



KANNUR UNIVERSITY

M.B.A. Programme under Credit Based Semester System in affiliated Colleges- Revised Scheme, Syllabus & Model Question Papers- Implemented with effect from 2014 admission- Orders issued.

ACADEMIC BRANCH

U.O.No.Acad/C1/4040 /2014

Dated, Civil Station, P.O. 16 - 7 - 2014

- Read : 1. U.O.No.Acad C1/11460/2013 dated 12-03-2014.
2. Minutes of the meeting of the Board of Studies in Management Studies held on 24-03-2014
3. Minutes of the meeting of the Faculty of Commerce and Management Studies(Cd) held on 28-03-2014
4. Letter dated 7-04-2014 from the Chairman, Board of Studies in Management Studies (Cd)

ORDER

1. As per the paper read (1) above, the Revised Regulations for P.G. Programmes under Credit Based Semester System (CBSS) have been implemented in this University w.e.f 2014 admission.
2. The Board of Studies in Management Studies (Cd) vide paper read (2) above, finalized the Scheme Syllabus and Model Question Papers for M.B.A. Programme under Credit Based Semester System with effect from 2014 admission.
3. As per the paper read (3) above the meeting of Faculty of Commerce and Management Studies approved the Scheme, Syllabus and Model question papers for M.Com Programme w.e.f.2014 admission.
4. The Chairman, Board of Studies in Management Studies (Cd) as per letter cited (4) has forwarded the Scheme, Syllabus and Model Question Papers for M.B.A. Programme for implementation with effect from 2014 admission.
5. The Vice Chancellor after considering the matter in detail and in exercise of the powers of Academic Council conferred under section 11 (1) of Kannur University Act 1996 and all other enabling provisions read together with has accorded sanction to implement Scheme, Syllabus and Model Question Papers for M.B.A. Programmes under Credit Based Semester System(CBSS) with effect from 2014 admission subject to report Academic Council.
6. The Implemented Scheme, Syllabus and Model Question Papers are appended.
7. Orders are, therefore, issued accordingly.

Sd/-
DEPUTY REGISTRAR (Academic)
For REGISTRAR



To

The Principals of Colleges offering M.B.A. Programme

(PTO)

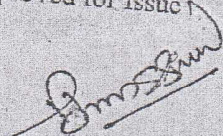
16/7/14

Copy To:

1. The Examination Branch (through PA to CE)
2. PS to VC
3. PA to Registrar
4. PA to CE
5. PA to FO
6. DR (Acad)
7. ARI (Acad)
8. Chairman, BOS in Management Studies (Cd)
9. SF/DF/FC



Approved for Issue


Section Officer

*For more details; log on www.kannur university.ac.in

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16/2/14

KANNUR UNIVERSITY

(Acad/C1/4040/2014 dated,16-07-2014)

**PROGRAMME REGULATION, COURSE OF STUDY,
SCHEME OF EXAMINATIONS & SYLLABI**

OF

**MASTER OF BUSINESS ADMINISTRATION
(M.B.A) PROGRAMME**

**UNDER CREDIT BASED SEMESTER SYSTEM (CBSS)FOR
AFFILIATED COLLEGES & EXTENSION CENTRES
(KUCBSS-PG-2014)**

**ACADEMIC SESSION 2014-2015
ONWARDS**

PROGRAMME REGULATION

The Regulation of PG Programme (KUCBSS-PG-2014) is available in the Kannur University website. Following are the additional information with regard to MBA Programme under Credit Based Semester System for Affiliated Colleges and Extension Centres of Kannur University.

1. Title of the Programme

This Degree shall be called MASTER OF BUSINESS ADMINISTRATION (MBA).

2. Duration of the Programme

The duration of MBA Programme shall be a minimum of 2 years consisting of 4 Semesters. Each Semester consists of a minimum of 450 contact hours distributed over 90 working days.

3. Admission Eligibility

A pass in any bachelor's degree examination (10+2+3 pattern) in Arts, Science, Commerce, Management, Law, Engineering, Medicine, Agriculture etc. of Kannur University or any other Indian or Foreign University duly recognized by the Kannur University as equivalent thereto. Candidates to be eligible to apply for admission to the programme are required to have scored not less than 50 % marks in aggregate or letter grade B under the grading system in the qualifying examination. However, candidates belonging to the other backward communities are eligible for a concession of 5 percent marks (or equivalent grade) in the qualifying examination. Those belonging to scheduled caste/ scheduled tribes having secured a pass (or equivalent grade) in the degree examination are eligible to apply for admission to the programme.

4. Admission Procedure

Admission to the MBA Programme shall be on the basis of merit as determined by the weighted scores obtained by the candidate in the Entrance Test (ET), Group Discussion (GD) and Personal Interview (PI). The split up of the weightage for the three components shall be as follows.

Admission Criteria	Weightage
Entrance Test	70
Group Discussion	15
Interview	15
Total	100

Admission to the MBA Programme shall be based on the aggregate score obtained by the candidates in the Entrance Test (ET), Group Discussion (GD) and Personal Interview (PI) subject to the other eligibility norms prescribed by the University from time to time. For University Department or its Direct Centres or Extension Centres admission will be based on Test conducted by AICTE, CMAT or the University shall conduct the Entrance Test called KUMAT every year. The Test will be of 90 minutes duration with 150 multiple choice questions. KUMAT will comprise the following:

- i) Test of Reasoning and Intelligence
- ii) Test of English Language
- iii) Test of Numerical Ability or Quantitative Aptitude and
- iv) Test of General Knowledge and Current Affairs.

Based on the score obtained in the Entrance Test, candidates will be shortlisted for attending GD and PI. Final rank list shall be prepared based on the aggregate score secured by the candidates in all the three components, viz; ET, GD and PI. Counseling session shall be conducted for admission to the Programme offered at the University Department and other MBA Centres/Extension Centres of Kannur University. The candidates who are short listed for attending the G D and PI based on their score in ET must produce the qualifying degree mark list/provisional certificate/confidential mark list, latest by the date of their G D and P I. If any candidate fails to produce the same, he/she shall forfeit the chance of attending the GD and PI and as a result shall not be considered for admission to the MBA Programme during that academic year. Under such a circumstance, the University will not be responsible or liable for the loss of any sort caused to the candidate due to his/her ineligibility for admission to the Programme.

Reservation rules approved by Kannur University from time to time shall be followed strictly in the admission to the Programme.

4.1. For Affiliated Institutions

Private Management Institutes/Institutions shall adopt the Management Aptitude Test, CMAT conducted by AICTE / CAT any other national or state or university level tests approved by UGC/AICTE/Kannur University (KUMAT)/Government of Kerala as entrance test for admission to the MBA programme. Before the last date of receipt of applications for admissions by the private management institutes, the candidates shall have obtained his/her CMAT score or other test score in the approved entrance tests as referred above and the documentary evidence of the entrance score shall be submitted along with the filled in application form.

Based on such score, the candidate shall be shortlisted for Group Discussion (GD) and Personal Interview (PI). All the seats shall be filled up from the rank list prepared based on the aggregate score in Entrance Test, Group Discussion and Personal Interview. The private management institute shall inform the Registrar, Kannur University in advance as to which particular Entrance Test has been adopted by the Institute for selecting the candidates for the Programme .Admission shall be strictly based on the rank list or lists that the institutes shall prepare and publish based on the above. The Institute shall forward a copy of such final rank list and lists of the candidates admitted to the Programme to the Registrar, Kannur University within two weeks from the date of closure of admission to the Programme each year. The rank list thus forwarded to the Registrar shall also carry a statement showing all the details of the students admitted, viz; marks in the qualifying examination, score in the respective Entrance Test, Group Discussion, Personal Interview, caste, reservation category, panel of experts for GD and PI, dates on which GD and PI were conducted etc. Before initiating the admission process for each year, all the private management institutes affiliated to Kannur University shall obtain an approval letter in advance from the University for their proposed admission schedule for that year, which should include details viz;

- i) date of admission notification,
- ii) last date for receipt of filled in applications
- iii) dates of GD and PI
- iv) dates of admission and commencement of classes.

The University shall ensure that the private management institutes conduct the admission process of the MBA Programme strictly as per the University rules in this regard. It shall also be ensured that the first semester classes in all the private management institutes commence on a common date each year which shall coincide with the date of commencement of first semester classes in the MBA centres/Extension Centres of the University.

5. Programme Structure

Courses: The MBA Programme shall include two types of Courses, namely, Core Courses (C) and Elective Courses (E). The Parent Department shall offer the Core Courses and appropriate Elective Courses for a specific programme.

5.1. Credits: One credit of the course is defined as a minimum of one hour lecture per week for 18 weeks in a Semester. The total minimum credits required to complete MBA programme is 120. The details of number of courses (core and elective), total credits in different semesters are as follows.

Semester	No. of Courses	Total Credits
FIRST	7 Core	28
SECOND	7 Core	28
THIRD	8 (4 Core +4 Elective)	32
FOURTH	8 (4 Core +4 Elective)	32
TOTAL	30 (22 Core +8 Elective)	120

5.2 Duration: The MBA Programme shall be completed within a period of minimum of four and maximum of eight consecutive semesters. If a student does not pass a course within the regular schedule, he/she shall reappear for the course examination along with the subsequent batch.

5.3. Mode of the Programme: The MBA Programme is offered on Double Specialisation Mode. Therefore, each student shall opt for 2 Elective Streams from the 5 different Elective Streams offered for the Programme. A student shall study 4 elective courses (2 courses each from the 2 elective streams opted by the student) in the third semester and another 4 elective courses in the fourth semester (2 courses each from the 2 elective stream already opted by the student during the third semester) . Thus, each student shall study 8 elective courses for the whole programme.

5.4Attendance: A student shall be permitted to appear for the semester examination, only if he/she secures not less than 75% attendance in each Semester or whose shortage of attendance has been condoned by the University for genuine reasons. If a student fails to secure the required attendance or condonation by the university, shall repeat the semester along with the subsequent batch after obtaining the re-admission.

Attendance	% of Marks for Attendance
90% and above	100
85-89%	80
80-84%	60
75-79%	40
Less than 75%	20

6. Guidelines:

6. a. Organizational Study (Third Semester) – MBA3PR15

All the students shall undertake an organizational study for one month in the beginning of third semester in any trading, commercial, industrial, financial or similar organization to be approved by the Department/ Institution as the case may be for their respective students. The purpose of the study is to create awareness about the functioning of various departments in the organization. Students shall submit their report on their organizational project in the prescribed format within a period of thirty days to the concerned department /institute. Each student shall be attached with one internal faculty guide, who will monitor the progress of the organisational study. Students shall submit two copies of the report on the organisational study in prescribed format for evaluation. Group work is not permitted.

General Format of the Organisational Study Report:

- The report shall be printed and bound (preferably spiral bound) with not less than 50 (A4 size) pages.
- Matter should be typed with Double line spacing
- Font Size should be 12 with style Times New Roman
- One Inch Margin should be left on Top and Bottom of the page, as well as Left and Right side of the typed pages.

The content of the Report should be sequenced as follows:

A. Preface Section:

Title Page of the Report
Declaration by the Student
Certification from the Organization Head
Certificate from Supervising Teacher
Acknowledgment
Contents
List of Tables
List of Charts and Figures

B. Executive Summary

C. Chapterisation

Chapter-I

Introduction (should contain statement of the Research Problem, Significance or Scope of the study, Objectives of the study, Chapter Scheme.

Chapter-II

Profile of the industry

Chapter-III

Profile of the Organisation/ Unit of Study

Chapter-IV

Data analysis and Interpretation

Chapter-V Findings, recommendations and Conclusions

D. Annexures

- Questionnaire/ Schedule if any.
- Bibliography (in standard format)

There shall be CE and ESE in the case of organisational study. ESE in the form of a report will be evaluated by an external examiner appointed by the University. The components of evaluation (CE and ESE) of organisational project and their respective weights shall be as follows:

Components of CE and ESE		Weight
1	Objectives and Content	1 (25%)
2	Data analysis and Style of presentation	2 (50%)
3	Grasp of knowledge of the industry/organization by the student	1(25%)

6 .b. Major Project (Fourth Semester) –MBA4PR29

The students shall do a major project preferably in the area of their specialization during the final semester of MBA Programme. The duration of the major project is six weeks (for primary and secondary data collection work). Students shall report back to the Department /Institute after the allotted six weeks period. The succeeding two weeks shall be fully utilized by the students for analysis, interpretation and preparing the draft of the report under the supervision and guidance of the internal faculty guide. Each student shall be attached with one internal faculty guide, with whom he/she shall be in regular contact during the period of the major project (from the stage of selection of the topic of major project till the submission of the report to the Department/Institute).

Students shall submit two copies of the report in the prescribed format with not less than 100 (A4 size) pages,- printed and bound to the Head of the Department or Centre or Institute (within a period of two months from the date of reporting back by the students at the Department/Institute after their field work in connection with the major project).The Head of the Department /Centre /Institute shall forward the projects of all the students to the Controller of Examinations for facilitating ESE at least two weeks before the last day of the regular classes for fourth semester without fail.

General Format of the Major Project Report Report:

- The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages.
- Matter should be typed with Double line spacing
- Font Size should be 12 with style Times New Roman
- One Inch Margin should be left on Top and Bottom of the page, as well as Left and Right side of the typed pages.
- Both primary and secondary data may be used for the study
- Statistical tools should be used for data analysis in the appropriate context.
- The content of the Report should be sequenced as follows.

A. Preface Section:

- Title Page of the Report
- Declaration by the student
- Certificate from Supervisory Faculty counter Signed by Head of the Institution.
- Acknowledgement
- Chapter Content
- Table Content.
- Graph/ Chart/ Figure Content

B. Executive Summary

C. Chapterisation

Chapter-I

Introduction (should contain statement of the Research Problem, Significance or Scope of the study, Objectives of the study, Hypothesis if any, Methodology (sample design and size, data source, tools used for analysis etc) or case study, Chapter Scheme, limitations of the study.

Chapter-II

Review of related Literature

Chapter-III

Profile of the industry and Organization/Unit of Study

Chapter-IV

Data analysis and Interpretation

Chapter-V

Findings, recommendations and Conclusions

D. Annexures:

- Questionnaire/ Schedule if any
- Bibliography (in standard format)

There shall be CE and ESE in the case of the major project. ESE shall be conducted by a board of two external examiners. The components of evaluation (CE and ESE) of major project and their respective weight shall be as follows:

Components of CE and ESE		Weight
1.	Statement of the Research problem, Scope and relevance of the study, grasp of knowledge of the theoretical concepts of the topic of study/industry/organization by the student	1(15%)
2	Objectives, Methodology and Content	2(35%)
3	Data analysis, Style of presentation & proper formatting of the Report	2(35%)
4	Novelty of the topic, Seriousness, sense of responsibility and involvement exhibited by the student in the project work	1(15%)

7. Comprehensive Viva Voce

At the end of fourth semester, each student shall attend a comprehensive viva voce. Students shall be assessed in terms of their knowledge and understanding of all the courses learned by them during the 4 semesters of the programme and also about the major project work undertaken by them. The Viva Voce Board shall have two external examiners appointed by the University.

8. Evaluation:

The evaluation scheme for each course shall contain two parts:

1. Internal Evaluation and 2. External evaluation.

20% weightage is given for internal evaluation and the remaining 80% weightage is given for external evaluation. Hence all the Core and Elective papers will be evaluated out of 20 marks of internal and 80 marks of external examination. The organizational Study has to be conducted in an organisation for a duration of one month in the beginning of third semester and after the study, a report has to be submitted. The organizational study will be evaluated out of 100 marks, of which 20 marks will be awarded on internal evaluation and the remaining 80 marks will be awarded by an external examiner appointed by the university. However the Major Project work conducted at the beginning of IV semester for a duration of two months in an organisation shall have only external evaluation. The evaluation of Major Project report will be made out of 150 and the Comprehensive Viva Voce will be out of 50 marks.

KANNUR UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION (M.B.A) PROGRAMME UNDER CREDIT BASED SEMESTER SYSTEM (CBSS)

Course of Study & Scheme of Examinations

YEAR/ SEM	Course Code	Title of the Course	Inst. Hrs./ week	Credit	End Sem. Exam Hours	Marks
I YEAR/ I SEM.	MBA1C01	Economics For Managers	4	4	3	*Ext : 80 **Int : 20
	MBA1C02	Accounting for Managers	4	4	3	Ext : 80 Int : 20
	MBA1C03	Quantitative Techniques for Management	4	4	3	Ext : 80 Int : 20
	MBA1C04	Indian Business Environment	4	4	3	Ext : 80 Int : 20
	MBA1C05	Managerial Communication	4	4	3	Ext : 80 Int : 20
	MBA1C06	Management Theory & Practice	4	4	3	Ext : 80 Int : 20
	MBA1C07	Information Technology for Managers	4	4	3	Ext : 80 Int : 20
IYEAR/ II SEM.	MBA2C08	Financial Management	4	4	3	Ext : 80 Int : 20
	MBA2C09	Operations Research	4	4	3	Ext : 80 Int : 20
	MBA2C10	Marketing Management	4	4	3	Ext : 80 Int : 20
	MBA2C11	Organizational Behaviour	4	4	3	Ext : 80 Int : 20
	MBA2C12	Human Resource Management	4	4	3	Ext : 80 Int : 20
	MBA2C13	Production and Operations Management	4	4	3	Ext : 80 Int : 20
	MBA2C14	Research Methodology	4	4	3	Ext : 80 Int : 20

*Ext: External Marks

**Int: Internal Marks

Pr

YEAR/ SEM	Course Code	Title of the Course	Inst. Hrs./	Credit	End Sem. Exam	Marks
IIYEAR/ III SEM.	MBA3Pr01	Organizational Study	-	4	-	Ext:80 Int :20
	MBA3C15	Indian Management Ethos & Practices	4	4	3	Ext : 80 Int : 20
	MBA3C16	Business Law	4	4	3	Ext : 80 Int : 20
	MBA3C17	Management Information System	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
	MBA3E ...	Elective	4	4	3	Ext : 80 Int : 20
IIYEAR/ IV SEM.	MBA4C18	Strategic Management	4	4	3	Ext : 80 Int : 20
	MBA4C19	Entrepreneurship Development and Project Management	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4E...	Elective	4	4	3	Ext : 80 Int : 20
	MBA4Pr02	Major Project	-	6	-	Ext : 150
	MBA4C20	Comprehensive Viva Voce	-	2	-	Ext : 50

Semester	No. of Courses	Total Credits	Total Marks
FIRST	7 Core	28	700
SECOND	7 Core	28	700
THIRD	8 (4 Core + 4 Electives)	32	800
FOURTH	8 (4 Core) + 4 electives)	32	800
TOTAL	30 (22 Core + 8 Electives)	120	3000

LIST OF ELECTIVE COURSES

I) MARKETING

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E01	Consumer Behaviour
	MBA3E02	Sales and Distribution Management
	MBA3E03	Marketing Research
	MBA3E04	International Marketing
FOURTH SEMESTER	MBA4E05	Retail Management
	MBA4E06	Advertising and Brand Management
	MBA4E07	Rural and Social Marketing
	MBA4E08	Services Marketing

II) FINANCE

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E09	Security Analysis and Portfolio Management
	MBA3E10	Financial Markets and Institutions
	MBA3E11	Insurance and Risk Management
	MBA3E12	Cost Systems and Control
FOURTH SEMESTER	MBA4E13	Financial Derivatives
	MBA4E14	International Financial Management
	MBA4E15	Corporate Tax Planning
	MBA4E16	Mergers, Acquisitions and Corporate Restructuring

III) HUMAN RESOURCES

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E17	Team Building in Organisations
	MBA3E18	Training and Development: Systems & Practices
	MBA3E19	Performance Management
	MBA3E20	Compensation Management
FOURTH SEMESTER	MBA4E21	Strategic and International Human Resource Management
	MBA4E22	Organisational Development
	MBA4E23	Industrial Relations and Labour Laws
	MBA4E24	Behaviour Testing and Counseling

IV) TOURISM AND HOSPITALITY MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E25	Tourism Principles and Practices
	MBA3E26	Tourism Products of India
	MBA3E27	Hospitality Management
	MBA3E28	Marketing for Hospitality and Tourism
FOURTH SEMESTER	MBA4E29	Destination Planning and Development
	MBA4E30	Travel Agency and Tour Operations Management
	MBA4E31	Ethical, Legal and Regulatory Aspects of Tourism Business
	MBA4E32	International Hospitality Law

V) HEALTHCARE MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E33	Health Care Management
	MBA3E34	Health and Development
	MBA3E35	Health Care Economics
	MBA3E36	Hospital Administration
FOURTH SEMESTER	MBA4E37	Hospital Planning and Engineering
	MBA4E38	Patient Behaviour and Care
	MBA4E39	Patient Care Management
	MBA4E40	Legal Issues in Hospital Management

VI) BANKING AND INSURANCE MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E41	Principles and Practices of Insurance
	MBA3E42	Principles and Practices of Banking
	MBA3E43	Customer Relationship Management in Banking and Insurance
	MBA3E44	Insurance Salesmanship
FOURTH SEMESTER	MBA4E45	Money and Banking
	MBA4E46	Advanced Banking and Insurance
	MBA4E47	Risk Management in Insurance and Banking
	MBA4E48	Banking Technology Management

VII) RETAIL MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E49	Introduction to Retailing
	MBA3E50	Retail Shopper Behaviour
	MBA3E51	Retail Stores and Operations Management
	MBA3E52	Retail Sales Promotion
FOURTH SEMESTER	MBA4E53	Visual Merchandising
	MBA4E54	Retail Logistics
	MBA4E55	Information Technology in Retail Management
	MBA4E56	International Retail Management

VIII) AIRLINE AND AIRPORT MANAGEMENT

SEMESTER	COURSE CODE	COURSE TITLE
THIRD SEMESTER	MBA3E57	Airline and Airport Operations
	MBA3E58	Strategic Airport Planning and Marketing
	MBA3E59	Air Traffic Control
	MBA3E60	Aircraft Maintenance Management
FOURTH SEMESTER	MBA4E61	Airline Marketing and Strategic Airline Alliances
	MBA4E62	Aviation Safety and Security
	MBA4E63	Aviation Legal Environment
	MBA4E64	Aviation Resource Management

Note: The MBA Programme is offered on Double Specialisation Mode. Therefore, each student shall opt for 2 Elective Streams from the 8 different E l e c t i v e Streams offered for the Programme. A student shall study 4 elective courses (2 courses each from the 2 elective streams opted by the student) in the third semester and another 4 elective courses in the fourth semester (2 courses each from the 2 elective stream already opted by the student during the third semester). Thus, each student shall study 8 elective courses for the whole programme.