



आईएफटीएम विश्वविद्यालय, मुरादाबाद, उत्तर प्रदेश  
**IFTM University, Moradabad, Uttar Pradesh**  
**NAAC ACCREDITED**

# Academic Ordinance for Master of Business Administration (MBA) Programme

(Amended with CBCS as per UGC Guidelines  
&

Approved by the Academic Council in the Meeting held on 25/09/2021)

## IFTM UNIVERSITY

(Established under U.P. Govt. Act No.24 of 2010 and approved under section 22 of UGC Act 1956)

Lodhipur Rajput, Delhi Road, Moradabad- 244102, U.P.

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*Agarwal*

**Director**

School of Business Management  
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*Sanjeev Dora*

**REGISTRAR**  
**IFTM UNIVERSITY**  
**MORADABAD.**

## REGULATIONS

### 1. Short Title and Commencement

These regulations shall be called as “The Regulations for the Master of Business Administration (MBA) Degree Program (CBCS) of the IFTM University, Moradabad”, latest revised from the Academic Year 2021-22. The regulations framed are subject to modifications from time to time by IFTM University, Moradabad.

### 2. Minimum qualification for admission

Candidate must have bachelor's degree in any stream with 45% (40% for SC/ST) marks or valid MAT/CAT score. Admission in MBA programme will be based on Merit/ Entrance examination. Only primary mode of evaluation (CGPA or percentage) as mentioned in the qualifying degree certificate/mark sheet will be considered while verifying eligibility. Conversion from CGPA to percentage or vice versa given by individual Institute/University will not be allowed.

Foreign National candidates, who apply through Ministry of Human Resource Development, Government of India, are eligible to apply provided that they possess the same minimum qualification.

### 3. Duration of the program

The course of study for MBA shall extend over a period of four semesters (two academic years) for students. The curricula and syllabi for the program shall be prescribed from time to time by IFTM University, Moradabad.

### 4. Medium of instruction and examinations

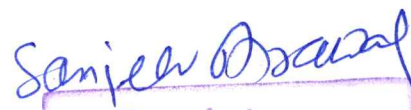
Medium of instruction and examination shall be in English.

### 5. Working days in each semester

Each semester shall consist of not less than 90 working days. The odd semesters shall be conducted from the month of June/July to November/December and the even semesters shall be conducted from December/January to May/June in every calendar year.

  
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## 6. Attendance and progress

A candidate is required to put in at least 75% attendance to appear in End-Semester/ Annual examination. However, the same can be condoned to 15% on medical grounds or for other genuine reasons beyond the control of students.

## 7. Program/Course credit structure

As per the philosophy of Choice Based Credit System, certain quantum of academic work viz. theory classes, practical classes, project report, internship etc. are measured in terms of credits. On satisfactory completion of the courses, a candidate earns credits. The amount of credit associated with a course is dependent upon the number of hours of instruction per week in that course. Similarly, the credit associated with any of the other academic, co/extra-curricular activities is dependent upon the quantum of work expected to be put in for each of these activities per week.

### 7A. Credits and Grade System

(a) All programmes shall have credits associated with them as per their Lecture/Tutorial/Practical (LTP) structure and shall be determined as follows:

- One lecture hour per week per semester shall be assigned one credit.
- One practical hour per week shall be assigned half credit.

However, the credits associated with every programmes will be a whole number, i.e., wherever the sum comes out to be in half credit on calculation following the aforesaid process, the half shall be rounded to the next whole number.

(b) The letter grades based upon the overall marks obtained in a subject will be as follows:

S.No.	Marks	Letter Grade	Grade Point
1.	$\geq 90$	A+	10
2.	80-89	A	9
3.	70-79	B+	8
4.	60-69	B	7
5.	50-59	C+	6
6.	40-49	C	5
7.	35-39	D	4
8.	30-34	E	2
9.	$< 30$	F	0

'E' & 'F' Grade will be treated as Carry Over Paper.

*R. J. Jaiswal*  
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In addition to the above grades, there shall be two more letter grades 'I' and 'AB' which shall stand for Incomplete and Absent Grades, respectively.

**(c) Semester Grade Point Average (SGPA)**

The SGPA is a weighted average of the grade points earned by a student in all the papers credited and described his/her academic performance in a semester. If the grade points associated with the letter grades awarded to a student are  $g_1, g_2, g_3, \dots, g_k$ , etc. and the corresponding credits are  $c_1, c_2, c_3, \dots, c_k$ , the SGPA is given by :

$$SGPA = \frac{c_1 g_1 + c_2 g_2 + c_3 g_3 + \dots + c_k g_k}{c_1 + c_2 + c_3 + \dots + c_k}$$

Where,  $k$  is the number of papers for which the candidate remains registered during the semester.

**(d) Cumulative Grade Point Average (CGPA)**

The Cumulative Grade Point Average (CGPA) indicates the overall academic performance of a student in all the papers registered in that particular academic year. It is computed in the same manner as the SGPA, considering all the papers (say,  $n$ ), and is given by:

$$CGPA = \frac{\sum_{i=1}^n c_i g_i}{\sum_{i=1}^n c_i}$$

**(e) Final CGPA**

It is the weighted average of the CGPA of all years of study.

**(f) Percentage equivalence of CGPA/Final CGPA**

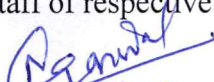
The conversion of CGPA/Final CGPA to exact percentage of marks does not have perfect rationale. However, its equivalent at best can be arrived at by multiplying by 10.00.

**7B. Change of Grade already awarded**

Letter Grade 'E' will be changed into Letter Grade 'D' up to a maximum of 03 papers at the time of promotion to the next academic year provided he/she can be declared to have passed the academic year without any carry over paper, by changing the Grade.

**8. Academic work**

A regular record of attendance both in Theory and Practical shall be maintained by the teaching staff of respective courses.

  
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## 9. Course of study

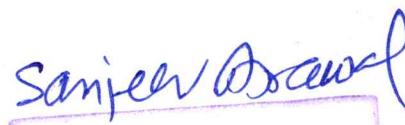
The course of study for M B A shall include Semester-Wise Theory & Sessional. The number of hours to be devoted to each theory, tutorial and practical course in any semester shall not be less than 40 sessions.

### MBA I Semester

#### Theory Papers (Total 9)

S.No.	Paper Code	Category	Subject Title	Period			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	MBA 101	CC	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR	3	1	--	4	30	70	100
2	MBA 102	CC	MANAGERIAL ECONOMICS	3	1	--	4	30	70	100
3	MBA 103	CC	ACCOUNTING THEORY AND PRACTICES	3	1	--	4	30	70	100
4	MBA 104	CC	STATISTICS FOR BUSINESS MANAGERS	3	1	--	4	30	70	100
5	MBA 105	CC	BUSINESS ENVIRONMENT	3	1	--	4	30	70	100
6	MBA 106	CC	BUSINESS RESEARCH METHODS	3	1	--	4	30	70	100
7	MBA 107	CC	PROFESSIONAL SKILLS DEVELOPMENT (PSD)-I	1	--	2	2	30	70	100
8	MBA 108	CC	BUSINESS ETHICS AND VALUES	3	1	--	4	30	70	100
9	MBA 109	CC	COMPUTER APPLICATION IN BUSINESS	3	--	2	4	30	70	100
Total							34	270	630	900

  
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**MBA II Semester****Theory Papers (Total 8)****Comprehensive Viva-Voce (Total 1)**

S.No.	Paper Code	Category	Subject title	Period			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	MBA 201	CC	HUMAN RESOURCE MANAGEMENT	3	1	--	4	30	70	100
2	MBA 202	CC	MARKETING MANAGEMENT	3	1	--	4	30	70	100
3	MBA 203	CC	FINANCIAL MANAGEMENT	3	1	--	4	30	70	100
4	MBA 204	CC	OPERATIONS RESEARCH	3	1	--	4	30	70	100
5	MBA 205	CC	PROFESSIONAL SKILLS DEVELOPMENT (PSD)-II	1	--	2	2	30	70	100
6	MBA 206	GE	ELECTIVE I (1/2/3/4/5/6)	3	1	--	4	30	70	100
7	MBA 207	GE	ELECTIVE II (1/2/3/4/5/6)	3	1	--	4	30	70	100
8	MBA 208	GE	ELECTIVE III (1/2/3/4/5/6)	3	1	--	4	30	70	100
9	MBA 209	--	COMPREHENSIVE VIVA-VOCE	--	--	--	4	--	100	100
Total							34	240	660	900

**GENERIC ELECTIVE (ChooseAny3)**

GE1	COST AND MANAGEMENT ACCOUNTING
GE2	e-BUSINESS
GE3	OPERATIONS MANAGEMENT
GE4	LEGAL ASPECTS OF BUSINESS
GE5	ESSENTIALS OF PSYCHOLOGY FOR MANAGERS
GE6	MANAGEMENT OF START-UPS
GE7	SERVICE OPERATION MANAGEMENT
GE8	GLOBAL CAPITAL MARKET




**MBA III Semester****Theory Papers (Total 7)****Summer Training Report Evaluation and Viva-Voce (Total 1)**

S. No	Paper Code	Subject title	Period			Credit	Evaluation Scheme		
			L	T	P		Internal	External	Total
1	MBA 301	BUSINESS POLICY AND STRATEGIC MANAGEMENT	4	--	--	4	30	70	100
2	MBA 302	PROJECT MANAGEMENT	4	--	--	4	30	70	100
3	MBA 303	PROFESSIONAL SKILLS DEVELOPMENT (PSD)-III	4	--	--	4	30	70	100
4	-----	SPECIALIZATION GROUP I ELECTIVE – I	4	--	--	4	30	70	100
5	-----	SPECIALIZATION GROUP I ELECTIVE – II	4	--	--	4	30	70	100
6	-----	SPECIALIZATION GROUP II ELECTIVE – I	4	--	--	4	30	70	100
7	-----	SPECIALIZATION GROUP II ELECTIVE – II	4	--	--	4	30	70	100
8	MBA 308	SUMMER TRAINING REPORT EVALUATION AND VIVA-VOCE	--	--	--	4	30	70	100
Total			28	--	--	32	240	560	800

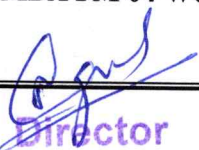
  
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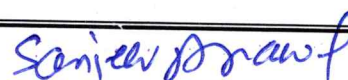
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**MBA IV Semester****Theory Papers (Total 7)****Research Project Report Evaluation (Total 1)****Comprehensive Viva-Voce (Total 1)**

S. No.	Paper code	Subject title		Period			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	MBA401	BUSINESS ANALYTICS		4	--	--	4	30	70	100
2	MBA402	SUPPLY CHAIN MANAGEMENT		4	--	--	4	30	70	100
3	MBA403	PROFESSIONAL SKILLS DEVELOPMENT (PSD)-IV		4	--	--	4	30	70	100
4	-----	SPECIALIZATION GROUP I ELECTIVE – III		4	--	--	4	30	70	100
5	-----	SPECIALIZATION GROUP I ELECTIVE – IV		4	--	--	4	30	70	100
6	-----	SPECIALIZATION GROUP II ELECTIVE – III		4	--	--	4	30	70	100
7	-----	SPECIALIZATION GROUP II ELECTIVE – IV		4	--	--	4	30	70	100
8	MBA408	RESEARCH PROJECT REPORT EVALUATION		--	--	--	4	30	70	100
9	MBA409	COMPREHENSIVE VIVA-VOCE		--	--	--	4	--	100	100
<b>Total</b>				<b>28</b>	<b>--</b>	<b>--</b>	<b>36</b>	<b>240</b>	<b>660</b>	<b>900</b>

**LIST OF ELECTIVES\*****Specialization Group: Marketing****Semester III****MBA MK 01 MARKETING RESEARCH****MBA MK 02 SALES AND DISTRIBUTION MANAGEMENT****MBA MK 03 CONSUMER BEHAVIOUR****MBA MK 04 RETAIL MANAGEMENT****Semester IV****MBA MK 05 SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT****MBA MK 06 EVENT MANAGEMENT****MBA MK 07 ADVERTISING AND BRAND MANAGEMENT****MBA MK 08 DIGITAL MARKETING****Specialization Group: Finance****Semester III****MBA FM 01 INTERNATIONAL FINANCE****MBA FM 02 INDIAN FINANCIAL MARKETS, INSTITUTIONS AND SERVICES****MBA FM 03 BEHAVIOURAL FINANCE****MBA FM 04 WORKING CAPITAL MANAGEMENT**


  
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**Semester IV**

**MBA FM 05 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**MBA FM 06 FINANCIAL DERIVATIVES AND RISK MANAGEMENT**  
**MBA FM 07 RURAL AND MICRO FINANCE**  
**MBA FM 08 INSURANCE AND RISK MANAGEMENT**

**Specialization Group: Human Resource Management**

**Semester III**

**MBA HR 01 PERFORMANCE MANAGEMENT**  
**MBA HR 02 LABOUR LAWS AND INDUSTRIAL RELATIONS**  
**MBA HR 03 STRATEGIC HUMAN RESOURCE DEVELOPMENT**  
**MBA HR 04 COMPENSATION AND REWARD MANAGEMENT**

**Semester IV**

**MBA HR 05 TRAINING & DEVELOPMENT SYSTEM AND PRACTICES**  
**MBA HR 06 INTERNATIONAL HRM**  
**MBA HR 07 ORGANIZATIONAL DEVELOPMENT**  
**MBA HR 08 CONFLICT AND NEGOTIATION MANAGEMENT**

**Specialization Group: Operations Management**

**Semester III**

**MBA OM 01 INVENTORY MANAGEMENT**  
**MBA OM 02 MANUFACTURING PROCEDURES AND TECHNOLOGY MANAGEMENT**  
**MBA OM 03 ENTERPRISE RESOURCE PLANNING**  
**MBA OM 04 PRODUCTION PLANNING AND CONTROL**

**Semester IV**

**MBA OM 05 LOGISTICS MANAGEMENT**  
**MBA OM 06 TOTAL QUALITY MANAGEMENT**  
**MBA OM 07 SERVICE OPERATIONS MANAGEMENT**  
**MBA OM 08 PURCHASING AND SUPPLIER RELATIONSHIP MANAGEMENT**

**Specialization Group: International Business**

**Semester III**

**MBA IB 01 FOREIGN EXCHANGE MANAGEMENT**  
**MBA IB 02 EXPORT IMPORT PROCEDURES AND DOCUMENTATION**  
**MBA IB 03 INTERNATIONAL MARKETING**  
**MBA IB 04 CROSS CULTURAL MANAGEMENT**

**Semester IV**

**MBA IB 05 INTERNATIONAL BUSINESS ENVIRONMENT**  
**MBA IB 06 INDIA'S FOREIGN TRADE POLICY**  
**MBA IB 07 INTERNATIONAL BANKING**  
**MBA IB 08 INTERNATIONAL STRATEGIC MANAGEMENT**

**Specialization Group: Information Technology**

**Semester III**

**MBA IT 01 SYSTEMS ANALYSIS AND DESIGN**  
**MBA IT 02 DATABASE MANAGEMENT SYSTEMS**  
**MBA IT 03 CLOUD COMPUTING**  
**MBA IT 04 INFORMATION SECURITY**

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**Semester IV**

**MBA IT 05 INNOVATION AND TECHNOLOGY MANAGEMENT**

**MBA IT 06 KNOWLEDGE MANAGEMENT**

**MBA IT 07 WEB TECHNOLOGIES**

**MBA IT 08 ERP SYSTEM ADMINISTRATION**

**Specialization Group: Entrepreneurship Development**

**Semester III**

**MBA ED01 ENTREPRENEURSHIP THEORY AND PRACTICES**

**MBA ED02 SMALL AND MEDIUM ENTERPRISES**

**MBA ED03 INNOVATION AND ENTREPRENEURSHIP**

**MBA ED04 ENTERPRISE GROWTH AND SUCCESSION**

**Semester IV**

**MBA ED05 NEW ENTERPRISE MANAGEMENT**

**MBA ED06 BUSINESS PLANNING DEVELOPMENT**

**MBA ED07 SOCIAL ENTREPRENEURSHIP**

**MBA ED08 CORPORATE ENTREPRENEURSHIP**

*\* The Specialization groups offered by the school may be subject to change as per the requirement of the program and availability of the resources.*

**10. Examinations/Assessments**

**10A. Internal/ Sessional Examination**

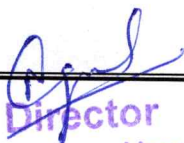
- (a) The minimum Grade required to pass in each Theory & Practical paper is 'GRADE D'.
- (b) A candidate, in order to pass must satisfy the requirement of Minimum CGPA of 4.50 in a particular academic year inclusive of both semesters of that academic year subject to conditions of clause 10D.
- (c) In case of audit/qualifying paper the minimum Grade required to pass is Grade D. However, the Grade obtained in audit paper shall not be included in SGPA.

**10B. End-Semester Examination**

There will be two End Semester Examinations in all theory and project subjects viz. Odd (I, III) Semester Examination and Even (II, IV) Semester Examination in an academic year.

**10C. Carry Forward of Marks**

In case, if a student gets the back in a course/paper, the sessional marks of the subject concerned will be carried forward in the total of marks when he re-appears for the examination of the course in which he has got the back.

  
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#### **10D. Heads of Passing**

- (a) The minimum passing marks in each theory subject (including Internal/ Sessional marks) will be 35%.
- (b) The minimum passing marks in each comprehensive viva/project will be 50 %.
- (c) A student , in order to pass must satisfy the following:  
Minimum 45% marks in aggregate of a particular academic year inclusive of both semesters of that academic year subject to the conditions of the clause 7B.

#### **10E. Carry Over System**

Maximum number of carry over papers (Theory/viva/project) permissible for promotion to next year will be 05.

#### **10F. Promotion**


- (a) A candidate satisfying all the requirements under clause 10A shall be promoted to the next academic year of study.
- (b) A candidate shall be eligible for provisional promotion with carryover (PCP status) to the next academic year of study provided he/she fails to satisfy the requirements of clause 10A(a) in not more than permissible carry over paper as mentioned in clause 10D.
- (c) If a candidate satisfies the requirement of clause 10A(a) but fails to satisfy the requirement of 10A(b) he/she shall be eligible for provisional promotion with carryover (PCP-A {aggregate} status). He/she may choose up to a maximum of any 04 theory papers of that particular academic year as per his/her choice to pass the examination of that.

#### **10G. Ex-studentship**

A candidate opting for ex-studentship shall be required to appear in all the theory/practical/viva papers in the end semester examinations of both semesters/ annual examination of the same academic year However, the sessional marks of theory & practical both shall remain the same as those secured earlier.

  
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## 11. Evaluation of Performance

- (a) **Programmes:** Evaluation of performance of the students in a programme shall be a continuous process based on their performance in the class test, quizzes, assignments and the end semester examinations.

### Theory papers in semester system (Maximum Marks: 100)

The evaluation will be done through two class test and one end semester examination.

This will be in addition to quizzes, assignments, attendance, etc. Each class test will carry a weightage of 10 marks, and the end semester examination will carry a weightage of 70 marks. The remaining 10 marks will be awarded on the basis of attendance and performance in quizzes and assignments.

- (b) **Summer Training, Project Report, Seminar etc.**

Summer Training, Project Report, Seminar, and other learning oriented activities shall have associated maximum marks and credits, as stated in the syllabus.

<i>Evaluation Scheme</i>			
	<i>Internal</i>	<i>External</i>	<i>Total</i>
<i>Theory</i>	<i>30</i>	<i>70</i>	<i>100</i>
<i>Comprehensive Viva-Voce</i>	<i>--</i>	<i>100</i>	<i>100</i>
<i>Summer Training Project Report Evaluation and Viva-Voce</i>	<i>30</i>	<i>70</i>	<i>100</i>
<i>Research Project Report Evaluation and Viva-Voce</i>	<i>30</i>	<i>70</i>	<i>100</i>

### Question paper pattern for End-semester Examinations

I. Multiple Choice Questions (MCQs)	=	20 x 1 =	20
II. Long Answers (Answer 1 out of 2)	=	5 x 10 =	50
(Internal Choice questions)			
<b>Total Marks</b>	<b>=</b>		<b>70</b>

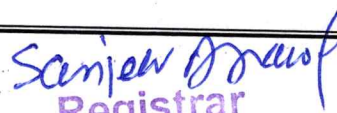
### Question paper pattern for Internal/ Sessional Examinations

Long Answers (Answer 2 out of 3)	=	2 x 5 =	10 (each mid-sem.)
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## 12. Award of Division

- (a) The division shall be awarded on the basis of final year result.
- (b) If a student passes all examinations and secure minimum Final CGPA 4.50 to 5.99, he/she shall be eligible for the award of SECOND DIVISION.
- (c) If a student passes all examinations and secure minimum Final CGPA 6.00 to 7.49, he/she shall be eligible for the award of FIRST DIVISION.

  
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- (d) If a student passes all examinations in first attempt without change of Grade and secures minimum Final CGPA 7.50 & above, he/she shall be eligible for the award of FIRST DIVISION WITH HONOURS.

### 13. Scrutiny and Re-evaluation

- (a) Scrutiny shall be allowed in only theory papers, in which Re-totalling of the marks awarded will be done and only unchecked answers (if any) will be evaluated.
- (b) Re-evaluation of theory/practical papers is not permitted.

### 14. Unfair Means

Cases of unfair means shall be dealt as per the rules of the University.

### 15. Result

- (a) The result of a candidate shall be declared on the basis of the performance of both semesters of the same academic year.
- (b) Result of the final year shall be declared on the basis of working out Final CGPA which is the weighted average of CGPA of all years of the study.

### 16. Improvement

There shall be no provision of Improvement examination in all the courses running in the University.

### 17. Grade Card

- (a) A copy of the Grade Card shall be issued to each student at the end of each academic year. The duplicate copy, if required can be obtained on payment of prescribed fee.
- (b) The Grade Report Card of a student may be withheld if he/she has not paid his/her dues or if there is a case of indiscipline pending against him/her or for any other such reasons.

### 18. Re-Admission

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

- (a) A candidate is declared fail.
- (b) A candidate promoted with carry over papers and opts for re-admission.

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