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.

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
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		

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.

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 guide the students for betterment.

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:	Group B (Individual Assessment) – Atleast 1 per course
1. Class Test 2. Open Book Test 3. Written Home Assignment 4. In-depth Viva-Voce	5. Case Study 6. Caselet 7. Situation Analysis
Group C (Group Assessment) – Not more than 1 per course	**Group D (Creative - Individual Assessment) – Not more than 1 per course**
8. Field Visit / Study tour and report of the same 9. Small-Group Project & Internal Viva-Voce 10. Model Development 11. Role Play 12. Story Telling 13. Fish Bowls	14. Learning Diary 15. ScrapBook / Story of the week / Story of the month 16. Creating a Quiz 17. Designing comic strips 18. Creating Brochures / Bumper Stickers / Fliers 19. Creating Crossword Puzzles 20. Creating and Presenting Posters

	21. Writing an Advice Column
	22. Library Magazines based assessment
	23. Peer assessment
	24. Autobiography/Biography
	25. Writing a Memo
	26. Work Portfolio
Group E (Use of Technology - Individual Assessment) – Not more than 1 per course	**Group F (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course**
37. Online Exam	27. Book Review
38. Simulation Exercises	28. Drafting a Policy Brief
39. Gamification Exercises	29. Drafting an Executive Summary
40. Presentation based on Google Alerts	30. Literature Review
41. Webinar based assessment	31. Term Paper
42. Creating Webpage / Website / Blog	32. Thematic Presentation
43. Creating infographics / infomercial	33. Publishing a Research Paper
44. Creating podcasts / Newscast	34. Annotated Bibliography
45. Discussion Boards	35. Creating Taxonomy
	36. Creating Concept maps

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.

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

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. Such students will be exempted from appearing for all the generic core and generic elective courses.
3. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for.
4. 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.

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.