

# **FIRST ORDINANCES**

**For**

**MASTER OF BUSINESS ADMINISTRATION  
(Session 2021-22)**



**HARCOURT BUTLER TECHNICAL UNIVERSITY  
KANPUR-208002 (UP) – INDIA**

**First Ordinances**

In pursuance of the provision of Section 45 (1-3) of the Uttar Pradesh Harcourt Butler Technical University, Kanpur Act, 2016, these are the first Ordinances of Master of Business Administration (MBA) programme for Harcourt Butler Technical University, Kanpur:

## **1. INTRODUCTION**

Short Title, Commencement and Definitions

- 1.1 These Ordinances shall be called the First Ordinances, 2021 of MBA programme of Harcourt Butler Technical University, Kanpur.
- 1.2 They shall come into force from session 2021-22.
- 1.3 Anything contained in Ordinances in violation to provisions of Act shall be void, and the provisions of Act shall prevail.
- 1.4 In these Ordinances, unless the context otherwise requires,
  - a) “Act” means the Uttar Pradesh Harcourt Butler Technical University Act, 2016 as amended from time to time.
  - b) “Section” means a section of the Act.
  - c) “Clause” means a clause of the Ordinances.
  - d) “University” means the Harcourt Butler Technical University, Kanpur.
- 1.5 Words and expression used herein but not defined in the Act shall have the same meaning as assigned to them in the Act.
- 1.6 The admission of students, eligibility to various courses of study, qualifications, attendance, registration, course structure, grading system, award of degrees, certificates, medals and other academic distinctions are covered in these Ordinances.
  - a) The “University” may start other Degree, Diploma, Certificate programmes and other academic distinctions as deemed necessary for fulfilling its objectives. The Ordinances for the same shall be as prescribed by the Academic Council and the Executive Council.
  - b) The “Courses of Study” shall be as prescribed by the Academic Council and approved by the Executive Council.

Fellowships and Awards shall be instituted as per the requirements with approval of the Vice Chancellor under intimation to the Academic Council and the Executive Council.

## **2. ORDINANCES FOR M.B.A. PROGRAMME**

### **2.1 ADMISSIONS**

- 2.1.1 University offers full time Master of Business Administration (MBA) Degree Programme.
- 2.1.2 Admission to MBA shall be made on the basis of score card of a reputed national level Entrance Examination “CAT” conducted by IIMs and Group Discussion and Personal Interview. The remaining seats, if any, shall be filled by a university level entrance examination.
- 2.1.3 The reservation policy as prescribed by U.P. State Government or its directions from time to time shall be adhered to by the University.
- 2.1.4 Admission on migration of a candidate from any other University to Harcourt Butler Technical University is not permitted.
- 2.1.5 If at any time after admission, it is found that a candidate has not fulfilled all the requirements stipulated in the offer of admission or has resorted to some fraudulent means to obtain admission; the University reserves the right to cancel the admission of the candidate.

### **2.2 ELIGIBILITY**

Qualifications for admission to MBA programme shall be as per the provisions of these Ordinances and decisions of the Academic Council / Admission Committee of the University.

#### **2.2.1 Minimum Eligibility Qualification**

A candidates shall be eligible for admission if he / she possess Bachelor’s Degree under 10+2+3 or 4 years pattern of education in Mathematics / Statistics / Engineering / Technology or Bachelor in Business Administration / Computer Application with a minimum aggregate of 60% marks (55% in case of the candidates belonging to SC/ST/OBC/PwDcategory) from a University recognized by UGC.

#### **2.2.2 Admission through Entrance Examination**

- (a) Admissions will be made on the basis of CAT score card followed by Group Discussions and Personal Interview (GDPI).
  - (b) The remaining seats,if any, after CAT applicants, shall be filled through non-CAT applicants. The university may conduct an entrance examination for non-CAT applicants and make a merit list of the qualified candidates to fill the remaining seats.
- 2.2.3 Specific details regarding eligibility criteria for admission to MBA Programme shall be as prescribed by the University from time to time.
- 2.2.4 Academic Council of the University shall have the power to repeal and modify the eligibility criteria for admissions.

### 3. PROGRAMME DURATION

- 3.1 The duration of the MBA programme shall be two academic years (four semesters).
- 3.2 Each semester shall have a minimum of 90 working days (including the days of examinations) or as prescribed by AICTE / UGC from time to time.
- 3.3 There are two regular semesters in an academic year. The semester that begins in July (July to November / December) is known as the Odd Semester and the semester that begins in December / January (December / January to May) is known as the Even Semester.
- 3.4 Maximum time allowed for completion of the programme shall be four years. If a student is unable to complete the course in stipulated maximum duration, his / her admission may be cancelled.

### 4. ATTENDANCE

- 4.1 Students are required to attend all the classes - lectures, tutorials, practical and other prescribed curricular and co-curricular activities. However, a condonation of 25 per cent in attendance in a subject may be granted in normal course during the semester.
- 4.2 A further relaxation of 15 percent can be granted by the Vice Chancellor on specific recommendations of the concerned Head of the Department and Dean of School, provided that the student has been absent on medical grounds and / or due to any exigencies beyond the control of the student. However, such absence will require prior permission from the concerned Head of the Department and the Dean of School. In case of medical exigencies, the student is required to report immediately after the medical fitness issued by the hospital.
- 4.3 No student shall be allowed to appear in the Mid Semester / End Semester Examination of a subject, if he / she does not have requisite 75 percent (or requisite 60% after availing relaxation as per the provisions of **Clause 4.2**) in that subject. Students not allowed to appear in the examination due to poor attendance shall be awarded "U" grade. Such candidates shall have to fulfill the eligibility of minimum attendance by registering afresh in that subject in subsequent years to clear the subject.
- 4.4 Attendance shall be counted from the date of start of academic session or the actual date of admission / registration. The commencement of classes shall begin one day after the date of registration.

## 5. (A) CURRICULUM STRUCTURE

The University follows a Credit Based Evaluation System. MBA programme will have a specific curriculum for all semesters (semester I to semester VI) consisting of theory, practical and industrial project work, etc., as given in Table 1.

**Table 1: Courses, Credits and Disciplines**

S.N.	Discipline	Minimum Credits
1.	Programme Core Courses (PCC)	54
2.	Programme Elective Courses (PEC)	24
3.	Basic and Applied Sciences Courses (BAS)	06
4.	Humanities & Social Sciences Courses (HSS)	06
5.	Projects	10
	<b>Total</b>	<b>100</b>

Each course is assigned a credits weightage depending upon the academic work load for a subject per week. One hour lecture / tutorial is equivalent to one credit while 2-3 hours practical work is equivalent to one credit. The curriculum for MBA programme of study has a total academic work load of 100 credits.

## 5 (B) UNIVERSITY STUDENT ACTIVITY COUNCIL (USAC) PROGRAMMES

The participation in any one of the activity group 'A' (NSS/Sports/Cultural) and any one in group 'B' (Social & Print Media/Technical/Literary/Hobby/Photography/Yoga) is compulsory (Total two activities minimum) for all MBA students. These activities are necessary for character building, physical fitness and sensitize students towards social and national issues. The students are required to participate and complete the above activities upto first three semesters. Although, these activities carry no credit but the student are required to obtain 'S' grade for satisfactory performance in the above chosen activities in each semester and will be certified by the respective conveners of the sub-council / club, however the decision of Chairman USAC will be final in case of any dispute.

## 6. GRADING SYSTEM AND EVALUATION SCHEME

### 6.1 Grading System

Students are evaluated out of a maximum of 100 marks in each subject. On the basis of marks obtained by the student in the subject, grades shall be awarded as per the Grading Scheme presented in Table 2. On the basis of performance of the student in all the subjects offered during the Semester, Semester Grade Point Average (SGPA) is calculated.

**Table 2: Grading System**

Marks (in percentage)	Grades	Grade Points	Description
90 and above	A+	10	Outstanding
80 and above	A	9	Excellent
70 and above	B+	8	Good
60 and above	B	7	Average
50 and above	P	6	Pass
Less than 50	F	0	Fail
	W	-	Withdrawn
	U	-	Short Attendance
	I	-	Incomplete
	S	-	Satisfactory in USAC Activities

**6.2 Evaluation Scheme**

The evaluation of performance shall comprise of continuous assessment throughout the Semester in the Mid Semester Examinations, End Semester Examinations and Teachers' Assessment through class work and tutorials. Evaluation scheme is presented in Table 3 for different type of courses.

*Irrespective to marks/grade obtained by the student in a particular subject, it mandatory to secure 50% marks in total (sessional and end semester examination) to pass that particular subject. Out of which minimum 30% (15 marks) in theory subject in end semester is essential. "I" grade shall be given to the students who leave the course midway during the semester. "W" grade shall be given to the students who withdraw from a course during the semester. Students not allowed to appear in the examinations due to poor attendance shall be awarded "U" grade.*

**6.3 Calculation of SGPA and CGPA**

The performance of a student shall be evaluated in terms of two indices: the Semester Grade Point Average (SGPA) which is Grade Point Average for a semester and Cumulative Grade Point Average (CGPA) is the Grade Point Average for all the completed semesters

**Semester Grade Point Average (SGPA)**

$$\text{SGPA} = \frac{\sum (\text{Credit weight of a subject} \times \text{Grade point earned in the subject})}{\text{Total credits offered during Semester}}$$

**Yearly Grade Point Average (YGPA)**

$$\text{YGPA} = \frac{(\text{SGPA of Odd Semester} \times \text{Total Credits of Odd Semester}) + (\text{SGPA of Even Semester} \times \text{Total Credits of Even Semester})}{\text{Total Credits offered during the current year (odd \& even Semester)}}$$

**Cumulative Grade Point Average (CGPA)**

$$\text{CGPA} = \frac{\sum (\text{SGPA} \times \text{Semester total Credits of all Semesters})}{\text{Total Credits of four Semesters}}$$

The CGPA is calculated on the basis of all passed courses in 'P or above grades' except in courses where 'S' grades in awarded.

**6.4 Award of Division (CGPA)**

CGPA of 7.500 or above : First Division with Honors  
 CGPA of 6.500 or above : First Division  
 Below a CGPA of 6.500 : Second Division

**6.5 Conversion of CGPA to Absolute Percentage**

CGPA x 10 = Absolute Percentage

**Table 3: Evaluation Scheme for various Theory Courses and Industrial Projects**

S.N.	Course Title	Credits	Sessional Marks				ESM	Total Marks
			MSE	TA	Lab	Total		
1	Theory Courses	3 (3-0-0)	30	20	-	50	50	100
2	Theory cum Lab Courses	3 (2-0-2)	15	20	15	50	50	100
3	Industrial Projects	5	-	50	-	50	50	100

Note: Project Evaluation will be done by the external examiner.

**6.6 Make-up Examination**

Students who are not able to appear in Mid Semester Examination for genuine reasons such as hospitalization or representing the University in sports / conference etc. are required to seek prior permission from their Head of Departments and Dean of the concerned school for grantof make-up examination. In case of hospitalization a written intimation within 10 days of hospitalization in mandatory. The Make-up examination will be conducted one week before the End Semester Examination and shall cover the whole syllabus till date.

## **6.7 Grant of Permission for Internship Abroad**

If a student gets an opportunity for Internship / Industrial Project abroad after second / third semester, he / she may be allowed to do so. In such situations, the modalities / grant of permission will be decided by the Vice Chancellor on the specific recommendations of Head of the Department and Dean of concerned School.

## **7. CARRYOVER EXAMINATION**

Student with “F” grade in any subject will be required to appear in the Carryover Examination in the subsequent years. However, the Sessional Marks obtained by these students will remain the same as earned in the first attempt.

## **8.ACADEMIC CRITERIA FOR CONTINUATION (RE-ADMISSION & EX-STUDENTSHIP)**

**8.1** A candidate may be allowed Re-admission provided he / she satisfies one of the following conditions:

- (a) A student must secure a minimum YGPA of 4.500 in current year in order to be promoted to the next year. If a student fails to fulfill this requirement of 4.500 YGPA, he / she shall be considered “Fail” and have to repeat the year by taking Re-admission in the same class paying full annual fee or opting for Ex-student status as per clause 8.2.
- (b) A candidate who failed to appear in a semester examination or he / she was not granted permission to appear in the examination.
- (c) A candidate who was detained by the University and subsequently was permitted to take Re-admission.

**8.2** Students having a minimum 75% attendance (60% with medical / academic leave) in last semester shall be allowed to get registered as Ex-student with following conditions:

- (a) A candidate opting for Ex-student will be required to register by paying examination fee within 15 days from the start of new session.
- (b) A candidate opting for Ex-student shall appear in all the theory and practical subjects in the End Semester Examination of both semesters of the academic year. However, Sessional Marks of Industrial Training, Seminar etc. shall remain the same as obtained earlier.

## **9. AWARD OF DIVISION, RANK AND MEDALS**

**9.1** A candidate who completes the course requirements for MBA programme securing “P” and above grades in all the courses in the stipulated maximum duration for the MBA programme shall be declared qualified for the award of degree subject to the fulfillment of the requirements of Clause 8.



- 9.2** A candidate who qualifies for the award of the degree securing “P” or above grades in all the subjects in his / her first attempt in four consecutive semesters and secures a CGPA of 7.500 or above shall be awarded FIRST DIVISION WITH HONOURS.
- 9.3** A candidate who qualifies for the award of the degree by securing “P” or above grades in all the subjects in the stipulated maximum duration for the MBA programme and secures a CGPA of 6.500 and / or above shall be awarded FIRST DIVISION.
- 9.4** All other candidates who qualify for the award of degree by securing “P” or above grades in all subjects in the stipulated maximum duration for the MBA programme and secures a CGPA less than 6.500 shall be awarded SECOND DIVISION.
- 9.5** Following Medals shall be awarded annually by the University to the passing out students, subject to completion of his / her degree programme within stipulated three years from the date of admission without any carryover.

### **Vice-Chancellor’s Medal**

Students securing First, Second and Third highest CGPA at the end of four semesters in MBA in first attempt will be awarded Vice-Chancellor’s Gold, Silver and Bronze Medal, respectively.

## **10. REGISTRATION AND ENROLMENT**

- 10.1** The students must register at the beginning of each semester on the prescribed dates announced in the Academic Calendar till she / he completes the programme. If a student does not register in a particular semester, her / his studentship is liable to be cancelled. Any academic activity undertaken by a student without registration shall not be considered towards the fulfillment of requirements of degree.
- 10.2** Registration should be carried out by the student himself / herself on stipulated dates. A student is allowed registration for 10 working days including the date of registration with a fine of Rs.100 per day. Registration will not be allowed after stipulated date. In that case the students will have to register at the start of next academic session.
- 10.3** Every student admitted to University shall be provided a unique Roll Number. The Roll Number shall have nine digits. First two digits shall indicate the year of admission; next two the degree programme; next two the branch of study, and last three digits the serial number of students. Every student shall be identified by this Roll Number throughout his stay in the University.

**10.4** Students with outstanding dues to the University or hostel etc. shall be permitted to register only after clearing the outstanding dues.

**10.5** In-absentia registration may be allowed only in rare cases at the discretion of the Vice Chancellor of the University in case of serious illness / natural calamities / unavoidable circumstances upon the recommendation of Dean of Academic Affairs .

**10.6** Every student admitted and registered in the University shall be required to submit the Enrolment Form within one month of registration for getting enrolled with the University.

## **11. TEMPORARY DISCONTINUATION FOR PROMOTION TO STARTUP / ENTREPRENEURIAL ACTIVITY**

This facility will be available to the students of the University to promote startup/entrepreneurial activities. Maximum period of discontinuation shall be limited to two year for MBA. Such students on completion of Degree shall be allowed by the University for Campus Placement provided that she / he shall apply through the Head of Department, Dean of concerned School and Dean of Academic Affairs to the Vice Chancellor in advance and obtain a written order to this effect. Clause 3 shall be relaxed to those students who opts this facility.

## **12. USE OF UNFAIR MEANS**

**12.1** If a student is found possessing unfair means (in form of written document, mobile phone, electronic gadget like Bluetooth device, programmable calculators) or using them in the Mid Semester Examination and the material recovered is relevant to the subject / paper, his / her entire Mid Semester Examination of all subjects of that semester will be cancelled and 'zero' marks will be awarded in Mid Semester Exams of all subjects of that Semester.

**12.2** If a student is found possessing unfair means (in form of written document, mobile phone, electronic gadget like Bluetooth device, programmable calculators) or using them in the End Semester Examination and the material recovered is relevant to the subject / paper, his/her entire End Semester Examination of all subjects of that semester will be cancelled and 'zero' marks will be awarded in all the subjects of that Semester.

**12.3** In addition to either of the above charges at 12.1 or 12.2, if a student is found misbehaving with the teachers / staff or creating indiscipline in the examination premises, such students will be rusticated from the University for one year.

**12.4** For all other cases not covered in Clauses 12.1 to 12.3, the Chairman, Board of Examination will recommend punishment on case to case basis and obtain approved of Vice Chancellor in accordance with the Clause 37.8 of the University Act.

### **13. CHALLENGE EVALUATION, AWARD OF MARKS AND ELIGIBILITY OF TEACHERS FOR RE-EVALUATION:**

#### **A. Challenge Evaluation**

- a. Challenge Evaluation of answer script will be carried out only for the latest semester whose result has been declared.
- b. The students of all MBA courses appearing for the University examinations are eligible to apply for re-evaluation of answer scripts in all theory subjects.
- c. There will be a single notification inviting application form the students, to apply for Challenge Evaluation of Answer Scripts mentioning the last date.
- d. Students may apply for challenge evaluation by paying the requisite fee of Rs. 5000 (Rs. Five Thousand only) per subject. This fee may vary in future decided by the University. After the last date, additional time may be granted, subject to the approval from the competent authority. However, under such case, student will have to pay a late fine (non-refundable) for applying for Challenge Evaluation as decided by the University from time to time.
- e. A student cannot apply challenge evaluation of answer scripts in the subject other than the THEORY subject.
- f. After the last day of application for challenge evaluation, the Controller of Examination Office shall initiate the process of challenge evaluation as per the procedure detailed hereunder:
  - i. Each answer script marked for Challenge Evaluation will be reevaluated by two evaluators.
  - ii. After the re-evaluation, if the difference between the marks awarded by the two re-evaluators is more than 20% of maximum marks of that subject, then such scripts shall be evaluated once again by a third examiner (who has not evaluated the script in the first re-evaluation).

#### **B. Award of Marks after Re-evaluation:**

- i. If the average marks of two re-evaluators after re-evaluation is higher/lesser than the original marks, the re-evaluation marks shall be awarded to the student in that subject.
- ii. In case of re-evaluation as discussed in section 16.f (ii) marks to the student shall be awarded in following manner:

##### Case-I

If the difference of marks awarded by two re-evaluators is more the 20% of maximum marks for a given subject, and the answer script is reevaluated by a third examiner, average of Two Nearest Marks shall be awarded.

First re-evaluation Marks	Second re-evaluation Marks	Difference between Ist&IInd re-evaluator	Third re-evaluator Marks	Final Marks after Re-evaluation
15	40	>20%	48	44
25	28	<20%	Not.Reqd.	27

### Case:II

First re-evaluation Marks	Second re-evaluation Marks	Difference between Ist&IInd re-evaluator	Third re-evaluator Marks	Final Marks after re-evaluation
19	40	>20%	59	50

- In case of average being a fraction, for all above cases the awarded mark shall be rounded to the next higher number.
- The University will display the Original Marks, Marks after challenge evaluation, on the website and result of the subject will be upgraded/uploaded.

### C. Eligibility of Teachers for Re-evaluation:

The faculty members who will be evaluating the script during re-evaluation must possess minimum five years of teaching experience and have experience of teaching that subject. If required, expert examiners from other University/ Institutions may also be appointed as evaluators.

## 14. GENERAL ELIGIBILITY FOR AWARD OF MBA DEGREE

A student shall be declared eligible for award of the MBA Degree if he / she has:

- 14.1 Registered and successfully passed with 'P' and above grades in all the courses and all other requirements of the programme as prescribed in the Ordinances or as prescribed by the University from time to time.
- 14.2 Has no dues to the University, Hostels, Library and USAC etc., and
- 14.3 No disciplinary action is pending against the student.

## **15. STUDENT DISCIPLINE**

All the students of the University shall have to abide by the discipline norms of the University and follow conduct or discipline rules / anti ragging measures in the University. In case of any act of indiscipline demonstrated by the students, the student shall be liable for punishment. On the recommendation of Proctorial Board, the punishment may include suspension for the semester, expulsion from the hostel, barring from the placement facility and / or termination from the University. The decision of the Vice Chancellor shall be final and binding.

## **16. POWER TO MODIFY**

Not with standing all that has been stated above, the Academic Council of the University has the right to modify partly or completely the provisions of above Ordinances with the approval of the Executive Council. Under extreme exceptional circumstances arising out of certain inconsistency in the Ordinance or otherwise, the Vice-Chancellor can take suitable decision in deference to the laid down provisions, provided standard of evaluation is not compromised and the same shall be reported to the ensuing Academic Council/Executive Council with suitable justification. Such actions of the Vice Chancellor shall not be treated as precedence under any circumstance.

**HARCOURT BUTLER TECHNICAL UNIVERISTY, KANPUR, INDIA**

**MBA PROGRAMME  
STUDY AND EVALUATION SCHEME**

**Year: 1<sup>st</sup> Semester: I**

Course Code	Subject	Periods			Evaluation Scheme							Credit
					MSE				ESE	Subject Total		
		L	T	P	CT	TA*	Lab	Total				
HMS 101	Principles of Management	3	0	0	30	20	-	50	50	100	3	
HMS 103	Quantitative Analysis	2	1	0	30	20	-	50	50	100	3	
HMS 105	Management Accounting	2	1	0	30	20	-	50	50	100	3	
HMS 107	Computer Applications in Management	2	0	2	15	20	15	50	50	100	3	
HMS 109	Business Environment	3	0	0	30	20	-	50	50	100	3	
HMS 111	Business Ethics	3	0	0	30	20	-	50	50	100	3	
HMS 113	Organizational Behavior	3	0	0	30	20	-	50	50	100	3	
HMS 115	Business Communication	2	0	2	15	20	15	50	50	100	3	

\*TA = TAQ+AT (10 marks each)

**Year: 1<sup>st</sup> Semester: II**

Course Code	Subject	Periods			Evaluation Scheme							Credit
					MSE				ESE	Subject Total		
		L	T	P	CT	TA*	Lab	Total				
HMS 102	Financial Management	3	0	0	30	20	-	50	50	100	3	
HMS 104	Marketing Management	3	0	0	30	20	-	50	50	100	3	
HMS 106	Data and Information Systems	2	0	2	15	20	15	50	50	100	3	
HMS 108	Research Methodology	2	1	0	30	20	-	50	50	100	3	
HMS 110	Managerial Economics	3	0	0	30	20	-	50	50	100	3	
HMS 112	Human Resource Management	3	0	0	30	20	-	50	50	100	3	
HMS 114	Production & Operation Management	3	0	0	30	20	-	50	50	100	3	
HMS 116	Legal Management	3	0	0	30	20	-	50	50	100	3	

\*TA = TAQ+AT (10 marks each)

**Year: 2<sup>nd</sup> Semester: III**

Course Code	Subject	Periods			Evaluation Scheme					Credit
		L	T	P	MSE			ESE	Subject Total	
					CT	TA	Total			
HMS 201	Strategic Management	3	0	0	30	20	50	50	100	3
HMS 203	International Environment & Management	3	0	0	30	20	50	50	100	3
HMS 205	Organizational Effectiveness & Change	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective I*	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective II*	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective III*	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective IV*	3	0	0	30	20	50	50	100	3
HMS 291	Capstone/Industrial Project#	-	-	10	50			50	100	5

**Note:** \* Each student shall take one specialization out of 05 specialized courses offered. The four elective courses must be from one and same specialization in IIIrd and IVth semester respectively.  
# Project evaluation shall be done internally (50) as well as externally (50 marks) through open presentation and viva method.

**Year: 2<sup>nd</sup> Semester: IV**

Course Code	Subject	Periods			Evaluation Scheme					Credit
		L	T	P	MSE			ESE	Subject Total	
					CT	TA	Total			
HMS 202	Corporate Governance	3	0	0	30	20	50	50	100	3
HMS 204	Entrepreneurship	3	0	0	30	20	50	50	100	3
HMS 206	International Business	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective I*	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective II*	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective III*	3	0	0	30	20	50	50	100	3
HMS 2XX	Elective IV*	3	0	0	30	20	50	50	100	3
HMS 292	Research Project#	0	0	10	50			50	100	5

**Note:** \* Each student shall take one specialization out of 05 specialization offered. The four elective courses must be from one and same specialization in IIIrd and IVth semester respectively.

# Project evaluation shall be done internally (50) as well as externally (50 marks) through open presentation and viva method.

**IMPORTANT:** The board of studies also agreed to accept the credits of the courses completed in online (NPTEL/ SWAYAM etc.) of final Semester for the purpose of academic credits if available on similar title and credits..

**MBA: List of Specialized and Elective Courses offered in 2<sup>nd</sup> Year**

<b>A) Marketing (HMS 21X) L T P : 3 0 0</b>	
<b>IIIrd Semester</b>	<b>IVth Semester</b>
HMS 211: Consumer Behavior	HMS 212: Retail Management
HMS 213: Advertising Management	HMS 214: International Marketing
HMS 215: Sales & Distribution	HMS 216: Marketing Analytics
HMS 217: Digital Marketing and Research	HMS 218: Services Marketing
<b>B) Human Resource (HMS 22X) L T P : 3 0 0</b>	
<b>IIIrd Semester</b>	<b>IVth Semester</b>
HMS 221: Team Building	HMS 222: Performance Appraisal & Management
HMS 223: Negotiation & Counseling	HMS 224: Human Resource Analytics
HMS 225: Industrial Relations & Labour Laws	HMS 226: International HRM
HMS 227: Human Resource Development	HMS 228: Compensation Management
<b>C) Finance (HMS 23X) L T P : 3 0 0</b>	
<b>IIIrd Semester</b>	<b>IVth Semester</b>
HMS 231: Investment Management	HMS 232: International Finance
HMS 233 Direct and Indirect Tax	HMS 234: Commercial Banking & Financial Services
HMS 235: Derivatives and Risk Management	HMS 236: Capital Management
HMS 237: Security Analysis & Portfolio Management	HMS 238: Corporate Finance
<b>D) Systems (HMS 24X) L T P : 2 0 2</b>	
<b>IIIrd Semester</b>	<b>IVth Semester</b>
HMS 241: Data Base Management Systems	HMS 242: Enterprise Resource Planning
HMS 243: Information Security & Cyber laws	HMS 244: AI and Machine Learning
HMS 245: Software Project Management	HMS 246: Data Warehousing and Mining
HMS 247: E- Commerce	HMS 248: Data Sciences
<b>E) Operations (HMS 25X) L T P : 3 0 0</b>	
<b>IIIrd Semester</b>	<b>IVth Semester</b>
HMS 251: Total Quality Management	HMS 252: Operational Strategy
HMS 253: Logistics & Supply Chain Management	HMS 254: Manufacturing Planning & Control
HMS 255: Service Operations Management	HMS 256: Inventory Management
HMS 257: Project Management	HMS 258: Process Management

**IMPORTANT:** The board of studies also agreed to accept the credits of the courses completed in online (NPTEL/ SWAYAM etc.) of final Semester for the purpose of academic credits if available on similar title and credits.