

**KRISHNA UNIVERSITY
MACHILIPATNAM
CHOICE BASED CREDIT SYSTEM (CBCS)
REGULATIONS GOVERNING
MASTER OF BUSINESS
ADMINISTRATION
(With effect from 2020-21)**

1. TITLE OF THE COURSE

The course shall be called Master of Business Administration course which is abbreviated as MBA.

2. DURATION OF THE COURSE

The MBA course shall be of two years' duration, extended over four semesters and adopts choice based credit system (CBCS) and grading system in line with national policies and international practices. The candidates shall be allowed a maximum of four years (8 semesters) of duration to be eligible for the award of MBA degree, failing which he / she shall have to register once again as a fresh candidate.

2.1 OBJECTIVES OF MBA PROGRAMME ARE:

1. To equip students with necessary knowledge and managerial skills and competencies to occupy positions of management and administration in business, industry, public system and the government.
2. To inculcate appropriate ethical values and attitudes among students to function effectively in the work environment.
3. To provide a right mix of managerial and business exposure to function effectively in various domains of management.

PURPOSE:

Students who complete the Master of Business Administration should be able to:

- Understand business management concepts and their applications to domestic and global business setting.
- Familiarize themselves with financial concepts, analysis and reporting systems.
- Identify customer needs and to participate in the process of developing products and services to meet their requirements.
- Realize production models, distribution systems, and their role in the value creation process.
- Understand the political, environmental, legal, and regulatory settings of the organization.
- Appreciate the importance of multicultural, ethnic, ethical and gender issues in the organization.
- Acquire leadership skills, understand group and individual dynamics, and be able to work in teams.
- Enhance oral and written communication skills.



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- Develop comprehensive problem solving and decision making skills.
- Appreciate the interrelationships among functional areas of management.

CHOICE BASED CREDIT SYSTEM (CBCS)

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 skills acquired by him or her. Each course is assigned a fixed number of credits based on the contents to be learned & the expected effort of the student. The grade points earned for each course reflects the student's proficiency in that course.

SALIENT FEATURES OF CBCS IN MBA PROGRAMME

- Enriching learning environment.
- Learn at your own pace.
- Continuous learning and student centric concurrent evaluation.
- Active student-teacher participation.
- Industry institute collaboration.
- Interdisciplinary curriculum.
- Employability enhancement.
- Faculty expertise.

3. ELIGIBILITY FOR ADMISSION

Admission into MBA Course shall be made subject to the eligibility, qualifications and specialization prescribed by the University from time to time. Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination conducted by Andhra Pradesh State Council of Higher Education (APSCHE) or at an Entrance Test conducted by the university subject to reservations prescribed by the university from time to time.

MBA (Full-time): The candidates shall have passed the prescribed qualifying examinations with not less than 50% of the marks in aggregate of all the years / semesters of the Bachelor's Degree (other than B.F.A. & B.A., Oriental Languages) of any University recognized by the Academic Senate as Equivalent thereto.

AWARD OF MBA DEGREE

A Student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years. A Student, who fails to fulfill all the academic requirements for the award of the degree within FOUR academic years from the year of their admission, shall forfeit his/her seat in MBA course.

ATTENDANCE REQUIREMENT

Each semester of the course shall be treated as a separate unit for calculation of the attendance.


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5. 2 A candidate shall be considered to have satisfied the attendance requirement if he / she have attended not less than 75% of the classes in each subject of the respective semesters (Theory, Seminars, Practical Training, etc) actually conducted up to the end of the semester. Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College Academic Committee consisting of Principal, Head of the Department and two senior faculty members. Condonation of shortage attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence. Shortage of attendance below 65% shall in no case be condoned.

A candidate, who does not satisfy the attendance requirement, mentioned as above, shall not be eligible to appear for the Examination of the semester and shall be required to repeat that semester along with regular students during the subsequent year. If a candidate, for any reason, discontinues the course after the first / third semester he / she may be permitted to register for the second / fourth semester, after one year with the immediate subsequent batch, subject to the condition that he / she shall complete the class work and seminar including the project / internship within maximum stipulated period of four years from the date of commencement of the course. The Principals of the concerned Colleges shall display regularly, the list of such candidates who fall short of attendance, on the notice boards. The list of the candidates falling short of attendance shall be sent to the University at least 10 days prior to the commencement of examination.

PROGRAMME STRUCTURE IN CBCS 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, courses have defined weightages, 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/lab work/field work/project work/vocational training/viva-voce etc. or a combination of some of these.

CORE COURSES

The curriculum comprises of Generic Core courses, Generic elective courses, elective courses in functional specializations and advanced elective courses in functional specializations. Core courses are the foundation courses of management education. They are compulsory for all the students. Core courses are of two types: Generic core and subject core.


GENERIC CORE COURSES

This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of the degree in a said discipline of the study. Therefore, generic core courses are mandatory and fundamental in nature. These courses can be substituted by any other courses. Such courses are also known as **Hard Core Courses** — may be a theory, practical, field based or project work based subject which is a compulsory component in the programme structure.

GENERIC ELECTIVE CORE COURSES

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

SUBJECT CORE COURSES


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A core course may be a subject core related to specializations/electives. These are also known as soft core courses. Following specializations shall be offered:

1. Marketing Management(MKT)
2. Human Resource Management & Organisational Behaviour (HR&OB)
3. Financial Management(FIN)
4. Systems & IT(SIT)
5. Operations(OPS)
6. Entrepreneurship(ENT)

ELECTIVE COURSES

Elective course is 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 the study.
- c) Providing an extended scope.
- d) Enabling an exposure to some other discipline/domain.
- e) Nurturing candidate's proficiency/skills.

The students should choose any six elective courses from the five specializations having 5 courses each in the beginning of third semester of the programme. **Elective courses in the specializations will be offered with minimum of 40 percent of the size of the class. No student should choose more than three elective courses from one specialization.**

CREDITS

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 combination of 3 components VIZ. Lecture (L) + Tutorials (T) + Practice (practical / project work) (P) i.e. LTP Pattern.

In terms of credits, for a period of one semester of 13 weeks:

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



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A course shall have either or all the three components, i.e. a courses 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

EVALUATION AND END-EXAMINATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory/practical, on the basis of the Internal Evaluation and External Examination.

INTERNAL EVALUATION

The internal Assessment of generic core courses, functional core courses and functional specializations, advanced functional specializations courses shall be for 30 Marks each. It shall be based on Two Mid Examinations – written exam (subjective-preferably first mid) and online exam (objective type-second mid) – 20 marks each and taking average for awarding the Internal Marks for Mid Examination, 02 compulsory seminar presentations/ 02 case study presentations of 05 marks each and taking the average for awarding marks, and Attendance of 05 marks in respective subjects.

- a. Duration for the first mid examination, written (subjective type), is 90 minutes consisting of six questions out of which four questions to be answered.
- b. Duration of the second mid examination, online (objective type), is 90 minutes consisting of 40 multiple choice questions (MCQs) of ½ mark each. No negative marking.
- c. Candidates *obtaining less than 50% of the Internal Assessment marks in any subject shall not be eligible to appear for the end-examination in that subject.* However, the Head of the Department may arrange for the improvement of Internal Assessment marks in the subject /subjects in subsequent semesters and the candidate be provided an opportunity for taking the examination at the end of the immediate subsequent semester to fulfill the provisions of the MBA programme.
- d. The student shall write the Internal Assessment Test in prescribed Answer Booklets which shall be maintained by the Principal for at least one month after the announcement of result for verification by the University Officials.
- e. Every sheet of Internal Assessment marks list shall bear the signatures of the concerned faculty member, Head of the Department and the Principal of the Institution.
- f. The Internal Assessment marks list shall be displayed on the Notice Board and corrections, if any, shall be incorporated before sending the same to the University.



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- g. No corrections of the Internal Assessment marks shall be entertained after the submission of marks list to the University 10 days before commencement of the semester end-examinations.

The internal assessment for generic elective course (i.e. experiential learning aspect through Half Credit Course)

- a) It shall be based on concurrent evaluation pattern. Concurrent evaluation (comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.
- b) 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 concurrent evaluation component with the students. Soon after the evaluation, and guide the students for betterment.
- c) 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 tools and techniques.

Suggested components for Concurrent Evaluation (CE) are:

1. Case study/ Situation Analysis – (Group Activity or Individual Activity)
 2. Class Test
 3. Field visit / Study tour report of the same
 4. Small Group Project & Internal Viva-voce
 5. Learning Diary
 6. Scrap Book
 7. Group Discussion
 8. Role Play / Story Telling
 9. Individual term paper / Thematic Presentation
 10. Written home Assignment
 11. Industry Analysis (Group Activity or Individual Activity)
 12. Literature Review / Book Review
 13. Quiz
 14. Model Development/Simulation Exercises (Group activity or Individual activity)
- d) There shall be a minimum of five concurrent evaluation components for each generic elective course which is a 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. Marks for the concurrent evaluation must be communicated by the college/institute to the University as per the schedule declared by the University. The detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.
- e) At the end of the concurrent evaluation, the student does NOT have a facility or an opportunity of betterment, if he/she has secured less than 50 percent of internal assessment marks under concurrent evaluation.



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- f) No corrections of the Internal Assessment marks shall be entertained after the submission of marks list to the University.

PAPER SETTING (SEMETER-END EXMINATION) AND EVALUATION OF THEORY ANSWER PAPER

- a) Question papers in theory subjects shall be set by the Examiners appointed for that purpose by the University. The list of panel of examiners shall be prepared and approved by the Boars of Studies (BOS), MBA programme.
- b) The semester-end exam question paper shall be **70 Marks** and divided into 5 units of equal weightage. Each Paper shall, unless otherwise prescribed, be of **THREE hours** duration only.
- c) **The pattern of question paper shall be as follows:**
- ① The question paper shall consist of three parts – Section-A (short answer questions), Section-B long answer questions) and Section-C (case study). 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. Questions shall of three categories of difficulty level – low difficulty, average difficulty and high difficulty.
 - ② There shall be 7 short answer questions in Section-A. Students are to answer any five questions each of 4 marks. There shall be one question from each unit of the course. **(5 X 4 = 20M)**
 - ③ There shall be five long answer questions each of 7 marks in Section-B. All questions shall be compulsorily with internal choice within the questions. That is, there shall be 2 questions from each unit of course with an internal choice. Questions may be subdivided into sub-sections such as a, b, c....and the allocation of marks depend on the weightage of the topic. **(5 X 8 = 40M)**
 - d) There shall be a compulsory case study of 10 marks in Section-C. Case study shall be asked from any unit of the course. **(1 X 10 = 10M)**
 - e) There shall be double valuation of theory papers in the University Examinations. The Answer Papers shall be valued by two approved examiners appointed by the University.
 - f) If the difference between the marks awarded by the two Examiners is not more than 20 per cent of the maximum marks, the marks awarded to the candidate shall be the average of two evaluations. If the difference between the marks awarded by two examiners is more than 20 percent, the script shall be evaluated by a third examiner. The average of marks of nearest two valuations shall be considered as marks secured by the candidate. However, if one of the three marks falls exactly midway between the other two, then the highest two marks shall be taken for averaging.
 - g) A candidate who fails in one semester examination or who is not able to take it shall be eligible to take the same examination along with the candidates of the next batch of the same semester.
 - h) Candidates who have completed the course in each semester and have earned the

necessary attendance and progress certificate shall be permitted to continue the next semester course irrespective of whether they have appeared or not at the previous examination(s). Such candidates may be permitted to appear for the examination of earlier semester along with the subsequent semester examinations.

8.0 SHORT & LONG INDUSTRIAL VISITS

The candidate shall make one compulsory short visits to different industrial establishments/ corporate offices in the neighboring towns/cities in first semester and one long visit to different industrial establishments/corporate offices in cities within the range of 500 kms in third semester. All the candidates are required to submit the tour diaries and reports at the time of viva examinations.

PROJECTWORK

All the candidates shall undertake an Internship (Project Work) of **SIX weeks' duration** at the end of the Second semester but before the commencement of the Third semester. The Internship should have industry orientation and the work should be certified by the concerned organization where the student has undertaken the Internship. The project work shall be guided and certified by the teacher-guide. The purpose of the project work is primarily to demonstrate the application of knowledge of skills acquired in the MBA programme, by studying and analyzing a selected problem in the work situation in a systematic manner while suggesting solution to the management. It is desirable that the sponsoring organization has to identify the area of project work for their participants at the beginning of the training program itself. Each student is required to study the problem under the guidance of a faculty member of the department.

The completed project should be submitted to the University/College 15 days before the commencement of III semester examinations or as per the guidelines prescribed by the university from time to time. The project work evaluation shall be conducted after completion of third semester theory examinations only. For the evaluation of Project work (Internship), the Internal Guide, HoD and external examiner appointed by the University shall assess the quality of project work (internship report) for 50 marks. The Candidate should have to secure minimum 50% marks in Project work.

COMPREHENSIVE VIVA - VOCE

The comprehensive viva voce is of 100 marks, and scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full years and see their relevance not only in the practical field but also their interrelationship. The viva voce committee shall consist of one subject professor of the University nominated by honorable Vice-Chancellor and HoD/Director, MBA program of the respective college.



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The Candidate should have to secure minimum 50% marks in the comprehensive viva-voce examination.

AWARD OF DEGREE AND CLASS

A candidate shall be eligible for the award of MBA degree if he/she secures the minimum academic requirements in a subject (i.e. securing a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together). Notwithstanding anything contained in the above regulations in the case of Project Report/Dissertation and Viva-Voce, a candidate shall obtain not less than 50% of marks to be declared to have passed in the examination. Classes shall be awarded to the candidates who have passed in all subjects at each semester on the aggregate marks obtained by them in the first attempt at the respective semester. A candidate who secures 70% and above marks in aggregate in first attempt shall be declared to have passed in first class with distinction. A candidate who secures 60% or more marks but less than 70% in aggregate in first attempt shall be declared to have passed in first class. A candidate who secures 50% or more marks but less than 60% in aggregate in first attempt shall be declared to have passed in second class. Classes shall be awarded at the degree level to the candidates who have completed the Course based on the first attempt aggregate of all four semesters taken together. The number of ranks declared at degree level shall be 10 or 1% of students appeared for examination whichever is less. The ranks shall be declared on the basis of the aggregate marks of all the four semesters taken together, provided the candidate has passed in all these four semesters in first attempt only.

REJECTION OF RESULTS

A candidate may at his / her desire reject his / her latest semester results of University Examination with respect to all subjects of that particular semester examination. Rejection of result of individual subjects shall not be permitted. Rejection shall be permitted only once during the entire course provided that earlier internal assessment marks of the rejected semester shall be retained. In case of rejection of 4th semester results, the rejection shall not include project Work (internship report) and comprehensive viva-voce marks awarded.

If the rejection of the University examination results of the semester happens to be of an odd semester, the candidate can take admission to the immediate next even semester. However, if the rejection of the University result is of even semester, the candidate cannot take admission to the next odd semester. Application for rejection shall be submitted to the Controller of Examinations of the University, through the Principal of the college, within thirty days from the date of announcement of results. A candidate, who opts for rejection is eligible for the award of class and distinction, but is not eligible for the award of ranks.



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13.0 WITHHOLDING OF RESULTS

If the candidate has not paid any dues to the university or if any case of indiscipline is pending against him, the result of the candidate will be withheld and he will not be allowed into the next semester. The issue of degree is liable to be withheld in such cases.

GENERAL

The academic regulations should be read as a whole for purpose of any interpretation. In case of any doubt of ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final. The University may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the University. Wherever the word he, him or his occur, it will also include she, her and hers. There shall be no transfers within the constituent colleges of Krishna University, Machilipatnam.

TOTAL MARKS:

FirstYear	I Semester:	650	Marks
	II Semester:	700	Marks
SecondYear	III Semester:	800	Marks
	IV Semester:	850	Marks
Grand Total		3000	Marks

1. **Credit System:** In this system credits will be allotted to each paper.

TOTAL NUMBER OF CREDITS AT THE END OF COURSE

S. No	SEMESTER	CREDITS
1	I SEMESTER	26
2	II SEMESTER	28
3	III SEMESTER	31
4	IV SEMESTER	33
TOTAL		118

2. **Gradaation System:** The course will be evaluated and the students will be graded on ten point scale with seven letter grades i.e., O, A, B, C, D, E, and F.

3. **Performance in a paper**

(Conversion of marks to grade points and letter grade)

S. No.	Range of Marks	Grade Points	Letter Grade
1	>85%	10.0	O
2	75%-85%	9.0	A
3	67%-74%	8.0	B
4	58%-66%	7.0	C
5	50%-57%	6.0	D
6	40%-49%	5.0	E
7	<40%	0.0	F


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Calculation of SGPA and CGPA

The Semester Grade Point Average (SGPA) =

The Cumulative Grade Point Average (CGPA) =

Where, C = Credits of the Subject GP = Grade Points of the Subject

SGPA is calculated considering only the subjects of that semester.

CGPA is calculated considering all the subjects.

Overall Performance

(Conversion of CGPA to grade and classification of final result)

S. No.	Range of CGPA	Grade	Classification of final result
1	8.00 to 10.00	O	First Class with Distinction
2	6.50 to < 8.00	A	First Class
3	5.50 to < 6.50	B	Second Class
5	< 5.50	D	Re-appear



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**SCHEME OF TEACHING AND EXAMINATION
MASTER OF BUSINESS ADMINISTRATION (MBA)
CHOICE BASED CREDIT SYSTEM (CBCS) W.E.F 2020-21**

I SEMESTER

Paper Code	Paper Title (Generic Core Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
MBA101	Management Process & Organizational Behavior	4	1	1	Core	30	70	4
MBA 102	Managerial Economics	4	1	1	Core	30	70	4
MBA 103	Business Analytics for Managerial Decision Making	4	1	1	Core	30	70	4
MBA 104	Managerial Communication	4	1	1	Core	30	70	4
MBA 105	Legal Framework for Business	4	1	1	Core	30	70	4
MBA 106	Financial Statements Analysis and Reporting	4	1	1	Core	30	70	4
MBA 107	Business Environment	4	1	1	Core	30	70	4
Generic Elective Courses (Choose any one out of three courses)								
MBA 108	Soft & Entrepreneurship Skills	2	1	0	Elective-1	50	-	2
MBA 109	Personality Development	2	1	0	Elective-2	50	-	2
MBA 110	Emotional Intelligence for Managers	2	1	0	Elective-3	50	-	2
Total for First Semester		28 +2	7 +1	7	-	210 +50	490	28+2

II SEMESTER

Paper Code	Paper Title (Generic Functional Courses)	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
MBA201	Marketing Management	4	1	1	Core	30	70	4
MBA 202	Human Resource Management	4	1	1	Core	30	70	4
MBA 203	Financial Management	4	1	1	Core	30	70	4
MBA 204	Operations Management	4	1	1	Core	30	70	4
MBA 205	Entrepreneurship & Small Business Management	4	1	1	Core	30	70	4
MBA 206	Management Information Systems	4	1	1	Core	30	70	4
MBA 207	Operations Research	4	1	1	Core	30	70	4
Generic Elective Courses (Choose any one out of three courses)								
MBA 208	MOOCS from SWAYAM	0	0	0	Elective-1	A PASS CERTIFICATE WITH 50% MARKS		2
MBA209	Industry and Company Analysis	2	1	0	Elective-2	50	-	2
MBA 210	MS Excel & Accounting Tally	2	1	0	Elective-3	50	-	2
Total for Second Semester		28 +2	7 +1	0	-	210+50	420	28+2
At the end of 2 nd semester, every student must undergo Industrial training for Six weeks and must prepare a project report and submit the same 10 days before the commencement of third semester examinations.								


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III SEMESTER

Paper Code	Paper Title Generic core course	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
MBA301	Strategic Management	4	1	1	Core	30	70	4
MBA 302	Project Management	4	1	1	Core	30	70	4
FUNCTIONAL SPECIALISATIONS (Choose any 4 elective courses out of 5 Specializations having 4 courses each as shown in Table-1)								
MBA303 MKT –MBA 306 MKT	Marketing	4 X 4 = 16 HOURS (16L +4P+4T)			Electives	4X30	4X70	4X4=16
MBA303 HRM - MBA306 HRM	HRM							
MBA303 FIN - MBA306 FIN	Finance							
MBA303 OPS - MBA306 OPS	Operations							
MBA303 ENT - MBA306 ENT	Entrepreneurship							
MBA307	Internship / Project Work Report	6 Weeks			-	-	100	3
Generic Elective Courses (Choose any two out of four courses)								
MBA308 MOOCS/NCFM/IRDA/NISM/ SWAYAM	Any online course related to MBA from the authentic sources	0	0	0	Elective-1	A PASS CERTIFICATE WITH 50% MARKS		2
MBA309	Life Skills for Managers	2	1	0	Elective-2	50	-	2
MBA 310	Creativity & Innovation	2	1	0	Elective-3	50	-	2
MBA 311	Leadership & Change Management	2	1	0	Elective-4	50	-	2
TOTAL FOR III SEMESTER		24 +4	6 +2	6	-	180 + 50	520	27+4


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IV SEMESTER

Paper Code	Paper Title Generic core course	Teaching Hours/ week			Core / Elective	Internal Marks	External Marks	No. of Credits
		Lecture	Practical	Tutorial				
MBA401	International Business	4	1	1	Core	30	70	4
MBA 402	E-Business	4	1	1	Core	30	70	4
ADVANCED SPECIALISATIONS								
(Choose any 4 elective courses out of 5 Specializations having 4 courses each as shown in Table-2)								
MBA403MKT- MBA 406MKT	Marketing	4 X 4 = 16 HOURS (16L +4P+4T)			Electives	4 X 30	4 X 70	4 X 4
MBA403 HRM - MBA406 HRM	HRM							
MBA403 FIN - MBA406 FIN	Finance							
MBA403 OPS - MBA406 OPS	Operations							
MBA403 ENT - MBA406 ENT	Entrepreneurship							
MBA407	Comprehensive Viva-voce	-	-	-	-	-	100	3
GENERIC ELECTIVE COURSES (Choose any One out of Three Courses)								
MBA 408	Employability Skills Lab	2	1	0	Elective-1	50	-	2
MBA 409	Selling & Negotiation Skills Lab	2	1	0	Elective-2	50	-	2
MBA 410	Statistical Software Applications Lab	2	1	0	Elective-3	50	-	2
TOTAL FOR IV SEMESTER		24 +2	6+1	6	-	180+50	520	27+2

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TABLE-1: ELECTIVES IN FUNCTIONAL SPECIALIZATIONS IN III SEMESTER

MARKETING	<ul style="list-style-type: none">1. Consumer Behavior & Marketing Research(MBA303MKT)2. Product and Brand Management(MBA304MKT)3. Integrated Marketing Communications(MBA305MKT)4. Services Marketing(MBA306MKT)
HRM	<ul style="list-style-type: none">1. Human Resource Planning (MBA303HRM)2. Performance & Reward Management (MBA304HRM)3. Training & Development (MBA305HRM)4. Organization Development & Change (MBA306HRM)
FINANCE	<ul style="list-style-type: none">1. Financial Institutions & Markets (MBA303FIN)2. Behavioral Finance (MBA304FIN)3. Security Analysis & Portfolio Management (MBA305FIN)4. Financial Engineering(MBA306FIN)
OPERATIONS	<ul style="list-style-type: none">1. Manufacturing Systems in Management (MBA303OPS)2. Supply Chain Management (MBA304OPS)3. Service Operations Management (MBA305OPS)4. Logistics & Distribution Management (MBA306OPS)
ENTREPRENEURSHIP	<ul style="list-style-type: none">1. Business Opportunities in Emerging Economies (MBA303 ENT)2. Startup & New Venture Management (MBA304ENT)3. Venture Capital & Private Equity (MBA305ENT)4. Entrepreneurial Ecosystem in India (MBA306ENT)


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TABLE-2: ELECTIVES IN ADVANCED SPECIALIZATIONS IN IV SEMESTER

MARKETING	<ol style="list-style-type: none"> 1. Strategic Marketing(MBA403MKT) 2. Sales & Distribution Management (MBA 402MKT) 3. Retail Management (MBA 403MKT) 4. Digital & Social Media Marketing (MBA 404MKT)
HRM	<ol style="list-style-type: none"> 1. Human Resource Development (MBA403HRM) 2. Strategic HRM (MBA404HRM) 3. International HRM (MBA405HRM) 4. Stress Management (MBA406HRM)
FINANCE	<ol style="list-style-type: none"> 1. Financial Services & Risk Management (MBA403FIN) 2. Financial Derivatives (MBA404 FIN) 3. International Financial Management (MBA405FIN) 4. Corporate Taxation (MBA406FIN)
OPERATIONS	<ol style="list-style-type: none"> 1. Total Quality Management (MBA403OPS) 2. Lean Manufacturing (MBA404 OPS) 3. Research & Development ((MBA405OPS) 4. Supply Chain Analytics (MBA404OPS)
ENTREPRENEURSHIP	<ol style="list-style-type: none"> 1. Family Business Management (MBA403 ENT) 2. Corporate Entrepreneurship (MBA404 ENT) 3. Social Entrepreneurship (MBA405ENT) 4. Global Entrepreneurial Ecosystem (MBA406ENT)



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DETAILED SYLLABUS

MBA101: MANAGEMENT PROCESS AND ORGANISATION BEHAVIOR
(4L + 1P + 0T)

Subject Code	MBA 101	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

The main objective of this course is to familiarize the students with the fundamental concepts, functions, and principles of management. It is also aimed at helping the students to improve their managerial skills and administrative abilities. It also gives students an understanding of the Organization behaviour with a view to make the organizations functional and effective. It helps students to understand the concept of personality, theories of personality, conflicts, causes and resolution methods. Further the course helps the students to understand the importance of change management in organizations.

Course Outcomes

At the end of the course the students will be able to acquire managerial and administrative capabilities required to run the organizations in different sectors.

UNIT-I

Introduction to Management: Concept, Definition and Nature of Management – Evolution of Management thought – Purpose, Functions, Principles, and Levels of Management – Types and Roles of Managers (Mintzberg), and skills for Managers (Katz)– Management and Environment– Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

UNIT-II

Planning: Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Decision Tree Analysis - Management By Objectives. Organizing: Process - Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

UNIT-III

Leading – concept, scope, significance - Motivation: Significance, Process -Theories of Maslow, Herzberg, McClelland, Porter and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership – Communication. Controlling: Basis -Control Process, Pre-Requisites, and Requirements of adequate Control - Techniques of control.

UNIT-IV

Organizational Behavior – Importance - Historical Background - Fundamental concepts of OB -Different models of OB – Understanding Individual Behavior – Perception- Concept-Process-Learning-Concept – Theories of learning - Personality –Concept-Personality traits-Theories of Personality- Attitudes- Johari Window 2X2 matrix, Transactional Analysis.

UNIT-V

Group dynamics – Concept, importance, types of groups, group formation, group development, group composition, group performance factors; Organizational conflict, Resolution of conflicts; Culture and determinants of Organizational Culture; Organizational Change, Concept, Need for change, resistance to change; Theories of planned change; Organizational Development-Concept of OD, Organizational diagnosis, OD interventions.

Case Study (Not Exceeding 300 words)

Practical Components:

- ☐ Studying organizational structures of any five companies and classifying them into different types of organizations and justifying why such structures are chosen by those organizations.
 - ☐ Identifying any five organizations and group them into different types of organizations based on Management at work place.
 - ☐ Studying organizational group dynamics of any three companies and identify the best method of managing group dynamics.
 - ☐ Study any three companies following OD interventions and Identify effective technique.
- Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.**

REFERENCE BOOKS:

1. Heinz Wehrich, Harold Kontz, Management: A Global Perspective, 10/e TMH
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
3. Clegg, S., Kornberger, M., and Pitsis, T., Managing and organisations: An introduction to Theory and practice, Sage, London, 2011.
4. Ricky Griffin, Gregory Moorhead, Organizational Behavior: Managing People and Organizations, Cengage Learning, 2009.
5. Graeme Martin, Managing People and Organizations in Changing Contexts, Routledge, 2006.
6. Knights, D. & Willmott, H. Introducing organizational behavior and management, Thompson, London, 2006.
7. Luthans. F. Organizational Behaviour, TMH.
8. Robbins, Management, 7/e, Pearson Education.
9. John F. Wilson, The Making of Modern Management, Oxford University Press.
10. Organizational Behaviour, Subbarao P, Himalaya Publishing House.



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MBA 102:MANAGERIAL ECONOMICS (4L + 1P + 0T)

Subject Code	MBA 102	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to introduce the fundamentals, tools and theories of managerial economics; to orient on micro economic techniques as a decision making process; and to understand macro economic analysis essential for business managers. The course aims to make students understand the role of managerial economist in business decision making. The concepts of demand, supply, inflation, market structures, macroeconomic aggregates, trade cycles which are important in the process of decision making are studied.

Course Outcomes

At the end of the course, the students will be able to apply economic theories, tools and techniques in the process of decision making in organizations.

UNIT-I

Managerial Economics: Definition, Nature, Scope – Functions and Responsibilities of a Managerial Economist – Law of Demand and its exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses – Demand Forecasting – Methods of Forecasting for Existing and New Product.

UNIT-II

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm-Baumol's Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale

UNIT-III

Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short-Term & Long Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization – Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

UNIT-IV

Indian Economic Environment: Overview of Indian Economy – Recent changes in Indian Economy – Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI – Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation – Measurement of Inflation – Economics of Risk & Finance – Monetary Policy & Fiscal Policy.


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UNIT-V

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical
Function: Aggregative Demand and Supply, Consumption Function, and Investment Function
– Keynesian Theory (overview).

Case Study (Not Exceeding 300 words) Or Problem from either Unit-2 or Unit-3

Practical Components:

- ☐ Study of demand elasticity for a product when there is a price increase or price decrease.
- ☐ Demand forecasting – Mini project may be given to students to assess the demand for a product or a service using any method.
- ☐ An in-depth study of economic indicators on the growth rate.
- ☐ Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

REFERENCE BOOKS:

1. Joel Dean, *Managerial Economics*, Prentice Hall.
2. Mote & Paul, *Managerial Economics*, Tata McGraw Hill.
3. Gupta, *Managerial Economics*, Tata McGraw Hill.
4. Gupta, *Macro Economics, Theory & Applications*, Tata McGraw Hill.
5. Mehta P.L, *Managerial Economics – Text and Cases*, S. Chand & Co.
6. Peterson & Lewin, *Managerial Economics*, Prentice Hall of India.
7. Person H. Craig, Lewis W. Ch and Jain Sudhir K, *Managerial Economics*, Pearson Education.



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MBA 103: BUSINESS ANALYTICS FOR MANAGERIAL DECISION MAKING
(4L + 1P +0T)

Subject Code	MBA 103	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to understand a Problem(s) in Business, explore and analyze the problem(s); make better decisions, to improve policy making, to develop strategy and to improve day to day performance of organizations; explore data to find new patterns and relationships (Data Mining); predict the relationship between different variables (Predictive Analytics and Predictive Modeling); estimate the value created using business analytics to address an opportunity/Problem; and understand and use statistical techniques for analysis of research data.

Course Outcomes

The course will enable the students to acquire knowledge about different analytical tools used for model building, to establish relationship among different variables that effect business decision making.

UNIT -I


Introduction: Meaning, Definition and Importance of Business Analytics – Analytics v/s Analysis – Business Analytics v/s Business Intelligence and Data Mining – Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making – Business Analytics as a Competitive Strategy – Effective Communication of Analytics.

UNIT -II

Mathematics and Statistics for Business Analytics: Concept and Definition of Data Science – Data Sources, Types of Data and Data Representations – Mathematics for Business Analytics: Application of Differentiation, Maxima and Minima, Matrices and Matrix Operations using Cramer's Rule and Inverse Method (Problems) – Probability and Counting Techniques: Bayes' Theorem, Binomial, Poisson and Normal Distributions (*Theory and Problems*) – Statistics for Business Analytics: Descriptive Statistics-Measures of Central Tendency, Variability and Shape (*Theory and Problems*).

UNIT-III

Predictive Analytics Tools & Techniques: Concept of Predictive Analytics – Linear Regression and Logistic Regression (*Theory and Problems*) – Factor Analysis – Cluster Analysis (*Theory*) – Econometrics and Time Series Forecasting (*Theory and Problems*).


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UNIT-IV

Contemporary Analytics: Financial and Risk Analytics, HR Analytics, Customer Analytics for New Product Development, Retail Analytics, Sales force Analytics, Web and Social Media Analytics, and Supply Chain and Logistics Analytics (*Theory*).

UNIT-V

Business Research & Analytics for Decision Making: Introduction to Research and Problem Formulation – Types of Research – Research Process and Research Design – Sampling Theory – Scaling, Measurement Data Collection Techniques (Overview) – Hypothesis Formulation and Testing Techniques – **Non-Parametric Tests** (Mann-Whitney U, Chi-square test, and Spearman R) – **Parametric Tests**: Correlation, t-test and ANOVA – Data Interpretation, Report Writing and Presentation (*Theory and Problems*).

Case Study (Not Exceeding 300 words)

Practical Components:

- Students should identify any three companies using data analytics, and analyze how companies are using analytics to prosper.
- Should form groups (A group consists of 4-6 students) and download 'R' the most popular software (free and open source) for data management and statistical analysis of data.
- Teachers shall teach students how to use the R Software to work with data using a case study related to unit-4.
- Students should conduct a team based project, which is a unified and practical case on a topic of their choice, with approximately 4-6 students per group.
- Students are required to develop practical experience in using several different types of online analytical tools (e.g. Google Analytics, Bing Webmaster Tools and AWstats).
- Students should apply analytics tools to real-world business contexts (local areas) for improved decision-making.
- Assess the strengths and limitations of analytics and predictive modeling techniques for different business applications and varying data conditions using free and open source softwares like 'R' and 'Orange'.
- Students are expected to write the research design on Exploratory and Descriptive Research.
- Students are asked to prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Students are asked to conduct Market survey to know the consumer perception towards any FMCG.

Reference Books:

1. Shmueli, Patel and Bruce, *Data Mining for Business Intelligence, Concepts, Techniques and Applications*, Wiley.
2. Powell and Baker, *Management Science: The Art of Modeling with Spreadsheets*, Wiley.
3. Williams, *Data Mining with Rattle and R: The Art of Excavating Data for Knowledge Discovery*, Springer.
4. Ledolter, *Data Mining and Business Analytics with R*, Wiley.
5. Danielle Stein Fairhurst, *Using Excel for Business Analysis: A Guide to Financial*

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Modelling Fundamentals + website, Wiley, 2013.

6. Winston Wayne L., *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft Press, USA.

7. C R Kothari, *Research Methodology*, VishwaPrakashan, 2002.

8. Donald R. Cooper & Pamela s Schindler, *Business Research Methods*, 9/e, TMH /2007

9. Naresh K Malhotra, *Marketing Research*, 5th Edition, Pearson Education /PHI 2007



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MBA 104: MANAGERIAL COMMUNICATION (4L + 1P + 0T)

Subject Code	MBA 104	IA Marks	30
No. of Lecture Hours/Week	04	End Exam Marks	70
Practical Hours/Week	01	Total Marks	100
Total Number of Hours per Semester (13 weeks/91 days)	65	Exam Hours	03

Course Objectives

By the end of the course, students will be able to understand communication skills and sensitize them to their potential to become successful managers; the course helps in understanding importance of communication in business organizations, communication in cross cultural setting. explain the various types of communication in Business Organizations; to help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising. It helps the students to understand negotiation process, negotiation strategies used by business organizations. Further it helps to know how to write CVs, and resumes, to understand listening skills and interview skills.

Course Outcomes

The course enables the students to learn communication skills, presentation skills, negotiation skills and report writing skills which are very much crucial while dealing with different stakeholders.

UNIT-I

Introduction: Definition, Role, Purpose & Classification of Communication – Communication Process – Characteristics of Successful Communication – Importance of Communication in Business Organizations – Communication barriers – Communication Structure in Organization – Communication in Conflict Resolution – Communication in Crisis – Communication in a Cross cultural and Multi cultural Setting.

UNIT- II

Inter & Intrapersonal and Oral & Nonverbal Communication – Interpersonal Communication Models – Intrapersonal Communication Models – Principles of Successful Oral communication – Barriers to Oral Communication – Types of Managerial Speeches– Principles of Nonverbal Communication – Group Communication: Meetings and Group Discussions.

UNIT- III

Managerial Writing & Business Correspondence – Purpose of Writing – Clarity in Writing – Principles of Effective Writing – The Seven Cs of Effective Written Communication – Applying the Three Step Writing Process – Planning and Writing Business Reports and Proposals – The Process of Preparing Effective Business Correspondence – The Organization and Composition of Business Messages – Principles of Effective Presentations.


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UNIT- IV

Media Management & Meeting Documentation: Press Release, Press Conference & Media Interviews – Notice, Agenda, and Resolution & Minutes – Designing & Delivering Business Presentations – Advanced Visual Support for Managers – Communication and Negotiation – Negotiation Process – Negotiation Strategies.

UNIT- V

Communication Networks & Employment Communication: Technology-enabled Communication – Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing, Videoconferencing, Blogs and Social Media – Composing Application Messages: Writing CVs & Resumes – Interview skills – Listening Skills.

Case Study (Not Exceeding 300 words)

Practical Components:

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern.
- The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

REFERENCE BOOKS:

1. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
2. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, *Organizational Communication – The Keystone to Managerial Effectiveness*, New York: McGraw-Hill.
3. Lesikar & Flatley., *Basic Business Communication – Skills for Empowering the Internet Generation*. 9th Edition, McGraw-Hill.
4. Monippally, M M., *Business Communication Strategies*, McGraw-Hill.
5. K.K. Ramachandran Lakshmi, Kartik, M. Krishna Kumar, *Business Communication*, MacMillan India Ltd., 2007.
6. Shirley Taylor, *Communication for Business*, Pearson Education.
7. Courtland L Bovee, John V. Thill, & Mukesh Chaturvedi, *Business Communication Today*. Ninth Edition. New Delhi: Pearson.
8. Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, *Effective Business Communication*, The McGraw-Hill Company, New Delhi.


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