

COIMBATORE INSTITUTE OF MANAGEMENT AND TECHNOLOGY

(An Autonomous Institute approved by AICTE and affiliated to Bharathiar University)

Accredited with “B” grade by NAAC

MASTER OF BUSINESS ADMINISTRATION (MBA)

(Under Choice Based Credit System)

With effect from 2021 - 2022

CURRICULUM DESIGN AND STRUCTURE

1. Introduction

The Coimbatore Institute of Management And Technology (CIMAT) was established in 1996 by Kovai Kalaimagal Educational Trust, a well-known Charitable Trust in Coimbatore. The institute is approved by the All India Council for Technical Education (AICTE), recognised by UGC under Section 2f & 12b of UGC Act and affiliated to Bharathiar University, recognised by UGC under section 12f & 2b of UGC Act and accredited with "B" grade by NAAC.

The institute exclusively offers post-graduate programmes in Business Administration (MBA) and Computer Applications (MCA). UGC and Bharathiar University gave the institute autonomous status from the academic year 2010-2011. CIMAT also offers PhD / M.Phil programmes in management and M.Phil programmes in Computer applications.

The intake capacity approved by AICTE for the MBA programme is 60 seats until 2007 - 08 and increased to 120 seats from 2008 – 09 onwards. The intake for the MCA programme is 60 seats. A two year MCA Programme (2nd year Direct Lateral Entry) is started from the year 2013 – 14 with an intake capacity of 60 seats.

Professional education should provide a broad intellectual understanding of the new paradigm, newer decision-making techniques with the support of newer technologies, and the

ability to work in different cultures and environments. Today the nation needs young and competent professionals who can perform to the expectations of the changing economy. Keeping this need in mind, CIMAT provides value-based higher education and develops the overall personality of the students by providing an opportunity for enhancing creativity, self-confidence, assertiveness, communication and leadership skills.

A separate division, the Center for Research, is functioning in CIMAT to promote research efforts. The Center undertakes research projects on its own and sponsored by other institutions, Government departments, UGC and AICTE. Research proposals are submitted to the sponsoring agencies, and they are implemented as per the memorandum of understanding. It promotes industry - CIMAT tie-up that brings the benefits of research to the faculty and students and the expert opinion of the faculty to the entrepreneurs.

The Institution has complete infrastructural facilities to impart quality education with a state of the art library with ample reference material covering broad topics and a computer lab with the latest systems. The laboratory-operating environment is Linux. Internet facility and latest software's like MySQL, Monodeveloper, Java and .Net are available. A separate communication cell is established to improve the communication skill of students. An association of Management studies – Horizon and an association of Computer Applications – Netzone organises various activities to develop the students' managerial, technical, and leadership qualities. Apart from the association, various club-like Finance Club, Marketing Club, HR Club, Marketing Club Information Technology club, organise special programmes to develop the knowledge and skillsets of the students in their particular area.

The Entrepreneurship Development Cell (EDC) of CIMAT, which is sponsored by the Department of Science and Technology (DST), Government of India, New Delhi, aims to promote and implement programmes for building curriculum and training personal and assisting trainers by exploring their entrepreneurial aptitude and apply their conceptual knowledge in developing business plans in entrepreneurial activities.

CIMAT provides value-based higher education and develops the overall personality of the students by providing an opportunity for enhancing creativity, self-confidence, assertiveness, communication and leadership skills.

VISION, MISSION AND OBJECTIVES

Vision Statement

We are developing ideas and leaders that transform the world—from the very centre of business.

Mission Statement

We are committed to educating and developing leaders and builders of enterprises who create value for their stakeholders and create and disseminate path-breaking knowledge, concepts, and tools that advance the understanding and practice of management.

Objectives

1. To develop a global mindset through theoretical, practical, and experiential educational opportunities in order to incorporate economic and financial interdependencies that impact geopolitical relationships into business decisions.
2. To demonstrate critical thinking skills through the use of quantitative and qualitative tools, theories, and context to effectively solve problems, make decisions, and develop new business opportunities to navigate the complex demands of current dynamic business environments strategically.
3. To develop interpersonal and intrapersonal skills to effectively guide team collaboration to derive optimal solutions to complex issues requiring multiple skills and diverse capabilities.
4. To demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society.

Teaching methods

The methods of teaching include conventional teaching methods like classroom lectures, seminars, conferences, assignments, case analysis, role play and non-conventional teaching methods, which include the utilisation of audio-visual aids, book review program, class

debates, quiz, news update, online test, technical quiz, management games, computer-aided simulation games, industrial visits, field surveys, interaction with executives, corporate dossier, association activities, expose students to current issues and latest developments in various fields.

2. Regulations

This regulation is effective from the academic year 2021 -22.

2.1 Eligibility for Admission

A candidate who has passed any degree of Bharathiar University, Coimbatore or an Examination accepted by the University as equivalent to it shall be eligible for admission to the Master of Business Administration (MBA).

2.2 Duration and Course of Study

Two Academic years with four semesters, the first and third Semesters- July to November and the second and the fourth Semesters- December to April. The duration of each semester is 90 working days with 5 hours a day.

2.3 The Medium of Instruction and Examinations

The medium of instruction and examinations shall be English.

2.4 Requirements for Attendance

- a) A candidate will be permitted to take the examination for any semester if he/she secures not less than 75% of attendance out of the 90 working days during the semester.
- b) A candidate who has secured attendance less than 75% but 65% and above shall apply with the prescribed fee for the condonation of lack of attendance. On the recommendation of the Principal, he will be permitted to take up the examination.
- c) A candidate who has secured attendance less than 65% but 55% and above in any semester has to compensate for the shortage of attendance in the subsequent semester besides

earning the required percentage of attendance in that semester and take the examination of both the semester papers together at the end of the last semester.

d) A candidate who has secured less than 55% of attendance in any semester will not be permitted to take the regular examinations and continue studying in the subsequent semester. He/she has to re-do the course by re-joining in the semester in which the attendance is less than 55%.

e) A candidate who has secured less than 65% of attendance in the final semester has to compensate his / her attendance shortage in a manner to be decided by the Head of the Department concerned after re-joining the course.

2.5 Restriction to take the Examinations

a) Any candidate having arrear paper(s) shall have the option to take the examinations in any arrear paper(s) along with the subsequent regular semester papers.

b) Candidates who fail in any of the papers shall pass the paper(s) concerned within five years from the date of admission to the said course. If they fail to do so, they shall take the examination in the revised text/syllabus, if any, prescribed for the immediate next batch of candidates. If there is no change in the text/syllabus, they shall examine that paper with the syllabus in vogue until there is a change in the text or syllabus.

In removing that paper consequent to the change of regulations and curriculum after five years, the candidates shall have to take upon equivalent paper in the revised syllabus as suggested by the chairman and fulfil the requirements as per regulations/curriculum for the award of the degree.

2.6 The Evaluation System

All Post Graduate Programmes consist of Theory Courses, Laboratory Courses and Employability Enhancement Courses. Employability Enhancement Courses include Major Project, Seminar, Computer Applications (Laboratory), Professional Practices, Case Study and Industrial/Practical Training. Appearance in the End Semester Examination is mandatory for all courses, including Theory, Laboratory and Major Project. Performance in each course of study shall be evaluated based on

- i. Continuous Assessments throughout the semester
- ii. End Semester Examination at the end of the semester.

For Theory Courses and Laboratory Courses out of 100 marks, the maximum marks for Continuous Assessment are fixed as 50, and the End Semester Examination carries 50 marks. The continuous assessment is 50 marks for the Major Project, and project report evaluation and viva-voce examination carries 50 marks. All other courses included under Employability Enhancement Courses are evaluated by Continuous Assessments only. Each course shall be evaluated for a maximum of 100 marks as shown below:

S. No	Category of course	Continuous Assessments Marks	End Semester Examinations Marks
1	Theory Courses	50	50
2	Laboratory Courses	50	50
3	Major Project	40	60
4	All other Courses	100	-

Every teacher must maintain an 'attendance and assessment record' for every semester, which consists of attendance marked in each theory / Laboratory /EEC class, the assessment marks and the record of class work (topics covered), separately for each course handled by the teacher. This should be submitted to the Head of the Department periodically (at least three times in a semester) for checking the syllabus coverage and the records of assessment marks and attendance. The Head of the Department will affix his/her signature and date after due verification. At the end of the semester, the Head of the Department should verify the record, who shall keep this document in safe custody. The records of attendance and assessment of both current and previous semesters should be available for inspection.

2.6.1 Assessment for Theory Courses

For Theory Courses out of 100 marks, the maximum marks for Continuous Assessment are fixed as 50, and the End Semester Examination carries 50 marks, as given above. Continuous assessment comprises of three Continuous Internal Assessment (CIA) tests conducted by the examination cell. The total marks obtained in the three CIA tests put together shall be reduced to 30 marks, and assignment (vide clause 2.6.1.1) shall be reduced to 10 marks, and attendance carries 10 marks calculated (Vide clause 2.6.1.2) rounded to the nearest integer. A minimum of two CIA tests would be conducted in a day, and a CIA test would be of one and a half hours duration each. Students will not have regular classes on the scheduled day of these tests. In case a student misses the CIA test due to medical reasons (hospitalisation/accident / specific illness) or due to participation in the College / University / State / National / International level Sports events with prior permission from the Head of the Department through the course instructor and approval from the Head of the Institution. Reassessment may be given at the end of the semester.

Sl. No	Component	Marks	Procedure
1	CIA tests (3 per semester)	30	Maximum: 50 marks; Duration: 1.5 hours
2	Assignment/Presentation	10	Decided by the faculty in charge of the course and will be intimated at the beginning of the semester.
3	Attendance/ Class participation(Seminars, GD, Quiz, Objective type of tests, Online tests)	10	Decided by the faculty in charge of the course

The End Semester Examination for theory courses will be of three hours duration. Appearance in the End Semester Examination is a mandatory requirement for passing the courses having an ESE component.

- a) Semester examination will be conducted at the end of each semester after completing a minimum of 90 working days.
- b) End Semester examinations for the odd semester will generally be held during November and even in April.
- c) The question papers for all the courses will be set by the external examiners.
- d) The exam will be conducted for a maximum of 100 marks for three hours. The passing minimum is 50% (50 out of 100 marks) and the overall passing minimum putting the CIA and End Semester marks together will be 50%.
- e) Question Paper Pattern:

Part A	20 Marks	10 Questions - 2 Marks each
Part B	65 Marks	5 Questions- 13 Marks each – either-or type.
Part C	15 Marks	1 Question - 15 Marks (Case Study / Latest Trends)
Total	100 Marks	

- f) There will be two independent valuations for all theory courses, with one valuation by the course faculty and the external examiner. If there is a difference of 15% or more, the paper will be referred for a third valuation. If there is any discrepancy, the paper will be referred to the passing board, whose decision shall be final.
- g) There will be a single valuation for the extra credit courses. The students' performance is continually assessed through Continuous Internal Assessment (CIA) and End Assessment (EA). The CIA, EA break up is 50:50 marks. The End Assessment question paper pattern will be followed as per the regular course.
- h) Since it is an extra credit course, it will not be considered for classification or the calculation of GPA & CGPA.
- i) A candidate may request for re-totalling his/her answer script by applying application addressing to the Controller of Examination through the Principal, paying prescribed fees. This provision is available for all theory papers taken in the EA. However, there is no provision for revaluation of theory papers.
- J) **Supplementary Examination**
Supplementary examination will be conducted to benefit final year students after 15 days of the declaration of the final semester results. A candidate who has arrears of only two papers in any semester can appear for the supplementary exam conducted after the final semester.

2.6.1.1 Assignment

The assignment weightage and the number of assignments by which the course teacher will assess the students will be spelt out to the students at the beginning of the semester. Students are not permitted to download materials from the Internet and submit them as an assignment for assessment. Students should prepare handwritten/typed reports based on the understanding of the concept, technology, etc.

2.6.1.2. Attendance

1. Students who are physically present in a class only should be marked present; students not present in the class for whatever reason should not be marked present.
2. The attendance marks will be awarded as per the course-wise corrected attendance (attendance exemption considered). >95% 10 marks / <95 &>90 8 marks / <90 &>85 6 marks / <85 &>80 4 mark / <80 &>75 2 mark

2.6.2. Assessment for Laboratory Courses

For Laboratory Courses out of 100 marks, the maximum marks for Continuous Assessment are fixed at 50, and the End Semester Examination carries 50 marks. Every laboratory exercise/experiment shall be evaluated based on the student performance during the laboratory class and record maintenance. The total marks for all the laboratory exercises shall be reduced to 30 marks. There shall be at least two online tests/ viva-voce/ assessment. The total marks in the two assessments shall be reduced to 10 marks, and the maintenance of record shall be assessed for 10 marks, and attendance carries 10 Marks (Vide Clause 2.6.1.2). The End Semester Examinations for Laboratory courses will be three hours in duration.

2.6.3 Assessment for Major Project

For Major Project out of 100 marks, the maximum marks for Continuous Assessment are fixed at 60, and the End Semester Examination (project report evaluation and viva-voce examination) carries 40 marks. There shall be three assessments (every 100 marks) during the

semester by a review committee. The student shall make a presentation on the progress made before the committee. The Head of the Department shall constitute a review committee for each programme. There shall be a minimum of three members in the review committee. The project Guide will be one of the members of the Review Committee. The total marks obtained in the three Reviews shall be 60 marks. The student(s) is expected to submit the project report on or before the last working day of the semester. The End Semester Examination for Major Project shall consist of an evaluation of the final project report submitted by the student or students of the project group by an external examiner followed by a viva-voce examination conducted separately for each student by a committee consisting of an external examiner, the guide and an internal examiner. The Head of the Department, with the approval of the Head of the Institution, shall appoint Internal Examiners for the End Semester Examination. The Continuous Assessment and End Semester Examinations marks for Major Project and the Viva-Voce Examination will be distributed as indicated below.

Continuous Assessment (60 Marks)						End Semester Examination (40 Marks)			
Review I (20 Marks)		Review II (20 Marks)		Review III (20 Marks)		Thesis Evaluation (20 Marks)		Viva – Voce (20 Marks)	
Marks awarded by Review Committee (excluding guide)	Marks awarded by the guide	Marks awarded by Review Committee (excluding guide)	Marks awarded by the guide	Marks awarded by Review Committee (excluding guide)	Marks awarded by the guide	External Examiner	Internal Examiner	External Examiner	Internal Examiner
10	10	10	10	10	10	10	10	10	10

2.7 Grading

The following table gives the marks, grade points, letter grades and classification to indicate the candidate's performance. Conversion of Marks to Grade Points and Letter Grade (Performance in a Course/Paper)

Range of Marks	Grade Points	Letter Grade	Description
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0	U	Reappear
ABSENT	0	AAA	ABSENT

2.7.1 For a Semester:

$$\text{GRADE POINT AVERAGE [GPA]} = \frac{\sum_i C_i G_i}{\sum_i C_i}$$

$$\text{GPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Some of the credits of the courses in a semester}}$$

For the Entire Programme:

$$\text{CUMULATIVE GRADE POINT AVERAGE [CGPA]} = \frac{\sum_n \sum_i C_{ni} G_{ni}}{\sum_n \sum_i C_{ni}}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Some of the credits of the courses of the entire programme}}$$

C_i = Credits earned for course i in any semester; G_i = Grade Point obtained for course i in any semester; n = refers to the semester in which such course was credited

Classification of Successful candidates

A candidate who passes all the examinations in Part I to Part V securing the following CGPA and Grades shall be declared as follows for each part:

CGPA	Grade	Classification of Final Result
9.5 – 10.0	O+	First Class – Exemplary*
9.0 and above but below 9.5	O	
8.5 and above but below 9.0	D++	First Class with Distinction*
8.0 and above but below 8.5	D+	
7.5 and above but below 8.0	D	

7.0 and above but below 7.5	A++	First Class
6.5 and above but below 7.0	A+	
6.0 and above but below 6.5	A	
5.5 and above but below 6.0	B+	Second Class
5.0 and above but below 5.5	B	
0.0 and above but below 5.0	U	Reappear

Improvement of Marks in the subjects already passed.

Candidates desirous of improving the marks awarded in a passed subject in their first attempt shall reappear once within a period of subsequent two semesters. The improved marks shall be considered for classification but not for ranking. When there is no improvement, there shall not be any change in the original marks already awarded.

** The candidates who passed in the first appearance and within the prescribed semester of the PG Programme (Major and Elective Courses alone) are eligible.*

2.8 Course Completion

Students shall complete the programme within a period not exceeding five years from the date of admission.

3. PROGRAMME STRUCTURE – OVERVIEW

3.1 Mandatory Credits

The total mandatory credits to be earned by a student to qualify for an MBA degree are 105. The credit for a paper is fixed by giving due weightage to the contents of the curriculum. The maximum total marks to be earned by the student are 2625.

3.2 Full Credit Courses

The programme has 14 core courses in the first year of study. There are 2 core papers in the third semester and fourth semester. Four elective papers shall be opted by the students during the third and fourth semester.

3.3 Managerial Skill Development

No End Semester Examination required for this course. Internal Examinations will be conducted at the end of the semester. Internal Examiner will give 100 marks for the subject based on the presentation, viva-voce.

3.4 Comprehensive Assessment

The students will be assessed on their conceptual knowledge in the fundamental courses. A comprehensive assessment will be conducted at the end of the II semester on the courses of the I and II semesters. The assessment will be through online multiple-choice questions. Students who do not obtain 50% have to reappear for the assessment in the following semester.

3.5 Field Study

The students will undertake field study in the second semester in a relevant area. The field study will be a group task, and the group size will be decided as per the requirement. The faculty advisor and students will identify the topics of the field study. A report should be submitted to the faculty advisor within the stipulated time after completing the fieldwork. The internal faculty committee will conduct viva-voce for the field study.

Students who fail in the field study and viva-voce examination / who are absent for the viva-voce/ who fail to submit the report before the due date will have to re-submit the report and take up the viva-voce examination during the subsequent semester.

3.6 Elective Courses

A course would be run with contact classes if there is a registration of minimum 15 students. However the final decision to offer the elective rests with the department. The students have the following choices in selecting their specialization papers in the III and IV semesters, as per the new regulations, Four electives will be offered in functional specializations and Sectoral specializations, two courses in each.

1. *Opting for any one stream of functional specialization and any one stream of Sectoral specialization*
2. *Opting for any two streams of functional specializations*

Elective Options taken in third semester will continue in the fourth semester.

Functional Specializations	Sectoral Specializations
Marketing	Operations and Supply Chain Management
Finance	Entrepreneurship
Human Resource	Hospital and Health Care Management
Systems	Agribusiness Management
	Retail Management
	Tourism and Hotel Management

3.7 Extra Choice Base Credit Course

Students can opt for extra credit courses from the second semester of their admission only. Students shall opt for anyone extra credit course compulsorily, and they cannot opt for more than 4 courses in a semester. They can choose any subject (except core and lab courses) from any semester from the elective courses only. Learning hours will be assigned for extra credit courses, which facilitates in-depth comprehension of the subject. The components considered for continuous assessment includes learning hours, peer learning, presentations, online test, group work etc. In this context, weekend classes, seminars and workshops will be organised.

3.8 Major Project

Major projects for six weeks will be carried out at the end of the second semester in a specialised functional area. A report of the Major Project should be submitted to the faculty advisor within the stipulated time after completing the Major Project. Viva-voce for the Major Project will be conducted in the third semester by a faculty committee consisting of internal and external members. Students who fail in the Major Project and viva-voce examination or who are absent for the project viva-voce/ who fail to submit the project report before the due date will have to re-submit the Major Project and take up the viva-voce examination in the ensuing exam.

4. Eligibility for the Award of Degree

4.1. A student shall be declared eligible for the award of the Post graduate degree provided the student has

- i. Scored the required number of credits specified in the curriculum within the stipulated time (vide Clause 2.7.1).
- ii. Successfully completed the course requirements, appeared for the End Semester Examinations and passed all the courses prescribed in all the four semesters within a maximum period of four years reckoned from the commencement of the first semester to which the candidate was admitted.
- iii. Passed in the additional courses prescribed by the Head of the department duly authorized by Head of the institution and Controller of Examinations whenever readmitted under regulations other than SR11, if applicable.
- iv. No disciplinary action pending against the student.

4.2. Classification of the Degree awarded

4.2.1. First Class with Distinction

A student who satisfies the following conditions shall be declared to have passed the Programme of study in First class with Distinction:

- Should have passed in all the courses of the entire four semesters in the student's First Appearance within three years, which includes authorized break of study of one year. Withdrawal from examination (vide Clause 5) will not be treated as appearance.
- Should have secured a $CGPA \geq 8.50$
- Should NOT have missed appearance from end semester examination due to lack of attendance in any of the course.

4.2.2. First Class

A student who satisfies the following conditions shall be declared to have passed in First class:

- Should have passed the courses of all four semesters within three years, which includes one year of authorized break of study (if availed) or nonappearance from writing the End Semester Examination due to lack of attendance (if applicable).
- Should have secured a $CGPA \geq 7.00$

4.2.3. Second Class

All other students (not covered in clauses 4.2.1 and 4.2.2) who qualify for the award of the degree (vide Clause 4.1) shall be declared to have passed the examination in Second Class.

4.2.4. A candidate who is absent in end semester examination in a course /Major Project after having registered for the same shall be considered to have appeared in that examination for the purpose of classification. (subject to clause 5 and 6).

5. Provision for Withdrawal from Examination

5.1. A student may, for valid reasons, (medically unfit / unexpected family situations / sports approved by Chairman, sports board and HOD) be granted permission to withdraw from appearing for the end semester examination in any course or courses in ANY ONE of the semester examinations during the entire duration of the degree programme. The

application shall be sent to Controller of examinations duly attested by Head of the institution through the Head of the Department with necessary evidences.

5.2. Withdrawal application shall be considered only if the student is otherwise eligible to write the examination (Clause 2.6.1.2) and if it is made within TEN working days before the commencement of the End Semester Examination in that course or courses and also be recommended by Head of the Department.

5.2.1. Notwithstanding the requirement of the mandatory 10 days' notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case based on the committee duly constituted.

5.3. Withdrawal is permitted for the End Semester Examinations during final semester if the period of study of the student does not exceed 3 years.

6. Provision for Authorised Break of Study

6.1. A student is permitted to go on break of study for a maximum period of one semester.

6.1.1. For a break of study, the student shall apply to the Controller of Examinations in advance, in any case, not later than the last date of the first assessment period. The application duly filled by the student shall be submitted through the Head of the Department duly attested by Head of the Institution. In the case of short-term employment/ training/ internship, the application for break of study shall be approved and forwarded by the Departmental Consultative Committee to the Controller of Examinations.

6.1.2. A student, permitted to re-join the programme after a break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of re-joining. The students re-joining in new Regulations shall apply to the controller of examinations in the prescribed format through Head of the Department at the beginning of semester re-joining for prescribing additional/equivalent courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.

6.2. The total period for completion of the programme reckoned from, commencement of the first semester to which the student was admitted shall not exceed the maximum period specified in clause 6.1 irrespective of the period of break of study in order to be eligible for the award of the degree (vide clause 4).

6.3. In case there is any period of break of study more than the permitted duration of break of study, the student shall be permitted to continue the programme only if the approval is obtained from the Head of the Institution and Controller of Examinations through the concerned HOD before the end of the semester in which the student has taken break of study.

6.4. If a student is absent from his studies a period of two consecutive semesters without any intimation, the name of the student shall be deleted permanently from enrolment. Such a student is not entitled to seek readmission under any circumstances.

6.5. If a student indulges in malpractice in any of the examinations, the student shall be liable for punitive action as prescribed by the Head of the institution and Controller of Examination from time to time.

7. Revision of Regulations, Curriculum and Syllabi

The College may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and the Scheme of examinations through the Board of Studies and Academic Council with the approval of the Governing Body.

MBA PROGRAMME FOCUS

Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with real-world practices and the sector-specific nuances to provide solutions to real-world business, policy and social issues in a dynamic and complex world.

2. PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and appreciate local, domestic and global contexts to manage continuity, change, risk, ambiguity and complexity.

3. PEO3: Graduates of the MBA program will be recognised in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, practical and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

4. PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organisations, public policy, entrepreneurial ventures and engage in life-long learning.

5. PEO5: Graduates of the MBA program will appreciate the significance of Indian ethos and values in managerial decision making and exhibit value-centred leadership.

Programme Outcomes (POs):

At the end of the MBA programme, the learner will possess the

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyse, synthesise and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues

2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real-world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.

3. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology-mediated environments, especially in the business context and with society at large.

4. Leadership and Team Work - Ability to collaborate in an organisational context and across organisational boundaries and lead themselves and others to achieve organisational goals and optimise outcomes for all stakeholders.

5. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

6. Critical Thinking - Ability to investigate multidimensional business problems using research-based knowledge and research methods to arrive at data-driven decisions

7. Entrepreneurship - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups, and professionalising and growing family businesses.

8. LifeLong Learning – Ability to operate independently in a new environment, acquire new knowledge and skills and assimilate them into the internalised knowledge and skills.

9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of managerial choices' ethical and value underpinnings in a political, cross-cultural, globalised, digitised, socio-economic environment and distinguish between ethical and unethical behaviours & act with integrity.

Programme Specific Outcomes (PSOs):

It is expected that Institutes define the PSOs for each specialisation / major-minor combination. PSOs shall also vary based upon the customised combination of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, and Enrichment & Alternative Study Credit Courses that they offer.

Graduate Attributes (GAs):

At the end of the MBA programme, the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

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MASTER OF BUSINESS ADMINISTRATION (MBA)
SCHEME OF EXAMINATION AND PROGRAMME STRUCTURE
MBA 2021 BATCH

Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
SEMESTER 1						
21MB1C01	PRINCIPLES OF MANAGEMENT	4	0	0	4	PC
21MB1C02	ORGANISATIONAL BEHAVIOUR	4	0	0	4	PC
21MB1C03	ECONOMICS FOR DECISION MAKING	3	1	0	4	PC
21MB1C04	FINANCIAL AND MANAGEMENT ACCOUNTING	3	1	0	4	PC
21MB1C05	BUSINESS STATISTICS	3	1	0	4	PC
21MB1C06	LEGAL ASPECTS OF BUSINESS	3	1	0	4	PC
21MB1P07	MANAGERIAL SKILL DEVELOPMENT – I*	0	0	2	1	EEC
	Total 25 Periods	20	4	2	25	
<i>*No End Semester Examination required for this course</i>						

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Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
SEMESTER 2						
21MB2C08	TOTAL QUALITY MANAGEMENT	4	0	0	4	PC
21MB2C09	MARKETING MANAGEMENT	4	0	0	4	PC
21MB2C10	FINANCIAL MANAGEMENT	4	0	0	4	PC
21MB2C11	HUMAN RESOURCE MANAGEMENT	4	0	0	4	PC
21MB2C12	ENTREPRENEURSHIP DEVELOPMENT	4	0	0	4	PC
21MB2C13	BUSINESS RESEARCH METHODS	3	1	0	4	PC
21MB2P14	BIGDATA AND BUSINESS ANALYTICS	0	0	4	2	EEC
21MB2P15	MANAGERIAL SKILL DEVELOPMENT – II*	0	0	2	1	EEC
	Total 27 Periods	23	1	6	27	
<i>*No End Semester Examination required for this course</i>						

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Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
SEMESTER 3						
21MB3C16	MANAGEMENT INFORMATION SYSTEM	4	0	0	4	PC
21MB3C17	BUSINESS ENVIRONMENT AND ETHICS	4	0	0	4	PC
	Elective I	4	0	0	4	PE
	Elective II	4	0	0	4	PE
	Elective III	4	0	0	4	PE
	Elective IV	4	0	0	4	PE
21MB3J18	MAJOR PROJECT	0	0	8	4	EEC
21MB3P19	MANAGERIAL SKILL DEVELOPMENT – III*	0	0	2	1	EEC
	Total 29 Periods	24	0	10	29	
<i>*No End Semester Examination required for this course</i>						

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Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
SEMESTER 4						
21MB4C20	STRATEGIC MANAGEMENT	4	0	0	4	PC
21MB4C21	INTERNATIONAL BUSINESS	4	0	0	4	PC
	Elective I	4	0	0	4	PE
	Elective II	4	0	0	4	PE
	Elective III	4	0	0	4	PE
	Elective IV	4	0	0	4	PE
	Total 24 Periods	24	0	0	24	

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Note:

The students have the following choices in selecting their specialization papers in the III and IV semesters, as per the new regulations, Four electives will be offered in functional specializations and Sectoral specializations, two courses in each.

1. Opting for any one stream of functional specialization and any one stream of Sectoral specialization

2. Opting for any two streams of functional specializations

Elective Options taken in third semester will continue in the fourth semester.

**ELECTIVES FOR III SEMESTER
FUNCTIONAL SPECIALISATIONS**

Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
MARKETING MANAGEMENT						
21MB3E41	RETAIL MANAGEMENT	4	0	0	4	PE
21MB3E42	SERVICES MARKETING	4	0	0	4	PE
21MB3E43	MARKETING METRICS AND ANALYTICS	4	0	0	4	PE
21MB3E44	RURAL MARKETING	4	0	0	4	PE
FINANCIAL MANAGEMENT						
21MB3E45	BANKING SYSTEM AND PRACTICES	4	0	0	4	PE
21MB3E46	FINANCIAL SERVICES	4	0	0	4	PE
21MB3E47	FINANCIAL MODELING	4	0	0	4	PE
21MB3E48	EQUITY RESEARCH AND PORTFOLIO MANAGEMENT	4	0	0	4	PE
HUMAN RESOURCE MANAGEMENT						
21MB3E49	ORGANISATION DESIGN AND DEVELOPMENT	4	0	0	4	PE
21MB3E50	MANAGING INTERPERSONAL EFFECTIVENESS	4	0	0	4	PE
21MB3E51	LABOUR WELFARE AND INDUSTRIAL RELATIONS	4	0	0	4	PE
21MB3E52	PERFORMANCE MANAGEMENT	4	0	0	4	PE
SYSTEMS MANAGEMENT						
21MB3E53	INFORMATION SYSTEMS DESIGN AND DEVELOPMENT	4	0	0	4	PE
21MB3E54	BUSINESS DATA ANALYTICS	4	0	0	4	PE
21MB3E55	E-COMMERCE	4	0	0	4	PE
21MB3E56	KNOWLEDGE MANAGEMENT	4	0	0	4	PE

**ELECTIVES FOR III SEMESTER
SECTORAL SPECIALISATIONS**

Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
OPERATIONS AND SUPPLY CHAIN MANAGEMENT						
21MB3E57	LEAN SIX SIGMA /ANNA UNIVERSITY	4	0	0	4	PE
21MB3E58	INDUSTRY 4.0	4	0	0	4	PE
ENTREPRENEURSHIP						
21MB3E59	CREATIVITY, INNOVATION AND ENTREPRENEURSHIP	4	0	0	4	PE
21MB3E60	INTELLECTUAL PROPERTY RIGHTS	4	0	0	4	PE
HOSPITAL AND HEALTH CARE MANAGEMENT						
21MB3E61	HEALTHCARE MANAGEMENT	4	0	0	4	PE
21MB3E62	HEALTHCARE SYSTEM MANAGEMENT	4	0	0	4	PE
AGRIBUSINESS MANAGEMENT						
21MB3E63	AGRIBUSINESS ENVIRONMENT	4	0	0	4	PE
21MB3E64	VALUE CHAIN IN AGRIBUSINESS	4	0	0	4	PE
RETAIL MANAGEMENT						
21MB3E65	RETAIL ANALYTICS	4	0	0	4	PE
21MB3E66	RETAIL SUPPLY CHAIN MANAGEMENT	4	0	0	4	PE
TOURISM AND HOTEL MANAGEMENT						
21MB3E67	SUSTAINABLE AND ECO TOURISM	4	0	0	4	PE
21MB3E68	TOURISM POLICY PLANNING AND DEVELOPMENT	4	0	0	4	PE

**ELECTIVES FOR IV SEMESTER
FUNCTIONAL SPECIALISATIONS**

Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
MARKETING MANAGEMENT						
21MB4E69	CONSUMER BEHAVIOR	4	0	0	4	PE
21MB4E70	INTEGRATED MARKETING COMMUNICATION	4	0	0	4	PE
21MB4E71	BRAND MANAGEMENT	4	0	0	4	PE
21MB4E72	DIGITAL MARKETING	4	0	0	4	PE
FINANCIAL MANAGEMENT						
21MB4E73	RURAL BANKING AND MICROFINANCE	4	0	0	4	PE
21MB4E74	INTERNATIONAL TRADE FINANCE	4	0	0	4	PE
21MB4E75	MERGERS, ACQUISITIONS AND RESTRUCTURING	4	0	0	4	PE
21MB4E76	DERIVATIVES MANAGEMENT	4	0	0	4	PE
HUMAN RESOURCE MANAGEMENT						
21MB4E77	HR ANALYTICS	4	0	0	4	PE
21MB4E78	BEHAVIOURAL MODIFICATION AND MANAGEMENT	4	0	0	4	PE
21MB4E79	COMPETENCY MAPPING AND DEVELOPMENT	4	0	0	4	PE
21MB4E80	TRAINING AND DEVELOPMENT	4	0	0	4	PE
SYSTEMS MANAGEMENT						
21MB4E81	ENTERPRISE RESOURCE PLANNING	4	0	0	4	PE
21MB4E82	DECISION SUPPORT SYSTEM	4	0	0	4	PE
21MB4E83	BUSINESS INTELLIGENCE	4	0	0	4	PE
21MB4E84	SOFTWARE PROJECT MANAGEMENT SYSTEM	4	0	0	4	PE

**ELECTIVES FOR IV SEMESTER
SECTORAL SPECIALISATIONS**

Course Code	Course Title	Periods/week			Credits	CAT
		Lecture	Tutorial	Practical		
OPERATIONS AND SUPPLY CHAIN MANAGEMENT						
21MB4E85	SUPPLY CHAIN CONCEPTS AND PLANNING	4	0	0	4	PE
21MB4E86	REVERSE AND CONTRACT LOGISTICS	4	0	0	4	PE
ENTREPRENEURSHIP						
21MB4E87	ENTREPRENEURSHIP AND SMALL BUSINESS	4	0	0	4	PE
21MB4E88	BUILDING A SUSTAINABLE ENTERPRISE	4	0	0	4	PE
HOSPITAL AND HEALTH CARE MANAGEMENT						
21MB4E89	SERVICE OPERATION MANAGEMENT IN HOSPITALS	4	0	0	4	PE
21MB4E90	ENTREPRENEURSHIP IN HEALTHCARE MANAGEMENT	4	0	0	4	PE
AGRIBUSINESS MANAGEMENT						
21MB4E91	ICT FOR AGRICULTURE MANAGEMENT	4	0	0	4	PE
21MB4E92	ENTREPRENEURSHIP IN AGRIBUSINESS	4	0	0	4	PE
RETAIL MANAGEMENT						
21MB4E93	RETAIL STRATEGIC MANAGEMENT	4	0	0	4	PE
21MB4E94	RETAIL OPERATIONS SYSTEMS AND INVENTORY	4	0	0	4	PE
TOURISM AND HOTEL MANAGEMENT						
21MB4E95	TOURISM ENTREPRENEURSHIP	4	0	0	4	PE
21MB4E96	INFORMATION TECHNOLOGY AND TOURISM	4	0	0	4	PE

SUMMARY OF CREDIT DISTRIBUTION

CAT	Credits / Semester				Total Credits
	I	II	III	IV	
FC	0	0	0	0	0
PC	24	24	8	8	64
PE	-	-	16	16	32
EEC	1	3	5	-	9
Total	25	27	29	24	105

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