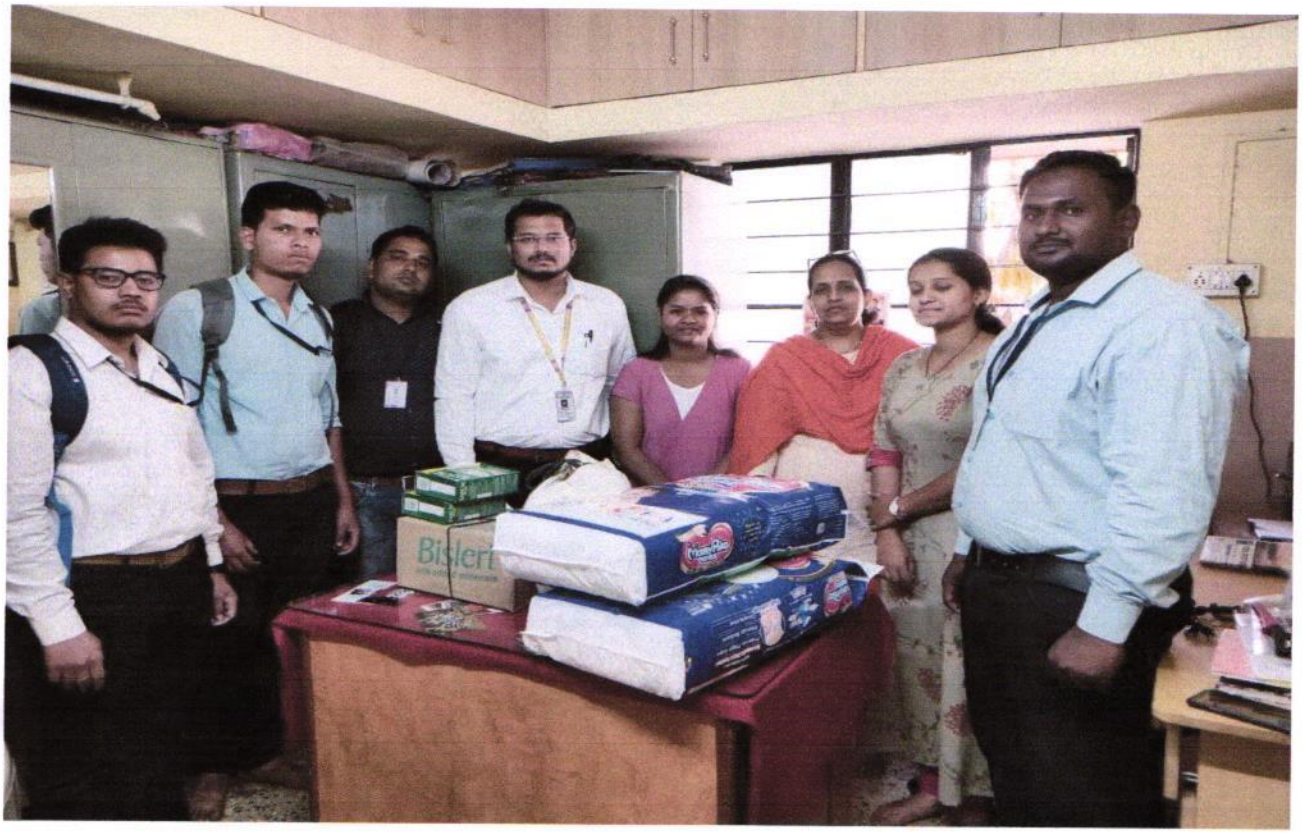
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Academic Year 2019-2020

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Academic Year 2019-2020

Sr. No	Date	Time	Program Name	Remarks
1.	05/12/2019	10:00am to 1:00pm	Black and White Day	Successfully completed and reports Submitted
2.	15/05/2019	10:00am to 1:00pm	Farewell Party	Successfully completed and reports Submitted
3.	26/01/2019	07:30am	Republic Day	Successfully completed and reports Submitted

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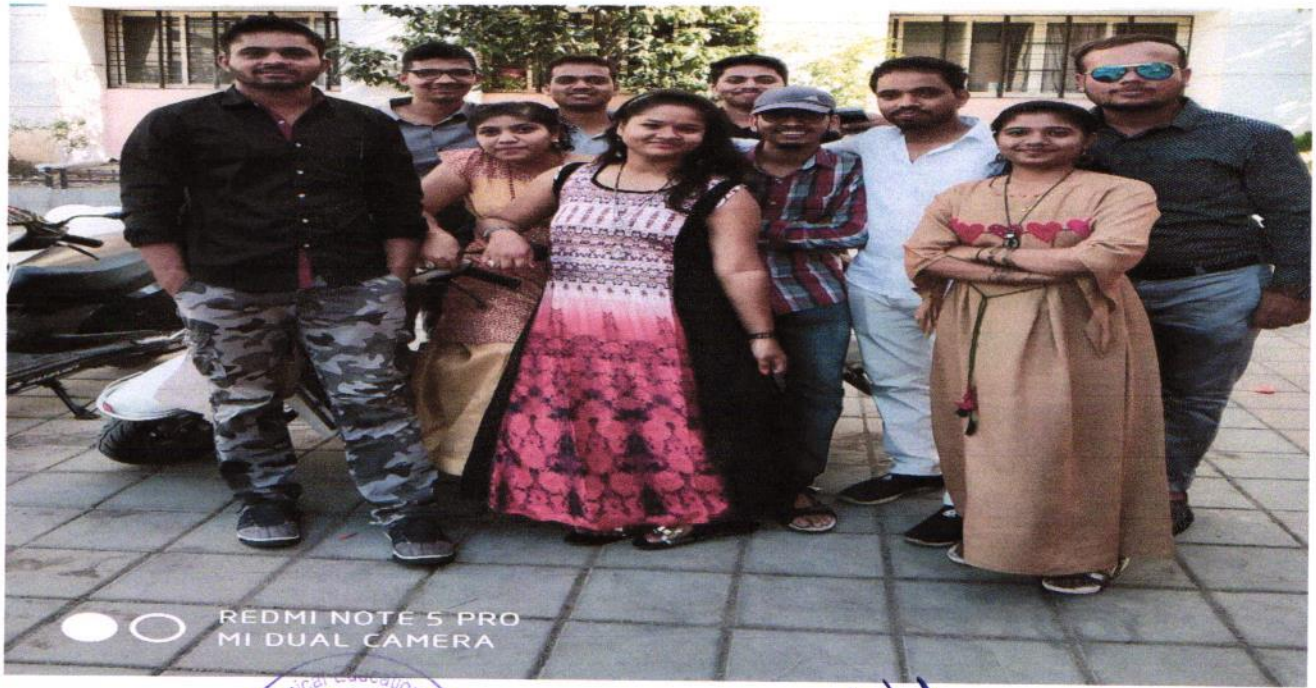
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Academic Year 2018-2019

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Academic Year 2018-2019

Sr. No	Date	Time	Program Name	Remarks
1.	15/08/2019	07:30am to 08:00	Independence Day	Successfully completed and reports Submitted
	09/02/2019	10:00 am to 12:00 pm	Traditional Day	Successfully completed and reports Submitted
2.	15/10/2018	10:00 am to 12:00 pm	Pink Day	Successfully completed and reports Submitted
3.	26/01/2018	07:30am to 08:00am	Republic Day	Successfully completed and reports Submitted

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