



**JANSONS SCHOOL OF BUSINESS  
(Autonomous)  
Karumathampatti, Coimbatore – 641 659**

**MBA Degree (4 Semester)  
Full-Time Residential Programme**

**Academic Regulations, 2023**

## **Short title, Commencement and Extent of Application**

These regulations may be called the Academic Regulations, 2023 (hereinafter referred as 'Academic Regulations') pertaining to MBA degree course of Jansons School Business (Autonomous) affiliated to Bharathiar University and applicable to the students admitted to MBA programme from the Academic Year 2023-24. The Academic Regulations hereunder are subject to amendments as may be decided by the Academic Council of Jansons School of Business from time to time. Any or all such amendments will be effective from such date and to such batches of students (including those already in the middle of the programme) as may be decided by the Academic Council.

As a condition of admission in Jansons School of Business, Coimbatore, every student is required to comply with the Academic Regulations. Students are expected to familiarize themselves with these Academic Regulations, and an assertion of ignorance of their provisions cannot be accepted as a basis for an exception to them. No student or group of students should expect to be warned individually to conform to any of these academic regulations. Students are advised to pay special attention to all deadlines given in the Academic Regulations. Students who have questions, clarifications or concerns about these Academic Regulations should consult with their respective Mentor.

### **1. PRELIMINARY DEFINITION AND NOMENCLATURE**

In these Academic Regulations, unless the context otherwise requires,

1. **'Board of Studies'** means the Board constituted by Jansons School of Business as 'Board of Studies'.
2. **'Competent Authority'** means the authority of the Jansons School of Business (JSB) who is responsible for all/particular academic activities/activity of JSB for implementation of relevant rules of these Academic Regulations. The competent authority for all academic activities means the Director of the JSB.
3. **'Comprehensive Learning Assessment'** means the assessment that aims to measure student's ability to combine facts and ideas and synthesize, generalize, explain, hypothesize, or arrive at some conclusion or interpretation. This assessment will cover the entire curriculum in the first year and will be made during the end of the second semester.
4. **'Conduct of Examinations Regulations'** means the regulations pertaining to the conduct of examinations at Jansons School of Business, Coimbatore approved by the Academic Council of Jansons School of Business.
5. **'Controller of Examinations'** means the Authority of the Jansons School Business (JSB) who is responsible for all activities concerned with examinations conducted by JSB.
6. **'Core Courses'** means 'the core subject' related to the programme concerned including practical and project work offered under the programme that are to be studied by all students.
7. **'Course'** means a theory or a practical subject or a combination of both, studied in a semester, like Marketing Management, Summer Internship / Project, etc.,
8. **'Domain'** means a field of study, like Marketing, Finance, Human Resources etc.,

9. **‘Elective Course(s)’** means the courses offered under the programme related to the major or non-major that are to be selected by the students.
10. **‘Faculty’** means, a teaching member of Jansons School of Business.
11. **‘Inter-institutional Transfer of Credit’** means when the credit transfer process operates across two or more universities (including State, Private, Public and Deemed to be Universities).
12. **‘Intra-institutional Transfer of Credit’** means when the process of credit transfer takes place within the colleges/department of affiliated university.
13. **‘JSB’** means Jansons School of Business, Karumathampatti, Coimbatore
14. **‘Mentor’** means the Faculty Advisor to whom the student is currently assigned.
15. **‘Programme’** means Master of Business Administration (also referred as MBA) programme
16. **‘Scheme of Examinations’** means the procedures laid down for assessment and passing requirements along with the distribution of marks and credits for the programme decided by the Board of Studies of JSB.
17. **‘Semester’** means, the calendar duration of instruction typically for a period of 90 days.
18. **‘Studentship’** means the state of being a student admitted into ‘Master of Business Administration’ programme.
19. **‘Transfer of Credit’** means that credits earned at one institution for one or more courses under a given programme are accepted under another programme either by the same institution or another institution. Further, this means that it is accepted that a certain portion of learning has already been successfully completed by a learner. This acceptance of earlier acquired credits (including standalone Continuous Assessment Marks) may be reflected in one of two ways: (i) Direct Performance Transfer, or (ii) Course Exemption [(in full or part) – including transfer of continuous assessment marks]

## **2. PROGRAMME OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS**

### **2.1 PROGRAMME OFFERED**

#### **1. MBA (FULL-TIME RESIDENTIAL)**

### **2.2 MODES OF STUDY**

Candidates admitted under ‘Full-Time - Residential’ should be available in JSB campus during the entire day/duration of working hours for the curricular, co-curricular and extra-curricular activities.

The Full-time candidates should not attend any other Full-time programme(s) / course(s) or take up any Full-Time / Part-Time job in any Institution or Company during the period of Full-Time Residential programme. Violation of the above rules will result in cancellation of admission to the Programme.

## 2.3 ADMISSION REQUIREMENTS

### Eligibility

- 2.3.1 Candidates for admission to the first semester of the MBA degree programme shall be required to have passed any Under-Graduate degree examination in any discipline from a recognized university are eligible to apply. Students in the final year of their UG can also apply.
- 2.3.2 Announcement for admission to MBA programme will be made by JSB and the candidates are required to submit their applications in the prescribed application form which is available online at the JSB's website on or before the dates specified in the announcement by JSB.
- 2.3.3 Admission to the MBA programme will be made by the procedure given below:
- (a) The Applicants to the course will have to qualify in the MAT (Management Aptitude Test) conducted by AIMA, TANCET (Tamil Nadu Common Entrance Test), CAT (Common Admission Test) conducted by the Indian Institutes of Management, XAT (Xavier Aptitude Test) conducted by Xavier Labour Research Institute, GMAT (Graduate Management Admission Test) conducted by Graduate Management Admission Council, CMAT (Common Management Admission Test) conducted by National Testing Agency, and ATMA (AIMS Test for Management Admissions) conducted by Association of Indian Management Schools. The candidates qualified in the MAT and meeting other requirements will be called for Interview and the final selection will be based on their
    - i. MAT/TANCET/CAT/GMAT/CMAT/XAT/ATMA score.
    - ii. Marks obtained in the Group Discussion and Personal interview
  - In addition to satisfying the conditions given in the application form, the brochure and other printed materials concerning the MBA admissions, the selected candidates should also satisfy all the other admission requirements indicated in the offer of admission and only then, they will be admitted to the MBA programme, after payment of the prescribed fees.
  - (b) If at any time the Competent Authority of JSB finds that any of the requirements is not fulfilled by a candidate, his/her admission to the programme may be revoked.
  - (c) Notwithstanding the qualifying examination the candidate might have passed, he/she shall have a minimum level of proficiency in the appropriate Programme / Courses as prescribed by the Competent Authority of JSB from time to time.
  - (d) Eligibility conditions for admission such as the marks, class obtained, the number of attempts in the qualifying examination and physical fitness will be as prescribed by the Competent Authority of JSB from time to time.

- (e) The Competent Authority of JSB may decide to restrict admission in any particular year to candidates having the subset of qualifications prescribed at the time of admission.

### **Transfer of Credit**

- 2.3.4 Notwithstanding anything contained herein, a student shall be admitted into the MBA programme through 'Intra-Institutional Credit Transfer' or 'Inter-Institutional Credit Transfer' subject to the prior approval of the Bharathiar University.
- 2.3.5 **Scholarships** will be provided in the form of reduced tuition fees for meritorious students, children/sibling of JSB alumni etc, as per the norms set by the Competent Authority from time to time.

## **3. DURATION AND STRUCTURE OF THE PROGRAMME**

### **3.1 Minimum Duration**

The programme will lead to the Master of Business Administration (MBA) of the Bharathiar University, Coimbatore and extend over a period of two academic years consisting of four semesters.

### **3.2 Maximum Duration**

The students shall complete all the passing requirements of the MBA degree programme within a maximum period of four years/eight semesters. These periods being reckoned from the commencement of the semester to which the student was first admitted.

### **3.3 Working days per semester and conduct of examination**

Each semester shall normally consist of 90 working days for full-time mode. Mid-term and End-Semester Examination will be scheduled as per the Academic Calendar.

## **4. Structure of the MBA Programme**

The programme will consist of:

- i. All course registrations need to be done as per the Scheme of Examinations that is applicable for the particular academic year. Core courses (offered in all semesters) are to be compulsorily taken by all the students of the programme.
- ii. Every student shall register for prescribed number of elective courses as per the Scheme of Examinations (Clause 5.4) in III semester (All the courses registered shall be in a combination of two domains which leads to the required number of prescribed courses) and prescribed number of elective courses as per the Scheme of Examinations (Clause 5.4) in the IV semester (All the courses registered shall be in a combination of two domains which leads to the required number of prescribed courses).
- iii. Summer Internship / Project
- iv. The medium of instruction, examination and project report will be English.

#### **4.1 Semester-wise registration of courses**

- 4.1.1 **Procedure for Registration:** The registration schedule for III and IV semesters is announced in advance by the Competent Authority. The details of the core, elective and supportive courses, if any, and the Project shall be intimated to the students, prior to the date of registration. The student is required to register for opted courses within the framework of the Clause 4 [sub-clauses (i) to (iv)] of the Academic Regulations and the Scheme of Examinations with the Competent Authority after due announcement of the prescribed dates and at the beginning/commencement of each semester. The registration form shall be filled-in and signed by the student.
- 4.1.2 Late registration may be permitted for certain period, only for valid reasons and on payment of a late registration fee prescribed from time to time by JSB.
- 4.1.3 However, if a student fails to register during any semester, his/her studentship is liable to be cancelled.

#### **4.2 Summer Internship / Project**

- 4.2.1 The Summer Internship / Project is to be undertaken after the completion of the II semester and before the commencement of the III semester.
- 4.2.2 The Summer Internship / Project shall be pursued for a minimum of eight weeks and maximum of twelve weeks.
- 4.2.3 Project work shall be carried out under the supervision of an 'Internal Guide' in the domain concerned. In this context 'Internal Guide' means the Faculty of JSB.
- 4.2.4 A candidate will be permitted to work on Summer Internship / Project in a business organization, on the recommendations of the Internal Guide. The Project work of the students shall be jointly supervised by an Internal Guide and an expert-as External Guide from the business organization and the student shall be instructed to meet the Internal Guide periodically and to attend the review meetings for evaluating the progress.
- 4.2.5 The Project Report prepared according to approved guidelines as given by Controller of Examinations (herein after also referred as 'COE') and duly signed by the Internal Guide, and the Competent Authority and shall be submitted to the Controller of Examinations.
- 4.2.6 The deadline for submission of Project Report is 30 calendar days from the first working day of the semester in which internship /project report is done/taken into account for credit. The COE is empowered to fix any particular date/day as deadline for submission of Project Report within the above mentioned 30 calendar days.
- 4.2.7 If a candidate fails to submit the Project Report on or before the specified deadline, he / she is deemed to have failed in the Project Work and shall re-enrol for the same in a subsequent semester (specified in Clause 4.1 of Academic Regulations).

### **4.3 Credit and Credit Assignment**

#### **4.3.1 Credit**

Credits will be assigned to the courses for different modes of study as given below:

- i. One credit for each lecture period allotted per week
- ii. One credit for each tutorial period allotted per week

#### **4.3.2 Credit Assignment and Minimum credits required for passing the programme**

The Curriculum of MBA programme shall be so designed that the prescribed credits required for the award of the degree shall be within the 110 credits. For the award of degree, the student shall earn a minimum of 110 credits.

#### **4.3.3 Requirements for the completion of study of a semester**

A student will be deemed to have completed the requirements of study of any semester only if:

- i. Ideally every student is expected to attend all classes and earn 100% attendance in each semester. However, in order to allow provision for certain unavoidable reasons such as medical / personal grounds / participation in management contests / events / sports, the student is expected to earn a minimum of 75% attendance. Therefore, he/she shall secure not less than 75% of overall attendance in that semester taking into account the total number of periods in all courses attended by the candidate as against the total number of periods in all courses offered during that particular semester. However, a candidate who could secure attendance between 65% and less than 75% are only eligible for applying for condonation and shortage of attendance up to 10 percent shall only be condoned by the Competent Authority. Such students who are eligible for condonation and who have obtained condonation of shortage of attendance from Competent Authority, will be eligible to appear for the examination of that semester on paying the condonation fee as fixed by the Competent Authority from time to time.
- ii. A student is eligible to avail condonation only up to a maximum of two times within the 2-year period of the course. Students will not be eligible to apply for condonation for more than two times, and such cases will be governed by Clause 4.3.3.iii.
- iii. Candidates who secure less than 65% overall attendance in the first, second or third semester will not be permitted to write the end-semester examination of that semester and will be permitted to go to the subsequent academic semester. Such candidates will be permitted to write the end-semester examinations of both the previous and current semesters, if and only if their combined attendance for both the semesters is 75% or above. In such cases, the rules of condonation shall be applicable for the combined attendance percentage as in Clause 4.3.3.i.
- iv. Candidates who secure less than 65% overall attendance in the fourth semester are to be declared as 'Prevented' and will not be permitted to write the end-semester examinations

of that semester. They are required to repeat the semester in which he / she is prevented by re-registering (as per procedures given in Clause 4.1.1 to 4.1.3 of Academic Regulations) himself / herself during the subsequent academic year for the respective courses again to compensate the short-fall in attendance. In case of 'Prevented' students, if the courses offered are discontinued/modified in subsequent year/semesters the students, are required to opt for new courses only. His/her progress has been satisfactory.

v. His/her conduct has been satisfactory.

## **5. Assessment and Passing requirements for courses except for 'Comprehensive Learning Assessment'**

5.1 The assessment will comprise of Continuous Assessment and the End Semester Examinations, carrying marks as specified in the Scheme of Examinations. Continuous assessment will be made as per the guidelines framed by the college from time to time. All assessments will be done on absolute marks basis. However, for the purpose of reporting the performance of student, letter grades and grade points will be awarded as per clause 5.3.1. The following will be the weightages given for Continuous Assessment and End Semester Examination:

|   |   |                      |
|---|---|----------------------|
| <b>i) For theory course (lecture based – non laboratory) course:</b>  |   |                      |
| Continuous Assessment   | : | 50 % (Fifty Percent) |
| End Semester Examination  | : | 50 % (Fifty Percent) |
| <b>ii) For Laboratory Based / Practical Based subjects / courses:</b> |   |                      |
| Continuous Assessment   | : | 50 % (Fifty Percent) |
| End Semester Examination  | : | 50 % (Fifty Percent) |
| <b>iii) For Summer Internship / Project:</b>                          |   |                      |
| Internal / Continuous Assessment                                      | : | 50 % (Fifty Percent) |
| Evaluation of Project Report/<br>Viva-Voce / Final Review             | : | 50 % (Fifty Percent) |

**The Assessment and Passing Requirements for 'Comprehensive Learning Assessment' conducted in the Second Semester is given in clause 5.4.3 of this Regulation.**

### **5.1.1 Procedures for awarding marks for Continuous Assessment for Theory courses and Theory courses with Laboratory component**

The maximum marks for Continuous Assessment shall be fifty percentage of the maximum marks in case of theory courses. The broad components of continuous assessment include assessment(s) based on Tests-subjective, Field based projects with or without viva-voce, Simulation, Presentation and Seminar, Assignments, Case analysis, Quizzes, Class participation / Attendance, Group and Co-operative learning and other activities like role play and games. The question paper for the test, topic of the field-based projects, simulation, presentation, seminar, assignments etc., will be assigned by the respective faculty who



handles the course. The maximum marks for each such components of assessment used in each course will be prescribed by the respective faculty who handles the course and announced to the students at the time of commencement of the course. The minimum number of components used for assessment for the purpose of awarding Continuous Assessment marks will be as per the guidelines framed by JSB from time to time. Schedule for Continuous Assessment Tests will be notified by the Controller of Examinations in alignment with the Academic Calendar. Schedule for Continuous Assessment for other components will be decided by the faculty who handles the course. Students who have missed Continuous Assessments (one or more components as the case may be) on valid reason may apply for retests (for each appropriate component) to the Course Faculty concerned specifying the reason for the absence and the Course Faculty shall conduct a retest when satisfied with the validity of the reasons given for the absence. Such conduct of retest must be only after getting the approval of COE / Competent Authority. The marks obtained in Continuous Assessment(s) shall be rounded (rounding up) to the nearest integer. The faculty who handles the course shall send the Continuous Assessment marks secured by each candidate to the COE.

- 5.1.2 **End Semester Examination:** There shall be one end-semester examination of 3 (three) hours duration for each 3 and 4 credit lecture-based course conducted as per the procedures laid down in the Conduct of Examinations Regulations of JSB. The end semester examination will cover the full syllabus of the course. For Laboratory Based / Practical Based / Project Viva-Voce Examination, the duration shall be fixed by the COE. End Semester examination will normally be conducted at the end of semester and shall ordinarily be conducted between November and December during the odd semesters and between April and May in the even semesters. However, for Laboratory Based / Practical Based / Project Viva-Voce Examination, end semester examination shall be scheduled anytime during / after the semester. Supplementary Examinations may be conducted at such times as may be decided by Competent Authority. A student will be permitted to appear for the end semester examination of a semester only if, he / she has completed the study of that semester satisfying the requirements given in clause 4.3.3 of the academic regulations and registered simultaneously for the examinations in all the courses of the highest semester (currently studying semester) eligible and all the courses in which he / she has arrears. If a student indulges in malpractice during assessments / examinations, the student shall be liable for punitive action as prescribed by JSB's Conduct of Examinations Regulations from time to time. A candidate who is absent in End Semester Examination in a course (including Laboratory Based / Practical Based / Project Work) after having registered for the same, shall be considered to have appeared in that examination for the purpose of classification of grade, excepting those who have withdrawn from the exams, as per Clause 8 of these regulations.

- 5.1.3 Supplementary Examinations will be conducted, as the need arises, for the courses of the previous semester(s) along with the courses of the current semester. A student who had failed or was absent in End Semester Examination shall appear for the Supplementary Examinations conducted at the end of the subsequent semester. In case of the fourth semester courses alone, supplementary examinations shall be held within 30 days of publication of the results of the End Semester Examination.

## 5.2 **PASSING REQUIREMENTS**

- 5.2.1 A Candidate who secures not less than 50% of total marks (Continuous Assessment and End Semester Examinations added together) prescribed for the course(s) along with a minimum of 50 % of the maximum marks prescribed for the End Semester Examination(s) (conducted at the end of the semester) in both theory and Laboratory Based / Practical Based / Subjects / Courses (including Summer Internship / Project ) after the award of Grace / Moderation marks as per Conduct of Examinations Regulations of JSB, shall be declared to have passed in the Examination.
- 5.2.2 If a candidate fails to secure a pass in a particular course, it is mandatory that he / she shall register and reappear for the examination in that course during the next semester when examination is conducted in that course; he / she should continue to register for the examination and reappear for the examination till he / she secures a pass (subject to the maximum number of attempts / years given in Clause 3.2 of this Academic Regulations)
- 5.2.3 The internal assessment marks obtained by the candidate in the first appearance shall be retained and considered valid for all subsequent attempts till the candidate secures a pass.
- 5.2.4 **Evaluation of Summer Internship / Project.**
- The evaluation of Summer Internship / Project shall be done independently in the III Semester in which the Project Report is submitted and marks shall be allotted as per the weightages given in Clause 5.1 of these Academic Regulations.
  - There shall be two assessments (each 25 marks) during the Summer Internship / Project duration by an Internal Guide. The student shall make presentation on the progress made before the Internal Guide. The Competent Authority shall constitute the Review Committee consisting of Internal Guide and / or another Faculty member of JSB. The total marks obtained in the two assessments shall be 50 marks and rounded (rounding up) to the nearest integer. There will be a viva-voce examination / project final review before the End-Semester Examinations conducted by a committee consisting of the Internal Examiner and one External Examiner. Internal Examiner will be the Internal Guide under whose guidance the student has undergone the Summer Internship / Project. However, if situation requires, the Competent Authority shall appoint any of the faculty member of JSB as Internal Examiner. The External Examiner shall be appointed by the Controller of

Examinations from the panel of Examiner(s) submitted by the Internal Guide / Examiner and approved by the Competent Authority.

- iii. The project shall be evaluated for a maximum of 100 marks of which 50 marks will be through internal assessment. There should be two reviews for the summer internship / project to be conducted separately with total internals of 50 marks. The marks are to be distributed as detailed below.

| Summer Internship / Project | Internal   |             | External       |                                  |
|-----------------------------|------------|-------------|----------------|----------------------------------|
|                             | Review – I | Review – II | Project Report | Viva-voce / Project Final Review |
|                             | 25         | 25          | 30             | 20                               |

- iv. If a candidate fails in the viva-voce examinations / Project Final Review, he / she has to resubmit the Project Report within 15 days from the date of declaration of the results. For this purpose, the same Internal and External examiner shall evaluate the resubmitted report within 15 days.
- v. A copy of the approved project report after the successful completion of Viva-Voce Examinations / Project Final Review, shall be kept in the library of JSB in digital form.
- vi. A student who secures a ‘P’ grade (Prevented) in the project work, shall be required to re-register and carry out the project work in the subsequent semester.

### 5.3 Classification of marks and Results

- 5.3.1 All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain points, will be awarded as detailed below:

| Range of Marks | Grade Points | Letter Grade | Description   | Class       |
|----------------|--------------|--------------|---|-------------|
| 90 – 100       | 9.0 – 10.0   | O            | Outstanding   | Outstanding |
| 80 – 89        | 8.0 – 8.9    | A+           | Excellent   | Distinction |
| 70 – 79        | 7.0 – 7.9    | A            | Very Good   | First class |
| 60 – 69        | 6.0 – 6.9    | B+           | Good  | First class |
| 50 – 59        | 5.0 – 5.9    | B            | Average   | Second      |
| < 50           | 0.0 – 4.9    | RA           | Reappearance  |             |
| Absent         |              | AB           | Absent  |             |
| Withdrawal     |              | W            | Withdrawal  |             |
|                |              | P            | Prevented from writing the examination due to insufficient attendance in the course [Academic Regulation 4.3.3] |             |

### 5.3.2 Computation of SGPA and CGPA

The SGPA is the ratio of sum of the product of the number of credits with Grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA} = \sum (C_i \times G_i) / \sum C_i$$

Where

$C_i$  = Credit for the  $i^{\text{th}}$  course in any semester

$G_i$  = Grade point for the  $i^{\text{th}}$  course

$\sum C_i$  = Semester Total Credits

The CGPA is calculated by taking into account all the courses undergone by a student over all the semesters of a programme, i.e.,  $\text{CGPA} = \sum (C_i \times S_i) / \sum C_i$

$\sum C_i$  = Programme Total Credits

A student is deemed to have passed and acquired the corresponding credits in a particular course if he / she obtained any one of the following grades: 'O', 'A+', 'A', 'B+', 'B'.

5.3.3 A Letter Grade of 'RA', 'AB', 'W', 'P' in any course implies the incompleteness of that course. 'RA' denotes Reappearance is required for the examination in that particular course. 'AB' denotes Absent for the examination. 'W' denotes withdrawal from exam for the particular course. 'P' denotes Prevented due to insufficient attendance in the course as per Academic Regulation 4.3.3.

5.3.4 **Classification of grade awarded as Distinction, and Outstanding:** A candidate who satisfies the following conditions shall be declared to have passed the examination in Distinction and Outstanding:

- i) The student should have passed the End semester examination in all the courses of all the four semesters in his / her first appearance within two years. Withdrawal from examination (vide Clause 8 of the Academic Regulations) will not be considered as an appearance.
- ii) One-year authorized break of study (if availed of) is permitted in addition to two years for award of these grades.
- iii) Should have secured a CGPA between 8.0 and 8.9 for Distinction, between 9.0 and 10.0 for Outstanding.

5.3.5 **Classification of grade awarded as First Class:** A candidate who satisfies the following conditions shall be declared to have passed the examination in First class

- i) Should have passed the End Semester Examination in all the courses of all the four semesters within four years which includes one year of authorized break of study, if availed of (or) Prevented from writing the End Semester Examination due to lack of attendance, if applicable.
- ii) Should have secured a CGPA of not less than 6.0.

### 5.3.6 Classification of grade awarded as Second Class:

All other candidates (not covered in clauses 5.3.5 and 5.3.6) who qualify for the award of the degree, shall be declared to have passed the examination in Second Class.

5.3.7 A candidate who is absent in semester examination in a Course / Summer Internship / Project after having registered for the same, shall be considered to have appeared in that examination for the purpose of classification of grade.

5.3.8 Notwithstanding anything contained herein in case of candidates admitted under clause 2.3.4 of this Academic Regulations, the Controller of Examinations shall issue 'Statement of Marks / Grade Card' for the credits transferred in the respective semesters after taking into account exemptions granted / equivalences considered (including that of Continuous Assessment Marks awarded by the other institution from which the candidate is being transferred). For the purpose of arriving at the exemptions / equivalences, the Competent Authority may appoint a Committee and based on the recommendations of the Committee, the Controller of Examinations shall consider the transfer of credits / continuous assessment marks. In case of Transfer of Credit candidates, the 'Statement of Marks / Grade Card' of JSB shall be issued only after surrendering of original 'Statement of Marks / Grade Card' issued by the institution from the which the candidate is transferred to JSB.

5.4 **Scheme of Examinations:** The table shows the details of the courses, assessment and credit thereof.

| Semester | Code No. | Courses                           | Assessment and Credit |           |       |        |
|----------|----------|-----------------------------------|-----------------------|-----------|-------|--------|
|          |          |                                   | CA* (%)               | ESE** (%) | Total | Credit |
| I        | 23MB1C01 | Fundamentals of Management        | 50                    | 50        | 100   | 4      |
|          | 23MB1C02 | Managerial Communication          | 50                    | 50        | 100   | 4      |
|          | 23MB1C03 | Managerial Economics              | 50                    | 50        | 100   | 4      |
|          | 23MB1C04 | Financial and Cost Analysis       | 50                    | 50        | 100   | 4      |
|          | 23MB1C05 | Data Analytics – I                | 50                    | 50        | 100   | 4      |
|          | 23MB1C06 | Organizational Behaviour          | 50                    | 50        | 100   | 4      |
|          | 23MB1C07 | Sustainable Business Management   | 50                    | 50        | 100   | 4      |
|          | 23MB1P01 | Management Practice – I           | 50                    | 50        | 100   | 2      |
| II       | 23MB2C01 | Contemporary Business Environment | 50                    | 50        | 100   | 4      |
|          | 23MB2C02 | Business Research Methods         | 50                    | 50        | 100   | 4      |
|          | 23MB2C03 | Data Analytics – II               | 50                    | 50        | 100   | 4      |
|          | 23MB2C04 | Financial Management              | 50                    | 50        | 100   | 4      |
|          | 23MB2C05 | Human Resources Management        | 50                    | 50        | 100   | 4      |
|          | 23MB2C06 | Marketing Management              | 50                    | 50        | 100   | 4      |
|          | 23MB2C07 | Operations Management             | 50                    | 50        | 100   | 4      |
|          | 23MB2P01 | Management Practice – II          | 50                    | 50        | 100   | 2      |
|          | 23MB2A01 | Comprehensive Learning Assessment | 50                    | 50        | 100   | 2      |

|                      |          |                                |    |    |     |            |
|----------------------|----------|--------------------------------|----|----|-----|------------|
| <b>III</b>           | 23MB3C01 | Management Information Systems | 50 | 50 | 100 | 4          |
|                      | 23MB3C02 | Strategic Management           | 50 | 50 | 100 | 4          |
|                      | 23MB3C03 | Summer Internship / Project    | 50 | 50 | 100 | 6          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
| <b>IV</b>            | 23MB4C01 | Entrepreneurship               | 50 | 50 | 100 | 4          |
|                      | 23MB4C02 | Project Management             | 50 | 50 | 100 | 4          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
|                      |          | Elective                       | 50 | 50 | 100 | 3          |
|                      |          | SWAYAM – NPTEL                 | 50 | 50 | 100 | 2          |
| <b>Total Credits</b> |          |                                |    |    |     | <b>110</b> |

CA\* -Continuous Assessment      ESE\*\* – End Semester Examinations

#### 5.4.1 Suggested Question Paper Model for the End-Semester Examination (3/4 credits)

The following table shows the suggested model / pattern of the question paper for the 3/4 credit courses other than Laboratory Based / Practical Based / Comprehensive Learning Assessment courses.

| Section              | Suggested pattern of questions   | Maximum Marks | Suggested coverage in the syllabus   |
|----------------------|--|---------------|--------------------------------------|
| Section – A          | Short answer questions of either – or type [E.g. 1(a) or 1(b) to 5(a) or 5(b)] | 5 x 7 = 35    | 5 Questions - 1 each from every Unit |
| Section – B          | Essay type answer – Any 3 out of 5 Questions                                   | 3 x 15 = 45   | 5 Questions – 1 each from every Unit |
| Section – C          | Compulsory Case  | 1 x 20 = 20   | Covering any part of the syllabus    |
| <b>Maximum Marks</b> |  | <b>100</b>    |                                      |

5.4.2 The pattern of the question paper for the End-Semester Examination of the Laboratory Based / Practical Based courses shall be decided by the duly appointed Examiner for a particular end semester examination including the nature of the End Semester examination to be conducted i.e., oral or written or both.

5.4.3 The ‘Comprehensive Learning Assessment’ conducted at the end of the Second Semester shall evaluate the students with respect to their retained knowledge in all or select courses studied by them under the ‘Choice Based Credit System’ during the programme in line with the Program Outcomes of JSB (defined from time to time). This evaluation shall be conducted through a viva – voce examination by a panel of Faculty of JSB. The panel will be formed by COE / Competent Authority. The total marks for this Examination shall be 100 (One Hundred). A Candidate who secures not less than 50% shall be declared to have passed in the Examination. If a candidate fails to secure a pass in ‘Comprehensive Learning

Assessment’, Clause 5.2.2 (to be read with Clause 3.2) of this Academic Regulations shall apply. The Classification of Marks and Results for ‘Comprehensive Learning Assessment’ shall be made as per the Clause(s) 5.3 of this Academic Regulations.

## **CURRICULUM STRUCTURE – 2023**

M.B.A (Master of Business Administration) Full Time – Fully Residential

| <b>I SEMESTER</b>  |                                   |   |                         |                          |                        |                |
|--------------------|-----------------------------------|---|-------------------------|--------------------------|------------------------|----------------|
| <b>Course Code</b> | <b>Course Title</b>               | <b>Total Number of contact hours<br/>per week</b> |                         |                          | <b>Total<br/>Hours</b> | <b>Credits</b> |
|                    |                                   | <b>Lecture<br/>(L)</b>                            | <b>Tutorial<br/>(T)</b> | <b>Practical<br/>(P)</b> |                        |                |
| 23MB1C01           | Fundamentals of Management        | 4   | 0                       | 0                        | 40                     | 4              |
| 23MB1C02           | Managerial Communication          | 4   | 0                       | 0                        | 40                     | 4              |
| 23MB1C03           | Managerial Economics              | 4   | 0                       | 0                        | 40                     | 4              |
| 23MB1C04           | Financial & Cost Analysis         | 3   | 1                       | 0                        | 40                     | 4              |
| 23MB1C05           | Data Analytics – I                | 2   | 1                       | 1                        | 40                     | 4              |
| 23MB1C06           | Organizational Behaviour          | 4   | 0                       | 0                        | 40                     | 4              |
| 23MB1C07           | Sustainable Business Management   | 3   | 1                       | 0                        | 40                     | 4              |
| 23MB1P01           | Management Practice – I           | 2   | 0                       | 0                        | 20                     | 2              |
|                    |                                   |   |                         |                          |                        | <b>30</b>      |
| <b>II SEMESTER</b> |                                   |   |                         |                          |                        |                |
| 23MB2C01           | Contemporary Business Environment | 4   | 0                       | 0                        | 40                     | 4              |
| 23MB2C02           | Business Research Methods         | 3   | 1                       | 0                        | 40                     | 4              |
| 23MB2C03           | Data Analytics – II               | 2   | 1                       | 1                        | 40                     | 4              |
| 23MB2C04           | Financial Management              | 3   | 1                       | 0                        | 40                     | 4              |
| 23MB2C05           | Human Resources Management        | 4   | 0                       | 0                        | 40                     | 4              |
| 23MB2C06           | Marketing Management              | 4   | 0                       | 0                        | 40                     | 4              |
| 23MB2C07           | Operations Management             | 3   | 1                       | 0                        | 40                     | 4              |
| 23MB2P01           | Management Practice – II          | 2   | 0                       | 0                        | 20                     | 2              |
| 23MB2A01           | Comprehensive Learning Assessment | 0   | 1                       | 1                        | 20                     | 2              |
|                    |                                   |   |                         |                          |                        | <b>32</b>      |

| III SEMESTER         |                                |   |   |   |    |            |
|----------------------|--------------------------------|---|---|---|----|------------|
| 23MB3C01             | Management Information Systems | 4 | 0 | 0 | 40 | 4          |
| 23MB3C02             | Strategic Management           | 4 | 0 | 0 | 40 | 4          |
| 23MB3C03             | Summer Internship/Project      | 0 | 0 | 6 | 60 | 6          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      |                                |   |   |   |    | <b>26</b>  |
| IV SEMESTER          |                                |   |   |   |    |            |
| 23MB4C01             | Entrepreneurship               | 4 | 0 | 0 | 40 | 4          |
| 23MB4C02             | Project Management             | 3 | 1 | 0 | 40 | 4          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      | Elective                       | 3 | 0 | 0 | 30 | 3          |
|                      | SWAYAM – NPTEL                 | 1 | 1 | 0 | 20 | 2          |
|                      |                                |   |   |   |    | <b>22</b>  |
| <b>TOTAL CREDITS</b> |                                |   |   |   |    | <b>110</b> |

### LIST OF ELECTIVES – III SEMESTER

| Course Code | Course Title                                 | Total Number of contact hours per week |              |               | Total Hours | Credits |
|-------------|--|--|--------------|---------------|-------------|---------|
|             |  | Lecture (L)                            | Tutorial (T) | Practical (P) |             |         |
| Finance     |  |  |              |               |             |         |
| 23MB3F01    | Financial Services                           | 3                                      | 0            | 0             | 30          | 3       |
| 23MB3F02    | Investment Analysis and Portfolio Management | 2                                      | 1            | 0             | 30          | 3       |
| 23MB3F03    | Financial Derivatives                        | 2                                      | 1            | 0             | 30          | 3       |
| 23MB3F04    | Financial Modelling for Managers             | 2                                      | 1            | 0             | 30          | 3       |
| 23MB3F05    | Fintech Analytics                            | 2                                      | 1            | 0             | 30          | 3       |



| <b>Human Resources</b> |  |   |   |   |    |   |
|------------------------|--|---|---|---|----|---|
| 23MB3H01               | Talent Acquisition                                     | 3 | 0 | 0 | 30 | 3 |
| 23MB3H02               | Performance, Compensation and Benefits                 | 3 | 0 | 0 | 30 | 3 |
| 23MB3H03               | Cross Cultural Management                              | 3 | 0 | 0 | 30 | 3 |
| 23MB3H04               | Transactional Analysis for Interpersonal Effectiveness | 3 | 0 | 0 | 30 | 3 |
| 23MB3H05               | Diversity, Equity and Inclusion                        | 3 | 0 | 0 | 30 | 3 |
| <b>Marketing</b>       |  |   |   |   |    |   |
| 23MB3M01               | Consumer Behaviour                                     | 3 | 0 | 0 | 30 | 3 |
| 23MB3M02               | Integrated Marketing Communication                     | 3 | 0 | 0 | 30 | 3 |
| 23MB3M03               | Digital Marketing                                      | 3 | 0 | 0 | 30 | 3 |
| 23MB3M04               | Sales and Distribution Management                      | 3 | 0 | 0 | 30 | 3 |
| 23MB3M05               | Marketing Analytics                                    | 3 | 0 | 0 | 30 | 3 |
| 23MB3M06               | Customer Relationship Management                       | 3 | 0 | 0 | 30 | 3 |
| <b>Operations</b>      |  |   |   |   |    |   |
| 23MB3O01               | Supply Chain Management                                | 2 | 1 | 0 | 30 | 3 |
| 23MB3O02               | Logistics  | 2 | 1 | 0 | 30 | 3 |
| 23MB3O03               | Total Quality Management                               | 2 | 1 | 0 | 30 | 3 |
| 23MB3O04               | Service Operations Management                          | 2 | 1 | 0 | 30 | 3 |
| 23MB3O05               | Lean Six Sigma Green belt                              | 2 | 1 | 0 | 30 | 3 |

## LIST OF ELECTIVES – IV SEMESTER

| Course Code     | Course Title                             | Total Number of contact hours per week |              |               | Total Hours | Credits |
|-----------------|--|--|--------------|---------------|-------------|---------|
|                 |  | Lecture (L)                            | Tutorial (T) | Practical (P) |             |         |
| Finance         |  |  |              |               |             |         |
| 23MB4F01        | Behavioural Finance                      | 2                                      | 1            | 0             | 30          | 3       |
| 23MB4F02        | Commercial Banking                       | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4F03        | Personal Finance & Taxation              | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4F04        | International Finance                    | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4F05        | Financial Blockchain                     | 2                                      | 1            | 0             | 30          | 3       |
| Human Resources |  |  |              |               |             |         |
| 23MB4H01        | HR Analytics                             | 1                                      | 1            | 1             | 30          | 3       |
| 23MB4H02        | Employment Laws and Industrial Relations | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4H03        | Learning & Development                   | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4H04        | Organisation Development                 | 3                                      | 0            | 0             | 30          | 3       |
| Marketing       |  |  |              |               |             |         |
| 23MB4M01        | Brand Management                         | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4M02        | Rural Marketing                          | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4M03        | Business to Business Marketing           | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4M04        | Retailing Management                     | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4M05        | Services Marketing                       | 3                                      | 0            | 0             | 30          | 3       |
| 23MB4M06        | International Marketing                  | 3                                      | 0            | 0             | 30          | 3       |

| Operations |                             |   |   |   |    |   |
|------------|-----------------------------|---|---|---|----|---|
| 23MB4O01   | Supply Chain Analytics      | 2 | 1 | 0 | 30 | 3 |
| 23MB4O02   | Global & Maritime Logistics | 2 | 1 | 0 | 30 | 3 |
| 23MB4O03   | Technology Management       | 3 | 0 | 0 | 30 | 3 |
| 23MB4O04   | Industry 5.0                | 3 | 0 | 0 | 30 | 3 |

*Course Code – conventions followed are listed below.*

| First two digits E.g.: '23'                              | MB                         | 1, 2, 3, 4  | A, C, F, H, M, O   | 01, 02, 03 ....   |
|--|----------------------------|---|--|---|
| Indicates Year in which the syllabus is framed / revised | Indicates the course - MBA | Indicates semester in which the course is offered | A - Comprehensive Learning Assessment<br>C – Core Paper<br>F – Finance<br>H – Human Resource<br>M – Marketing<br>O – Operations<br>P – Career Skills | Indicates the serial number of the paper in each core / elective area |

- 5.5 Students need to complete one SWAYAM - NPTEL course during the tenure of the programme. Students need to submit proof of completion of one SWAYAM - NPTEL course in the second year to be eligible to appear for the fourth semester end-semester examinations.

## 6. Declaration of Results

The results of each course will be declared by the Controller of Examinations, after getting the consent of the Competent Authority.

## 7. Revaluation

A candidate can apply for revaluation of his / her semester examination answer paper in a theory course, within 5 (five) days from the declaration of results, on payment of a prescribed fee through proper application to the COE through the Mentor. The COE will arrange for the revaluation and results will be intimated to the candidate concerned through the Course Co-ordinator. Revaluation is permitted only for theory courses.

A candidate can apply for revaluation of answer scripts for not exceeding 3 (three) subjects at a time.

## **8. Provision for withdrawal from the examination**

- 8.1 A candidate may, for valid reasons, (medically unfit / unexpected family situations) be granted permission to withdraw from appearing for the examination in any course or courses in any one of the semester examinations during the entire duration of the degree programme. For such permitted withdrawal, the candidate has to register and reappear in the subsequent semester.
- 8.2 Withdrawal application shall be valid only if the candidate is otherwise eligible to write the examination (as per clause 4.3.3 of the Academic Regulations) and if it is made within 5 (Five) days before the commencement of the examination in that course or courses and also recommended by the Competent Authority.
- 8.3 Notwithstanding the requirement of mandatory 5 (Five) day notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case by the Competent Authority.
- 8.4 Withdrawal shall not be construed as an appearance for deciding the eligibility of a candidate for Distinction and Outstanding.
- 8.5 Withdrawal is not permitted during final semester. Withdrawal is not permitted for arrears examinations of the previous semesters.

## **9. Authorised break from study**

- 9.1 A candidate is normally not permitted to temporarily break the period of study. However, if a candidate happens to discontinue the programme temporarily in the middle of duration of study for valid reasons (such as accident or hospitalization due to prolonged ill health) and to re-join the programme in a later semester, he / she shall apply to the Competent Authority in advance, in any case, not later than the last date for registering for the semester in question, through the Competent Authority stating the reasons.
- 9.2 The candidates permitted to re-join the programme after break of study / prevention due to lack of attendance (Prevented students), shall be governed by the Curriculum and Academic Regulations in force at the time of re-joining. The students re-joining in new Curriculum and Academic Regulations shall apply to the Competent Authority in the prescribed form for prescribing additional courses, if any, at the beginning of the readmitted semester itself, so as to compensate for the shortage of the credits, if any.
- 9.3 The authorized break of study will not be counted towards the maximum duration specified for passing all the courses for the purpose of classification (vide Clause 3.2 of the academic regulations).
- 9.4 The total period for completion of the programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period

specified in clause 3.2 of the academic regulations irrespective of the period of break of study in order that he / she may be eligible for the award of the degree.

- 9.5 If any student is detained for want of requisite attendance (Prevented student), progress and good conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' and Clause 9.3 is not applicable for this case.
- 9.6 In case of any valid reasons for extension of Break of Study, such extended Break of Study may be granted by the Competent Authority for a period not more than 1 (One) year in addition to the earlier authorized Break of Study. Such extended break of study shall be counted for the purpose of classification of degree (vide clause 5.3.5 and 5.3.6 of the Academic Regulations).
- 9.7 If the candidate has not reported back to the department, even after the extended Break of Study, the name of the candidate shall be deleted permanently from the enrolment of JSB. Such candidates are not entitled to seek readmission under any circumstances.

#### **10. Eligibility for the Award of the MBA Degree**

A student shall be declared to be eligible for the award of the Degree, when he/she has fulfilled the following conditions.

- i) Registered for and undergone all the core/elective and supportive courses and completed the Summer Internship / Project etc., if any, as prescribed by the academic regulations.
- ii) Passed in the core courses and the required number of elective courses and the Summer Internship / Project.
- iii) Successfully earned the minimum number of credits prescribed in the curriculum of the MBA programme within the stipulated time.
- iv) Has no dues to JSB, Library and Hostels and
- v) Has no disciplinary action pending against him/her.

All appeals regarding Award of MBA Degree will have to be addressed to the Competent Authority. The Competent Authority's decision shall be final.

#### **11. Disqualification for Award of MBA Degree**

Students who have been convicted by any cognizable offence(s) shall be debarred from receiving degrees.

#### **12. Discipline**

Every student is required to observe disciplined and decorous behaviour both inside and outside the JSB campus. He/she should not indulge in any activity which might compromise the prestige and fair image of JSB.

Any act of indiscipline of a student reported to the Competent Authority will be referred to the Grievance Committee. The committee will investigate the charges / inquire into the act of indiscipline and if it finds the charges are substantiated, will recommend to the Competent Authority a suitable disciplinary action/punishment for approval and implementation.

The recommendation of the Committee will be considered by the Competent Authority to take appropriate action.

The student may appeal to the Competent Authority and his decision shall be final.

### **13. Power to Modify**

JSB may from time-to-time revise, amend or change the Academic Regulations, Scheme of Examinations and Syllabi, if necessary. Notwithstanding all that has been stated above, the Competent Authority has the right to modify any of the above Academic Regulations from time to time.

Notwithstanding anything stated in these Academic Regulations, for any unforeseen issues arising, and not covered by these Academic Regulations, or in the event of differences of interpretation, the Competent Authority may take a decision, after obtaining, if necessary, the opinion/advice of a committee consisting of any or all the faculty members of JSB. The decision of the Competent Authority shall be final.

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