

**CHAROTAR UNIVERSITY OF SCIENCE AND TECHNOLOGY (CHARUSAT)**  
**FACULTY OF MANAGEMENT STUDIES (FMS)**  
**INDUKAKA IPCOWALA INSTITUTE OF MANAGEMENT (IIIM)**  
**PROGRAM PROJECT REPORT (PPR)**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(MBA PROGRAMME)**

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## **I. Programme's mission and objectives**

### **(i) Mission Statement:**

To develop leaders with excellent entrepreneurial and managerial qualities.

### **(ii) Objectives:**

The objectives of online MBA programme are as follows:

- To provide learning platform to students who are unable to study through regular mode but strive to pursue career in the field of management.
- To enable students to acquire proficiency in management concepts and Practices.
- To develop managerial capabilities to match the industry requirements.
- To provide holistic management education aimed at developing leaders with excellent managerial communication, critical thinking and decision making skills.
- To develop managerial professionals with high ethical standards.

### **(iii) Programme Outcomes**

- **PO1** - Apply knowledge of management theories and practices to solve business problems.
- **PO2** - Foster Analytical and critical thinking abilities for data-based decision making.
- **PO3** - Ability to develop Value based Leadership ability.
- **PO4** - Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
- **PO5** - Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

## **II. Relevance of the program with HEI's Mission and Goals**

The basic purpose behind introducing the Online MBA programme is as follows:

- Provide a flexible learning platform to students with aspiring to seek management education in online mode.
- Adapt a learner-centric approach aiming at development of affective, cognitive and psychomotor domain.
- Assist individuals seeking career growth and progression by providing quality management education in flexible learning mode.
- Provide opportunities for working professional to continue earning without hampering the learning process.
- Provide unprecedented opportunities to learners who have limited access to education.

## **III. Nature of prospective target group of learners**

The programme aims at providing learning opportunities to a diverse group of learners falling under the category of non-traditional learners such as full-time working professionals, entrepreneurs, individuals in remote regions, non-residents and homemakers. The online MBA programme is apt for students who cannot afford to pursue the education in regular mode due to time, cost and distance constraints.

## **IV. Appropriateness of programme to be conducted in Open and Distance learning mode to acquire Specific Skills and Competence**

The online MBA programme shall be delivered with flexibility to help students learn at their own pace and balance work, family and educational life. The learning resources shall assist in self-sufficient and self-directed and independent learning. The programme shall be supported through a robust Learning Management System equipped with sufficient resources to engage the learners, e-Tutorials, e-Materials, e-Assignments and Quizzes, Discussion forums for doubt solving, assessment and progress tracking mechanism and display of results.

## V. Instructional Design

|                                           |                                                                                                                                   |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Title of the programme</b>             | : MBA                                                                                                                             |
| <b>Minimum &amp; Maximum Duration</b>     | : MBA - 2 – 4 yrs                                                                                                                 |
| <b>Medium of Instruction</b>              | : English                                                                                                                         |
| <b>Specializations offered</b>            | : Finance, Marketing, and HR                                                                                                      |
| <b>Lateral Entry</b>                      | : Not applicable                                                                                                                  |
| <b>Listed in sec (22) of UGC Act 1956</b> | : Yes                                                                                                                             |
| <b>Number of Seats</b>                    | 1000                                                                                                                              |
| <b>Optional Early Exit certification</b>  | : Not applicable                                                                                                                  |
| <b>Credit transfer</b>                    | : Not Applicable                                                                                                                  |
| <b>Course Credits</b>                     | : 1 credit – 15 learning hours<br>2 credits – 30 learning hours<br>3 credits – 45 learning hours<br>4 credits – 60 learning hours |

**Note:** learning hours consists of student's involvement in self-study, referring the study material (videos, ppts, books etc.) taking quizzes, assignments, projects, management games and activities, participation in discussion and one-to-one counselling sessions with faculty members.

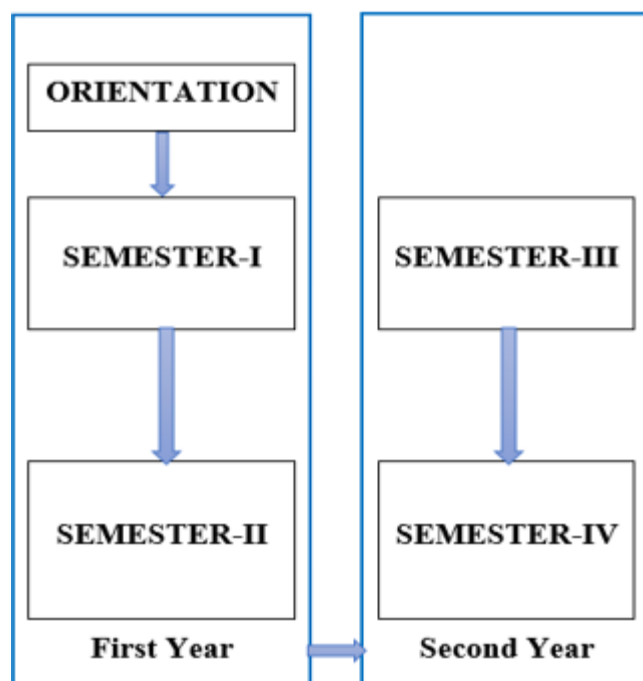
### **Eligibility:**

Candidate should have passed Bachelor's degree (or equivalent) examination (any stream) with English as a subject is eligible for admission to the MBA Programme and according to the regulations for admission decided by regulatory authorities and CHARUSAT from time to time.

### **Programme Structure:**

- The MBA programme is structured into four semesters, consisting of online learning for minimum 12 weeks per semester.

The structure of MBA programme is as shown in the following figure:



### Programme Credits

- Any student of the MBA programme who earns 102 credits by pursuing the prescribed course work and passing all tests, examinations, assignments, laboratory work, projects and all other evaluation components as per the passing standards of the University will be eligible for the award of the Bachelor of Business Administration (MBA) degree.
- Semester-wise distribution of Credits for MBA**

| Sl. No. | Semester             | Number of Credits |
|---------|----------------------|-------------------|
| 1       | Semester – 1         | 28                |
| 2       | Semester – 2         | 26                |
| 3       | Semester – 3         | 28                |
| 4       | Semester – 4         | 20                |
|         | <b>Total Credits</b> | <b>102</b>        |

- Specializations Offered**

- The institute will offer courses of specialisation in the following functional areas / streams of management:

| <b>Functional Areas of Management</b>                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Marketing Management</li> <li>• Finance</li> <li>• Human Resource Management</li> </ul> |

- Any student can claim to have specialised in a particular area/ stream if he has successfully completed two courses<sup>1</sup> amounting to a minimum of eight credits in the area of specialization offered during fifth and sixth semesters of the programme.
- Every student has to opt for specialisation in only one functional area of management for the award of MBA degree.

## **VI. Procedure for admissions, curriculum transaction, and evaluation**

### **(i) Procedure for Admissions**

- For admission to MBA programme the aspiring candidates will have to adhere to the following steps:

**Step-1:** Online submission of Application form and relevant documents

**Step-2:** Document Verification

**Step-3:** If eligible – Directions to pay fees within given time

**Step-4:** Post Fees payment – Email of admission confirmation

**Step-5:** Getting the LMS credentials and access to students' portal

### **(ii) Curriculum Transaction**

- Course curriculum will be designed by well-trained faculty members with relevant experience. Inputs from industry experts will be considered for ensuring the dynamic nature of the curriculum.
- The course structure and curriculum will be approved through Board of Studies, Faculty Board and Academic Council of University. This will enhance the quality of the curriculum.

- The Faculty Board of the Faculty of Management Studies and the Dean of the Faculty of Management Studies will keep the curricula current and in tune with the changes happening in the world of management and make it relevant to the needs of different organs of society.
- The review of the programme, its structure, the course curricula, pedagogy and evaluation will be undertaken by the individual Boards of Studies at least once in every three years.

### (iii) Evaluation

- **The performance of every student in each course will be evaluated as follows**
  - Internal evaluation by the course faculty member(s) based on continuous assessment, for 50% of the marks for the course; and
  - Final examination by the University through written paper or practical test or oral test or presentation by the student or a combination of these, for 50% of the marks for the course.
- **University Examination**
  - The final examination by the University for 50% of the evaluation for the course will be through written paper or practical test or oral test or presentation or a combination of these.
  - In order to earn the credit in a course, a student has to obtain a grade other than FF.
- **Performance at Internal Evaluation Components and University Examination**
  - If a student secures minimum passing marks of 36% in the University examinations in any course but fails to obtain the minimum passing total percentage of 36%, he/she has to repeat the university examination in the course.

| Minimum percentage marks in University Exam for pass in any Course | Minimum total percentage marks (i.e. internal + University) for pass in any course |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------|
| 36%                                                                | 36%                                                                                |

- **Grading**

- The total of the internal evaluation marks and final University examination marks in each course will be converted to a letter grade on a ten-point scale as per the following scheme:

- **Grading Scheme:**

| Range of Marks (%) | ≥96 | ≥ 86 and <95 | ≥ 76 and <86 | ≥ 66 and <76 | ≥ 56 and <66 | ≥ 46 and <56 | ≥ 36 and <46 | <35 |
|--------------------|-----|--------------|--------------|--------------|--------------|--------------|--------------|-----|
| Grade              | O   | A+           | A            | B+           | B            | C            | P            | F   |
| Grade Point        | 10  | 9            | 8            | 7            | 6            | 5            | 4            | 0   |

- The student's performance in any semester will be assessed by the Semester Grade Point Average (SGPA). Similarly, his performance at the end of two or more consecutive semesters will be denoted by the Cumulative Grade Point Average (CGPA). The SGPA and CGPA are calculated as follows:
  - (i)  $SGPA = \frac{\sum C_i G_i}{\sum C_i}$  where  $C_i$  is the number of credits of course  $i$   
 $G_i$  is the Grade Point for the course  $i$   
 and  $i = 1$  to  $n$ ,  $n$  = number of courses in the semester
  - (ii)  $CGPA = \frac{\sum C_i G_i}{\sum C_i}$  where  $C_i$  is the number of credits of course  $i$   
 $G_i$  is the Grade Point for the course  $i$   
 and  $i = 1$  to  $n$ ,  $n$  = number of courses of all semesters up to which CGPA is computed.
- No student will be allowed to move to the second academic year if his/her CGPA is less than 3 at the end of the first academic year.
- In addition to above, a student has to comply with the requirements of the regulatory bodies, wherever such requirements exist.
- A student will have a maximum of four chances\* after first appearing in that examination to clear that course.

***(\*Whenever the university conducts the examinations of that course, it will be considered as a chance, irrespective of whether the student appears for the examination or not.)***

- **Award of Bachelor Degree**

- Every student of the programme who fulfils the following criteria will be eligible for the award of the degree: The student should have earned at least minimum required credits as prescribed in course structure.
- Any student who fails to satisfy minimum requirement of CGPA will be allowed to improve the grades so as to secure a minimum CGPA for the

award of degree.

- **Award of Class:**

- The class awarded to a student in the programme is decided by the final CGPA as per the following scheme:

|                              |                 |
|------------------------------|-----------------|
| First Class with Distinction | CGPA $\geq$ 7.0 |
| First Class                  | CGPA $\geq$ 6.0 |
| Second Class                 | CGPA $\geq$ 5.0 |
| Pass Class                   | CGPA $\geq$ 3.6 |

## **VII. Requirement of laboratory support and Library Resources**

- The institute has a well-equipped computer lab and library with all e-resources including e-books, e-materials, e-journals and other required resources.

## **VIII. Cost estimate of the program and the provisions**

The programme fee structure will be as follows:

| Course                                              | No. of Semesters | Fee for 1st Year | Fee for 2nd Year | Total Fee (for the entire programme) |
|-----------------------------------------------------|------------------|------------------|------------------|--------------------------------------|
| <b>MBA Programme Fee</b>                            | 4                | 75,000<br>INR    | 75,000<br>INR    | 1,50,000<br>INR                      |
| <b>Course Examination Fee* (3500 INR/ semester)</b> |                  | 7000<br>INR      | 7000<br>INR      | 14000 INR                            |

\* Examination fees for Backlog will be charged extra.



## **IX. Quality assurance mechanism and expected program outcomes**

- Expected outcome of online MBA programme is to develop competent, skilled individuals who are industry ready to take higher level challenges. The MBA pass outs will have developed excellent entrepreneurial and managerial skills which directly contributes in the career progression.
- Quality of the instructions delivered will be regularly assessed through students' feedback on instructional methodology, LMS platform and experience while learning. Feedback of stakeholders viz. Industry experts, Employers, Alumni, Parents will be taken for further improvement.
- CIQA will play a major role in ensuring the quality of online education and reviewing the teaching learning and evaluation process.
- CIQA will be responsible to improve the standards of online education through strategic planning, implementation, regular academic audits and Annual Quality Assurance Report to be submitted to NACC on regular basis.

| MBA PROGRAMME STRUCTURE |                                                      |                |             |
|-------------------------|------------------------------------------------------|----------------|-------------|
| Course Code             | Course Title                                         | Course Credits | Course Type |
| <b>YEAR-1</b>           | <b>Semester – I</b>                                  |                |             |
| MBO501                  | Managerial Economics                                 | 4              | Theory      |
| MBO502                  | Business Analytics                                   | 4              | Theory      |
| MBO503                  | Critical Thinking and Case Analysis                  | 4              | Theory      |
| MBO504                  | Managerial Communication                             | 4              | Theory      |
| MBO505                  | Financial Accounting                                 | 4              | Theory      |
| MBO506                  | Management Process and Organizational Behaviour      | 4              | Theory      |
| MBO507                  | Introduction to Computers and Information Technology | 4              | Practical   |
|                         | <b>Total</b>                                         | <b>28</b>      |             |
|                         |                                                      |                |             |
|                         | <b>Semester – II</b>                                 |                |             |
| MBO551                  | Research Methods for Management                      | 4              | Theory      |
| MBO552                  | Costing and Control Systems                          | 4              | Theory      |
| MBO553                  | Human Resource Management                            | 4              | Theory      |
| MBO554                  | Financial Management                                 | 4              | Theory      |
| MBO555                  | Marketing Management                                 | 4              | Theory      |
| MBO556                  | Strategic Management                                 | 4              | Theory      |
|                         | Software Based Statistical Analysis                  | 2              | Practical   |
|                         | <b>Total</b>                                         | <b>26</b>      |             |
|                         |                                                      |                |             |
| <b>YEAR-2</b>           |                                                      |                |             |
|                         | <b>Semester – III</b>                                |                |             |
| MBO601                  | Data Visualization                                   | 4              | Theory      |
| MBO602                  | Logistics and Supply Chain Management                | 4              | Theory      |
| MBO603                  | Entrepreneurship and MSMEs                           | 4              | Theory      |
|                         | Specialization Course -1                             | 4              |             |
|                         | Specialization Course -2                             | 4              |             |
|                         | Specialization Course -3                             | 4              |             |
|                         | Specialization Course -4                             | 4              |             |
|                         | <b>Total</b>                                         | <b>28</b>      |             |
|                         |                                                      |                |             |
|                         | <b>Semester – IV</b>                                 |                |             |
| MBO604                  | Comprehensive Project - Industrial Training          | 8              | Practical   |
| MBO605                  | Managerial Effectiveness                             | 4              | Practical   |
|                         | Specialization Course -5                             | 4              | Theory      |
|                         | Specialization Course -6                             | 4              | Theory      |
|                         | <b>Total</b>                                         | <b>20</b>      |             |
|                         | <b>Total Number of Credits</b>                       | <b>102</b>     |             |

**MBA Specialization Streams and Courses for Functional Area Cluster**

| Stream/ Area/ Group Code  | FM                                          | HRM                                         | MM                                 | FM                              | HRM                                     | MM                                 |
|---------------------------|---------------------------------------------|---------------------------------------------|------------------------------------|---------------------------------|-----------------------------------------|------------------------------------|
| Elective / Specialisation | Finance Management                          | Human Resource Management                   | Marketing Management               | Finance Management              | Human Resource Management               | Marketing Management               |
| Course 1 – Code           | MBO621                                      | MBO631                                      | MBO641                             | MBO625                          | MBO635                                  | MBO645                             |
| Course 1 Name             | Financial Modeling                          | Strategic Human Resource Management         | Consumer Behaviour and Technology  | Derivatives and Risk Management | International Human Resource Management | Product and Brand Management       |
| Course 2 – Code           | MBO622                                      | MBO632                                      | MBO642                             | MBO626                          | MBO636                                  | MBO646                             |
| Course 2 Name             | Behavioural Finance                         | Industrial Relations and Labour Legislation | Integrated Marketing Communication | Financial Decision Analysis     | Human Resource Information System       | Service Marketing                  |
| Course 3 – Code           | MBO633                                      | MBO643                                      | MBO617                             | MBO627                          | MBO637                                  | MBO647                             |
| Course 3 Name             | Security Analysis and Investment Management | Compensation Management                     | Sales and Distribution Management  | International Finance           | Human Resource Analytics                | Digital and Social Media Marketing |
| Course 4 – Code           | MBO624                                      | MBO634                                      | MBO644                             | MBO628                          | MBO638                                  | MBO648                             |
| Course 4 Name             | Personal Finance and Wealth Management      | Organization Development                    | Customer Relationship Management   | Financial Analytics             | Occupational Testing                    | Marketing Analytics                |

| MBA PROGRAMME STRUCTURE - ONLINE |                                                      |                |             | No. of Interactive Sessions                                                                                   |                                                                            | Hours of Study Material |                    |                                                        |                                                                 |
|----------------------------------|------------------------------------------------------|----------------|-------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------|--------------------|--------------------------------------------------------|-----------------------------------------------------------------|
| Course Code                      | Course Title                                         | Course Credits | Course Type | Synchronous<br>Online<br>Counselling/<br>Webinars/<br>Interactive<br>Live<br>Lectures<br>(1 hour per<br>week) | Discussion<br>Forum/<br>asynchronous<br>Mentoring<br>(2 hours per<br>week) | e-Tutorial<br>in hours  | e-Content<br>hours | Self-Study<br>hours<br>including<br>Assessment<br>etc. | Total Hours<br>of Study<br>(based on<br>30 hours<br>per credit) |
| <b>YEAR-1</b>                    | <b>Semester – I</b>                                  |                |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
| MBO501                           | Managerial Economics                                 | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO502                           | Business Analytics                                   | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO503                           | Critical Thinking and Case Analysis                  | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO504                           | Managerial Communication                             | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO505                           | Financial Accounting                                 | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO506                           | Management Process and Organizational Behaviour      | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO507                           | Introduction to Computers and Information Technology | 4              | Practical   | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | <b>Total</b>                                         | <b>28</b>      |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
|                                  |                                                      |                |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
|                                  | <b>Semester – II</b>                                 |                |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
| MBO551                           | Research Methods for Management                      | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO552                           | Costing and Control Systems                          | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO553                           | Human Resource Management                            | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO554                           | Financial Management                                 | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO555                           | Marketing Management                                 | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO556                           | Strategic Management                                 | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | <b>Total</b>                                         | <b>24</b>      |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
| <b>YEAR-2</b>                    |                                                      |                |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
|                                  | <b>Semester – III</b>                                |                |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
| MBO601                           | Data Visualization                                   | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO602                           | Logistics and Supply Chain Management                | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
| MBO603                           | Entrepreneurship and MSMEs                           | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | Specialization Course -1                             | 4              |             | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | Specialization Course -2                             | 4              |             | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | Specialization Course -3                             | 4              |             | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | Specialization Course -4                             | 4              |             | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | <b>Total</b>                                         | <b>28</b>      |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
|                                  |                                                      |                |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
|                                  | <b>Semester – IV</b>                                 |                |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
| MBO604                           | Comprehensive Project - Industrial Training          | 8              | Practical   | 24                                                                                                            | 48                                                                         |                         |                    |                                                        | 240                                                             |
| MBO605                           | Managerial Effectiveness                             | 4              | Practical   | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | Specialization Course -5                             | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | Specialization Course -6                             | 4              | Theory      | 12                                                                                                            | 24                                                                         | 20                      | 20                 | 44                                                     | 120                                                             |
|                                  | <b>Total</b>                                         | <b>20</b>      |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |
|                                  | <b>Total Number of Credits</b>                       | <b>100</b>     |             |                                                                                                               |                                                                            |                         |                    |                                                        |                                                                 |