DIRECTION

No. 13/2026 Date: 18/ 02 / 2026

Subject: Examinations Leading to the Degree of Master of Business Administration (Human Resource Management) (Two Years -Four Semesters CGS Pattern Degree Course), Direction, 2026.

Whereas, the Ordinance No.12/1985 and Direction No. 62/2025 Dtd. 26.08.2025 relating to the examinations leading to the Degree of Master of Business Administration (Human Resource Management) (Two Years -Four Semesters C.G.S. Pattern Degree Course) are in existence in the University for M.B.A. Course specializations Semester – II onwards,

AND

Whereas, the Board of Studies in Business Management in its meeting held on 19/05/2025 vide Item No. 75, 76, 77, 78 and 79 has prepared and recommended the draft syllabi and the draft scheme of Teaching, Learning, Examination and Evaluation of Semester I to IV of Master of Business Administration (Human Resource Management) to the Faculty of Commerce and Management and implemented from Academic Year 2024 – 2025,

AND

Whereas, the Faculty of Commerce & Management in its meeting held on 31/05/2025 vide Item No. 31 has accepted and recommended the above recommendation to the Academic Council and implemented from Academic Year 2024 - 2025,

AND

Whereas, the above recommendations are accepted and approved by the Academic Council in its meeting 08/07/2025 vide Item No. 47 and implemented from the Academic Session 2024 – 2025,

AND

Whereas, the matter regarding inclusion of the MOOC Course has to be incorporated in the Scheme of Teaching, Learning, Examination and Evaluation of Semester IV of Master of Business Administration (Human Resource Management) from the Academic Session 2024-2025,

AND

Whereas, the syllabi and the Scheme of Teaching, Learning, Examinations and Evaluation of Semester I to IV has been implemented from the Academic Session 2024-2025 onwards and the same are made available to all the concerned from the Academic Session 2024-2025 & onwards,

AND

Whereas, the Hon'ble Vice-Chancellor has approved the matter recommended by the Ad-hoc Dean, Faculty of Commerce & Management regarding corrections in the Schemes of Semester II of the Direction Nos. 62/2025 of the examinations leading to the Degree of the Master of Business Administration (Human Resource Management) as per the letter of the Director, Sushila Suryawanshi Management Institute of Technology Advancement, Amravati dtd. 14.01.2026,

AND

Whereas, the scheme of teaching, learning, examination and evaluation of Semester I to IV of Master of Business Administration (Human Resource Management) is required to be regulated by framing new Ordinance,

AND

Whereas, making an Ordinance is a time-consuming process.

Now, therefore, I, Dr. Milind A. Barhate, Vice-Chancellor, Sant Gadge Baba Amravati University, in exercise of powers conferred upon me, under sub section (8) of Section (12) of Maharashtra Public University Act, 2016, do hereby direct as under :-

1. This Direction may be called, "Examinations Leading to the Degree of Master of Business Administration (Human Resource Management) Two Years -Four Semesters CGS Pattern Degree Course), Direction, 2026".
2. The Degree of Master of Business Administration (Human Resource Management) belong to the Faculty of commerce and Management.
3. This direction had come into force from the Academic Session 2024 – 25 onwards.
4. The Scheme of Teaching, Learning, Examinations and Evaluation, relating to the examinations leading to the Degree of Master of Business Administration (Human Resource Management) Semester I to IV is attached herewith as **Appendix-A**.

5. **General Definitions:**

A) **Choice Based Credit System (CBCS):** Choice Based Credit System means the curricular system that offers multiple inter-disciplinary choices to students to select from the courses (Core, Elective, or Minor or Soft Skill Courses) to accumulate credits.

B) Discipline Specific Core (DSC): Core or Basic study area of any subject of a particular discipline.

C) Discipline Specific Elective (DSE): The specialized/emerging study area allied to the core subject.

D) Theory Paper: The paper including long answer/short answer/caselets/case study question based on the study area of a particular subject of the discipline.

E) Open Elective Course (OEC): The group of different choice-based courses comprising of General Interest Courses related to core subjects or of interdisciplinary nature, MOOCs offered by different authorized agencies.

F) Non-examination Credits: The credits to be earned by the students by participating in Case Study / Field Work.

G) Induction Programme: The program is to help students in getting familiarize with the programs, college/institutions. It is used to describe the whole process of education covering the aspects like socializing, associating, governing and experiencing.

H) Internship/Dissertation/Research Project:

i. Dissertation/Research Project: A course designed to acquire special / advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member/industry mentor is called Internship/Dissertation/Research Project.

ii. Internship Programme: 60 - 75 days practical/field training related to Human Resource Management study subject with any Company/Institute/Financial institutions/Firm/Establishment identified by the College/P.G. Department of the University.

I) Case Study Preparation and Presentation: This intensive course provides students with a practical, hands-on experience in analysing complex business scenarios, formulating strategic recommendations, and effectively communicating their findings. Working in groups of students, participants will delve into real-world or simulated business challenges, applying theoretical knowledge gained throughout their curriculum to propose viable solutions. The course emphasizes rigorous research, critical thinking, collaborative problem-solving, and professional presentation skills.

J) Field Work: Field work is known as practical or professional experience. Field work allows students to learn through direct implementation of their future professional role in real workplace settings.

K) Semester Grade Point Average (S.G.P.A.): It is a measure of performance of work done in a semester. It is the ratio of total credit points secured by a student in various courses registered in a semester and the total course credits during the semester. It shall be mentioned up to two decimal places. It should be computed with the given formula.

L) Cumulative Grade Point Average (C.G.P.A.): It is a measure of overall cumulative performance of a student over all semesters. The C.G.P.A. is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all semesters. It is mentioned up to two decimal places. It should be computed with the given formula.

5. **There shall be four semester examinations leading to the Degree of Master of Business Administration (Human Resource Management) namely-**

I. MBA (Human Resource Management) Part-I consists of Semester-I & II examinations, and;

II. MBA (Human Resource Management) Part-II consists of Semester-III & IV examinations.

6. **First Year Admission: -** The students who have passed any bachelor degree are eligible for First Year admission in MBA (Human Resource Management) and as decided by Admission Regulatory Authority (ARA) of Government of Maharashtra /the Competent Authority from time to time.

7. **Direct Second Year entry (Lateral Entry): -** Admission of students into the second year of Post Graduate Degree Courses as per All-India Council for Technical Education (AICTE) Approval Process Handbook 2024-25 to 2026-27 – Chapter VII and as decided by Admission Regulatory Authority (ARA) of Government of Maharashtra / the Competent Authority from time to time.

8. The examinations shall be held at such places and on such dates as may be appointed by the Board of Examination.

9. The fee for the Examination shall be as prescribed by the competent authority from time to time.

10. i) The scope of the subjects shall be as indicated in the Syllabus.

ii)The medium of Instruction and examination shall be English.

11. The Scheme of Teaching, Learning, Examinations and Evaluation for MBA (Human Resource Management) course, computation of SGPA & CGPA and illustrative example for results in Grade Point System shall be as provided under **Appendix – A** appended with the direction and Tables in the direction.

12. The papers for Examinations shall be as under-

For the M.B.A. (Human Resource Management) Part-I & Part-II (Semester -I to IV) Examination –

(A) Discipline Specific Core (DSC): This component will include the subjects of core studies having 4 credits for each paper.

(B) Discipline Specific Elective (DSE): In Semester II&III, there shall be Discipline Specific Elective (DSE) papers related to a Human Resource Management area of study in the subject out of elective papers prescribed by the University.

(C) Internship/Dissertation/Research Project: In Semester IV, there shall be Internship/Dissertation /Research Project. This project will be based on the **Human Resource Management**. This Internship/Dissertation/research project will carry 6 credits and 200 marks. The report must be submitted in 4 hard copies and one soft copy in PDF format to the College/Institute. Scheme of the examination is given at Point No.28. Two copies with soft copy of report to be submitted to the University. The concerned teacher/industry mentor will work as a guide for this Internship/Dissertation/Research Project.

(D) Open Elective Course (OEC): There shall be Open Elective Course having in total of 4 credits. Students can select anyone of course his choice during MBA (Human Resource Management) Programme.

MOOC: The students have to opt for MOOC course during MBA (Human Resource Management) Programme. 4 credits may be earned by the student after successful completion of the MOOC course with a minimum 60 hours/8-12 weeks duration, available on different online training platforms namely SWAYAM/NPTEL. The Marks/Grades and completion of the course shall communicate to the university by the concern college/institution, before the start of IVth Semester Examination.

These courses shall be of intra- faculty as well as inter faculty in nature. Details are also given at Point No. 29.

13. The System of Evaluation will be as follows:
Theory, internal marks, Dissertation /Internship /Research project viva voce will be evaluated in terms of marks. Then marks will be converted into a grade and later a grade point average. Results will be declared for each semester and the final examination will give total grade and grade point average.

14. A total of 106 credits shall be earned by the students to complete the programme.

Programme Structure and Credits: The model Curriculum MBA (Human Resource Management) program emphasizes an intensive, flexible management education with 84 credits of core courses and 12 credits of electives. Number of class room contact teaching credits for MBA (Human Resource Management) program should be 96 credits (one credit equals 10 hours) and Dissertation/Field Work/Internship/MOOC (Available on the website of SWAYAM/NPTEL) should be at 10 credits, thus the minimum number of credits for award of MBA (Human Resource Management) course should be 106 credits.

MBA (Human Resource Management) Course	Number of Credits
First year (I semester)	28 credits DSC Courses
First Year (II semester)	28 credits DSC + DSE Courses
Second year (III and IV semesters)	36 credits DSC + DSE Courses
Internship / Dissertation/Research Project, Field Work, MOOC	10 credits
Case Study Preparation and Presentation	4 credits
Total	**106 Credits**

Breakup of Internship / Dissertation /Research Project, Field Work, MOOC

Particulars	Credit	Types of Credit
Internship / Dissertation /Research Project (60-75 days)	6 Credit	Examination Credit
Massive Online Open Courses (MOOC) Available on the website ofSWAYAM/NPTEL	4 Credit	Non Examination Credit
Total:	**10 Credit**	

Passing Standards:

In order to get through the examination, a student shall have to secure minimum of 50% of the marks allotted to each subject (i.e. 15 marks out of 30 marks (Internal) and 35 marks out of 70 marks (External) for all subjects), provided further that the student shall secure minimum of 50% of the marks in aggregate. (Average of four semesters)

Outcome Based Student Centric Evaluation:

The program and it's all courses shall have well defined outcomes to be attained by the student on completion of the program/course. The question papers shall be set to assess the attainment of these outcomes.

Pattern of Credit to be Earned

Sr. No	SEMESTER	Per Unit Credits	Total Credits
1	MBA (HRM) SEM - I (7 Subjects x 4 Credits each)	28	28
2	MBA (HRM) SEM - II (7 Subjects x 4 Credits each)	28	28
3	MBA (HRM) SEM - III (7 Subjects x 4 Credits each)	28	28
4	MBA (HRM) SEM - IV		22
	a) 2 Subjects x 4 Credits each	8	
	b) Internship / Dissertation/ Research Project /Field Work	6	
	c) Case study preparations and presentations	4	
	d) Massive Online Open Courses (MOOC) Available on website of SWAYAM/NPTEL	4	
		Total	**106**

Grade Improvement:

The student desirous to improve grade can do so by applying for grade improvement scheme. The student can apply for this scheme within 3 years from passing date of MBA (Human Resource Management) Degree Examinations. Student can avail two attempts for improvement of grade. He shall appear for university examination taking any two subjects each from Semester II and Semester III for which examination is conducted by the University.

Norms of Theory Paper and Internship / Dissertation / Research Project Workload:

1) For all theory papers 4 periods per week in all a minimum 45 periods per subject per semester. The duration of the lectures shall be 60 minutes each. There shall be at least 15 weeks of teaching before commencement of examination of respective semester except Semester - IV.

2) There shall be University examination (written) of 70 marks of 3 hours duration for every paper at the end of each semester, and internal assessment of 30 marks at Institute level. (Except Subjects having internal assessment of 100 Marks)

3) For Internship / dissertation / Project Report work there shall be a batch of 6 – 8 students per guide / Mentor/ faculty. For one batch of 6 – 8 students 12 (Twelve) periods workload per week shall be allotted for guidance of Internship / dissertation / Project Report in the Semester – IV.

4) Case Study Preparation and Presentation there shall be a batch of 6 – 8 students per guide / Mentor/ faculty. For one batch of 6 – 8 students 8 (Eight) periods workload per week shall be allotted for guidance of Case Study Preparation and Presentation in the Semester – IV.

15.**The computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)**

(i) **The computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) of an examinee admitted in First year of post graduate course shall be as given below**: -The marks will be given in all examinations which will include internal assessment marks and the total marks for each Theory shall be converted into Grades as shown in Table No. 1. SGPA shall be calculated based on Grade Points corresponding to Grade and the Credits allotted to respective papers shown in the scheme for respective Semester. SGPA shall be computed for I, II, III, & IV Semester and CGPA shall be computed only in IV Semester based on SGPAs of I, II, III, & IV Semesters: -

$$SGPA = \frac{C1 \times G1 + C2 \times G2 + \ldots\ldots + Cn \times Gn}{C1 + C2 + \ldots\ldots + Cn}$$

Where C1 = Credit of individual Subject

G1= Corresponding Grade Point obtained in the respective Subject

$$CGPA = \frac{(SGPA)\ I \times (Cr)\ I + (SGPA)\ II \times (Cr) II + (SGPA)\ III \times (Cr)\ III + (SGPA)\ IV \times (Cr)\ IV}{(Cr) I + (Cr)\ II + (Cr)\ III + (Cr)\ IV}$$

Where (SGPA) I, II, III, IV = SGPA of I, II, III, IV Semester

(Cr) I, II, III, IV = Total Credits for I, II, III, IV Semester

$$SGPA = \frac{C1 \times G1 + C2 \times G2 + \ldots\ldots + Cn \times Gn}{C1 + C2 + \ldots\ldots + Cn}$$

(ii) The computation of Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) of an examinee admitted in Direct Second Year (Lateral Entry) of post graduate course shall be as given below:

$$SGPA = \frac{C1 \times G1 + C2 \times G2 + \ldots\ldots + Cn \times Gn}{C1 + C2 + \ldots\ldots + Cn}$$

Where
C1 =Credit of individual Subject
G1=Corresponding Grade Point obtained in the respective Subject

$$CGPA = \frac{(SGPA)\ III \times (Cr)\ III + (SGPA)\ IV \times (Cr)\ IV}{(Cr)\ III + (Cr)\ IV}$$

Where
(SGPA) III = SGPA of III Semester
(SGPA) IV = SGPA of IV Semester
(Cr) III = Total Credits for III Semester of MBA course
(Cr) IV = Total Credits for IV Semester of MBA course

Table No. 1

Grades and Grade Points for MBA (Human Resource Management) Examination

Grade	Description	Range of Marks obtained out of 100 or equivalent fraction	Grade point
O	Outstanding	90-100	10
A+	Excellent	80-89.99	9
A	Very Good	70-79.99	8
B+	Good	s60-69.99	7
B	Above average	55-59.99	6
C	Pass	50-54.99	5
F	Fail	40-49.99	0
AB	Absent	Absent in Examination	Fail

1. A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.

2. For non credit courses ‘Satisfactory’ or ‘Unsatisfactory’ shall be indicated instead of the letter grade and this will not be counted for the computation of S.G.P.A./C.G.P.A.

Table No.2

Table of Grade Points for SGPA and CGPA for MBA (Human Resource Management) Examinations

Grade Points	Final Grade
9 – 10	O
8 – 8.99	A+
7 – 7.99	A
6 – 6.99	B+
5.5 – 5.99	B
5 – 5.49	C
0 – 4.99	F

Table No. 3

Table of Equivalence of Class/Division to CGPA

Sr. No.	CGPA	Class/Division
1	7.5 or more than 7.5	First Class with Distinction
2	6.00 or more but less than or equal to 7.49	First Class
3	5.50 or more but less than or equal to 5.99	Higher Second Class
4	5.00 or more but less than or equal to 5.49	Second Class

16. No person shall be admitted to an examination under this Direction, if he/she has already passed the same examination, or an equivalent examination of any other Statutory University.

17. As soon as possible after the examinations the Board of Examinations shall publish a list of successful examinees. The results of final MBA (Human Resource Management) examinations shall be classified as said before and merit list shall be notified as per Ordinance No.6.

18. The provisions of Ordinance No.18 of 2001 to provide grace marks for passing in a head of passing and improvement of division (Higher Class) and getting Distinction in the subjects and condonation of deficiency of marks in a subject shall apply to the examinations under this Direction.

19. In Order to pass at the Semester I, II, III & IV Examinations an examinee shall obtain not less than 50% marks in each paper and at least 50% of the aggregate marks in all the theory papers taken together as given in **appendix - A**.

20. Scheme of Examination for Internal Assessment Marks for SEM I, SEM II, SEM III and SEM IV:

I. Test schedules should be declared by the Institute well in advance. Tests must be conducted on declared schedule (changed under extreme emergency/ and some other important academic assignment as decided by the HOD/Principal/Director of the Institute)

For all theory papers (Excluding Internal Assessment Papers and MBA/207/HR Business Communication) there will be 30 marks for internal assessment. The division of internal assessment will be as follows:

Table No. 4

Sr. No.	Assessment Parameters	Marks
1	Two Test on Syllabus	20
2	Two Assignments/Projects/Seminar	10
	Total	**30**

1st Class test should be based on two units whereas 2nd class test should be based on remaining two units. Pattern of question paper will be like university examination paper (Text and Application). 1st Assignments / Projects / Seminar should be based on two units whereas 2nd Assignments / Projects / Seminar should be based on remaining two units. The minimum passing for Internal Assessment shall be 15 marks i.e. 50% of the total internal marks.

II. The division of internal assessment of subject MBA/207/HR Business Communication will be as follows:

Table No. 5

Sr. No.	Assessment Parameters	Marks
1	Two Test on Syllabus	20
2	Presentation / Seminar	20
3	Two Assignments	10
	Total	**50**

1st Class test should be based on two units whereas 2nd class test should be based on remaining two units. Pattern of question paper will be like university examination paper (Text and Application). The minimum passing for Internal Assessment shall be 25 marks i.e. 50% of the total internal marks.

21. Papers of Subject code MBA/108, MBA/208/HR, MBA/308/HR and MBA/404 shall be internally assessed at Institute Level.

I. Internal Evaluation for Papers of Subject code MBA/108, MBA/208/HR and MBA/308/HR there will be 100 Marks assessment. The assessment shall be based on Assignment / Test / Seminar / Presentation to be submitted by the candidates. The minimum number of Assignments / Tests / Seminar / Presentation, shall be 5 per paper of 20 marks each.

II. Papers of Subject code MBA/404 shall be internally assessed at Institute Level. Each group of students (Minimum of 6 students and Maximum of 8 students) will require to present their findings in the form of a case study. Before commencing the case study, students must seek advance written approval from their faculty guide and the Head of the Department. Students must also identify the topics for case study based on their either Dissertation/ research project or Internship project. The Project guide along with subject expert will evaluate the student's work based on the nature and quantum of work undertaken, the effectiveness of the work, and the overall professionalism of the student. The viva-voce will be conducted by a panel of internal examiners and/or external examiners and will be worth 100 marks.

III. The minimum passing for papers of subject Code MBA/108, MBA/208/HR, MBA/308/HR and MBA/404 shall be 50 marks i.e. 50% of the total internal marks.

IV. An examinee getting F grade in internal assessment will be allowed to improve students' Grade by taking additional assignment / Class Test / Project / Seminar / Presentation and submitting them to the teacher. By Reappearing for the examination of the respective subject and fill examination form and communicating to the institute the same.

22. Scheme of Examination of MBA/403 - Internship / Dissertation/Research Project:

Detail scheme of Assessment of **Internship / Dissertation / Research Project** is given in **Point No 28**.

I. An examinee getting F grade in Dissertation will be allowed to improve students' Grade by submitting a fresh Dissertation.

II. By Reappearing for the examination of the respective subject and fill University Examination form of respective semester and communicating to the institute the same.

III. For improving students' grade as in (I) and (II) above will have to pay an additional fee as prescribed by the university.

23. Promotion to Higher Semester:

I. Student admitted to the First Year of MBA (Human Resource Management) - The applicant shall be admitted to the next semester as per following eligibility Table No.4: -

Table No. 4

Sr. No.	Name of Exam, Admission to Semester	Students should have completed the term	Eligibility for admission and taking University Examination
1	M.B.A. (HRM) Semester – I	M.B.A. (HRM) Semester – I	As per rules of admission authority.
2	M.B.A. (HRM) Semester - II	M.B.A. (HRM) Semester - II	Candidate should have completed the term of the Semester I and filled examination form Sem II.
3	M.B.A. (HRM) Semester - III	M.B.A. (HRM) Semester - III	Candidate should have completed the term of the Semester II, filled the examination form of Sem III and have earned 40 credits from M.B.A. (HRM) Semester - I and II taken together.
4	M.B.A. (HRM) Semester - IV	M.B.A. (HRM) Semester - IV	Candidate should have completed the term of the Semester III and filled examination form Sem IV.

II. Student admitted to the Direct Second Year (Lateral Entry) of MBA (Human Resource Management) - The applicant shall be admitted to the next semester as per following eligibility Table No.5: -

Table No. 5

Sr. No.	Name of Exam, Admission to Semester	Students should have completed the term	Eligibility for admission and taking University Examination
1	M.B.A. (HRM) Semester – III	M.B.A. (HRM) Semester - III	As per rules of Admission Regulatory Authority (ARA) of Government of Maharashtra / the Competent Authority.
2	M.B.A. (HRM) Semester - IV	M.B.A. (HRM) Semester - IV	Candidate should have completed the term of the Semester III and filled examination form Sem IV.

24. Pattern of Question Paper of Semester – I, Semester – II, Semester – III and Semester – IV

I. Pattern of Question Papers for all theory papers of Semester – I, Semester – II, Semester – III and Semester – IV except paper (MBA/207/HR Business Communication)

1) The question paper shall have three (3) sections A, B and C.

2) Section A shall have two questions of conceptual nature of 16 marks each.

- Student shall attempt any one question from this.

3) Section-B shall have two questions of 19 marks each.

- Each question of 19 marks divided into two parts one part shall be of conceptual nature and other part shall be of applied nature.
- Conceptual parts have three questions of 6 marks each. Student shall attempt any two questions from this.
- Applied nature part shall consists of one case study problem carrying 7 marks.

4) Section C shall have one question of 16 marks divided into two parts.

- One part of it shall be of conceptual in nature and other part shall be of applied in nature.
- Conceptual part shall have two questions of 8 marks each. Student shall attempt any one question from this.
- Applied nature part shall consists of one case study problem/carrying 8 marks, also can be divided into two sub questions.

II. **Pattern of Question Papers Semester – II - MBA/207/HR Business Communication**

1. There will be written examination of 50 marks of 2 hours duration at the end of II semester. And internal assessment of 50 marks at Institute level.
2. The question paper shall have three (3) sections A, B and C.
3. Section A shall have two questions of conceptual nature of 12 marks each.
   - Student shall attempt any one question from this.
4. Section-B shall have two questions of 13 Marks each. Distribution of 13 marks is as mentioned

below.

- Each question of 13 marks divided into two parts one part shall be of conceptual nature and other
- part shall be of applied nature.
- Conceptual parts have two questions of 6 marks each. Student shall attempt any one question from this.
- Applied nature part shall consists of one case study problem carrying 7 marks.

5. Section C do not have internal choice and consists of one case study having 12 Marks.

25. Rubrics:

The course teacher shall design Rubrics for each Internal Evaluations/Assessment. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from Head of the Department / Other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the Internal Evaluations/Assessment to Course Outcomes. (COs)
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. The team composition, if applicable.
6. The format and mode of submission with timelines
7. Any other relevant details.

26. University Question Paper Evaluations:

1. The End Semester Evaluation for the DSC and DSE by the Sant Gadge Baba Amravati University.

2. All questions are compulsory and having three sections A, B & C

3. The broad structure of question paper shall be as follows:

Section of Question Paper	Cognitive Ability Evaluated	Nature of Paper
A	Remembering	Detailed scheme is given in point no. 24
B	Understanding &Applying	
C	Developing &Analysing	

ILLUSTRATIVE PATTERN OF QUESTION PAPER

M.B.A. (Human Resource Management) Semester (I/II/III/IV) Examinations (New Course)

Name of Subject/ (Subject Code)

Time: 03:00 Hrs.] [Maximum Marks: 70

N.B.:- Instructions for respective Paper

Section-A (16 Marks)

Q.1) Attempt any one question of conceptual nature from this (16 Marks each) (Max.800 words)

a) …….

b) …….

Section-B (38 Marks)

Q.2) Attempt any two questions of conceptual nature from this (06 Marks each) (Max. 300+300 Words) a) ……

b) ……

c) ……

And

Attempt one question of applied nature from this (07 Marks) (Max. 350 Words)

d) ……

Q.3) Attempt any two questions of conceptual nature from this (06 Marks each) (Max. 300+300 Words) a) ……

b) ……

c) ……

And

Attempt one question of applied nature from this (07 Marks) (Max. 350 Words)

d) ……

Section-C (16 Marks)

Q.4) Attempt any one question of conceptual nature from this (08 Marks each)(Max. 400Words)

a) ……

b) ……

And

One question of case Study nature (08 Marks) (Max. 400Words)

c) ……

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ILLUSTRATIVE PATTERN OF QUESTION PAPER

M.B.A. (Human Resource Management) Semester II Examinations (New Course)

BUSINESS COMMUNICATION / (MBA/207/HR)

Time: 02 :00 Hrs.] [Maximum Marks: 50

N.B.:- Instructions for respective Paper

Section-A (12 Marks)

Q.1) Attempt any one question of conceptual nature from this (12 Marks each) (Max. 600 Words)

a) …….

b) …….

Section-B (26 Marks)

Q.2) Attempt any one question of conceptual nature from this (06 Marks each) (Max. 300 Words)

a) …….

b) …….

And

Attempt one question of applied nature from this (07 Marks) (Max. 350 Words)

c) ……

Q.3) Attempt any one question of conceptual nature from this (06 Marks each) (Max. 300 Words)

a) …….

b) …….

And

Attempt one question of applied nature from this (07 Marks) (Max. 350 Words)

c) ……

Section-C (12 Marks)

Q.4) One question of case study nature (12 Marks) (Max. 600 Words)

a) ……

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27. Induction cum Foundation Course:

Introduction: Induction is a well-planned process of introducing the new students to higher education, the institution, etc. Before it is conducted, it is essential to plan all the activities in advance. This course is aimed at making the student ready to pursue higher education in business management. As a graduate of any stream/faculty is eligible to take admission to this program, the Institute/College/Department may have students from various streams such as Commerce, Humanities, Science, Engineering or any other Interdisciplinary studies.

Purpose: Student Induction Programme is to help new students adjust and feel comfortable in the new environment, inculcate in them the ethos and culture of the institution, help them build bonds with other students and faculty members, and expose them to a sense of larger purpose and self-exploration. Hence, every institute shall organize an Induction Cum Foundation Course for First Year Students before commencement of academic session for First Semester.

Guidelines for Induction cum Foundation Course:

- The Induction Course shall have minimum 25 - 30 contact hours.
- The Induction Course does not carry any Credit and hence the evaluation of students is not mandatory at the end of this Course.
- The Institute/College/Department shall organize the Induction Course before commencement of classes for First Semester and ensure the attendance of all enrolled students for the same.
- The Institute/College/University Department shall keep proper record of the Induction Course to be verified by the competent authority, if needed.
- The contents of Induction include:
  - Physical Activity
  - Creative Arts and Culture
  - Mentoring & Universal Human Values

- Familiarization with College, Department and Specialization
- Literary Activity
- Proficiency Modules
- Lectures & Workshops by Eminent People
- Visits in Local Area
- Extra-curricular Activities in College
- Feedback and Report on the Program

• The contents of Induction Course provided above are minimum and the Institute/College/Department is free to add any relevant content as they deem fit.

28. Guidelines for Internship /Dissertation/Research Project:

The student should opt for either Internship Project or Dissertation or Research Project, immediately after completion of their Third semester university examination.

I. Internship Programme (IP):

Definition: - A student undergo a 60 - 75 days practical/field training related to student's program with any Company/Institute/Financial institutions/Firm/Establishment identified by the College/P.G. Department of the University.

Each student opting for Internship, shall have to undergo a practical training for a period of 60 – 75 days immediate after the end of III Semester examination.

For IP, 1 credit is equivalent to minimum 30 hours of effective work and IP shall have maximum 06 credits.

IP can be carried out in a Field/Desk Research/ Industry/ Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector / Local Administrative bodies

The IP have a Focus on the student who can apply the knowledge gain in previous semesters of program.

It is mandatory for the student to seek in advance written approval from the Director/ Principal/ Head / Faculty Guide from time to time of the Institute about the topic and organization before commencing the IP i. e. Semester - III.

Alternatively, Director/ Principal/ Head / Faculty of the Department/ College/ Institute may allocate the research area/sector/industry/company specific project to the individual student.

IP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ in an organization / industry.

It is expected that the IP shall sensitize the students to the demands of the workplace.

Each student shall maintain an IP Progress Diary detailing the work carried out and the progress achieved.

The student shall submit a written structured IP report along with IP Progress Diary based on work done during this period and duly sign by Authority.

Assessment of Internship project – Internship Report submission at the end of Semester – IV; It contains 100 marks each for External and Internal.

Marks out of 100 for External Evaluation will be awarded based on submission of final report and Viva-Voce as conducted by external examiner appointed by the University authority.

Marks out of 100 for Internal Evaluation will be awarded based on submission of final report, student's work based on the nature and quantum of work undertaken, the effectiveness of the work, and the overall professionalism of the student and viva-voce conducted by a panel of internal examiners.

Contents of Internship Project Report:

The IP report must reflect 60 – 75 days of work and justify the same. The IP report should be well documented and supported by:

1. Title Page: including the project title, Student's name, name of the IP organization, Name of the supervisor from IP organization, Name of the guide from Department/ College/ Institute and month and year of submission.
2. Institute's Certificate: "This is to certify that the investigation described in this report titled "Internship Project Report Title" has been carried out by Mr. / Ms. Student's Name during the internship project. The study was done in the organisation, [IP Company Name], in partial fulfilment of the requirement for the degree of Master of Business Administration (Human Resource Management) of S. G. B. Amravati University, Amravati. This work is the own work of the candidate, complete in all respects and is of sufficiently high standard to warrant its submission to the said degree. The assistance and resources used for this work are duly acknowledged."
3. Certificate by the Company: A copy of the certificate specifying by the company that the student has successfully completed the internship project for the prescribed duration.

4.Acknowledgement page: Acknowledging persons, organizations and other resources which were instrumental in completion of student's summer training

5. Executive Summary
6. Organization profile
7. Outline of the problem/task undertaken
8. Project Methodology & data analysis
9. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
10. Learning of the student through the project
11. Contribution to the host organization
12. Conclusion
13. Appendices
14. References in appropriate referencing styles. (APA Style)

Page Set up

In order to have standardized format of Internship report students should maintain page setting as given below:

- ✓ Paper size: A4 (Bond Paper)
- ✓ Font size: Heading 14 and Text 12
- ✓ Font: Times New Roman
- ✓ Line Spacing: 1.5 lines
- ✓ Margins: Left 2 inches, All other 1 inch

II. Dissertation/Research Project

Definition: - A course designed to acquire special / advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member/industry mentor is called Internship/Dissertation/Research Project.

Assessment of dissertation/research project-

The Dissertation / Research Project Report submission at the end of Semester – IV; It contains 100 marks each for External and Internal.

Marks out of 100 for External Evaluation will be awarded based on submission of final report and Viva-Voce as conducted by external examiner appointed by the University authority.

Marks out of 100 for Internal Evaluation will be awarded based on submission of final report and viva-voce conducted by a panel of internal examiners

Content of Dissertation/ Research Project Proposal (Synopsis):

Student must submit the Synopsis at Institute after 15 days of commencement of semester IV.

A synopsis should have the following sub-headings.

I. Review of literature
II. Identification of research problem
III. Aims & Objectives of the study
IV. Scope of the study
V. Statement of Hypothesis/Hypotheses
VI. Research Methodology
   a. Research Design
   b. Data Sources
   c. Tools of Data Collection
   d. Sample Design (Including sample size & its justification)
   e. Sampling Technique
   f. Tools Proposed to be used for Data Analysis
   g. Brief Outline of Dissertation i.e. only name of Scheme of Report (Chapters)

Guidelines for Dissertation/Research Project Report

The Dissertation Final Report generally should have covered the following aspects as given in Typical Report Writing Plan:

I. **Cover page:** Including the project title, Student's name, Name of the guide from Department/ College/ Institute and year of submission.

II. Inner Cover page:

III. **Certificate:** A certificate from the Supervisor to the effect that the candidate has satisfactorily completed the Project work for not less than one session and that the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination in partial fulfilment of the requirement for the degree of Master of Business Administration (Human Resource Management) of S. G. B. Amravati University, Amravati.

IV. **Declaration:** A declaration by the candidate that the Project is the result of students' own research work and the same has not been previously submitted to any examination of this University or any other University. The Project shall be liable to be rejected and /or cancelled if found otherwise.

V. Acknowledgement:

VI. Content Page:

VII. List of Tables:

VIII. List of Graphs:

IX. Executive Summary/Abstract:

Chapter I - Introduction/Nature and Scope of the Study

Chapter II - Review of Literature

Chapter III - Research Methodology

i. Research Objectives
ii. Research Settings
iii. Limitations of the study

Chapter IV - Data Analysis, Interpretation and Findings

Chapter V - Conclusions and Recommendations

Appendices:

a. Questionnaire used for research study
b. Any other reference document
c. Bibliography

Notes:

i) Above mentioned Title is of indicative in nature. Students should use appropriate Title/s for chapter according to students' topic.
ii) Students can add chapter to the report as needed.
iii) Students may print their project reports on both side of the paper.

Page Set up

In order to have standardized format of dissertation report students should maintain page setting as given below:

- ✓ Paper size:A4 (Bond Paper)
- ✓ Font size: Heading 14 and Text 12
- ✓ Font: Times New Roman
- ✓ Line Spacing:1.5 lines
- ✓ Margins: Left 2 inches, All other 1 inch

III. Evaluations of Internship / Dissertation/Research Project Report:

- ✓ Evaluation of the Internship /dissertation / Research Project report for **external assessment** through Viva-Voce shall be done jointly by one external examiner appointed by the University Authority and Internal Guide of the Department/Institute.
- ✓ Evaluation of the Internship / dissertation / Research Project report for **Internal assessment** through Viva-Voce shall be done jointly by one internal examiner of Department / Institute and Internal Guide of the Department/Institute.
- ✓ Examiners (External / External) shall give 100 marks distributed as 60 marks for Internship / dissertation / Research Project Report and 40 marks for Viva-Voce.
- ✓ Internship / Dissertation / Research Project examination shall be conducted at the end of Semester - IV. Institute shall submit dissertation 4 hard copy and one soft copy in PDF format to the University.

Internship /Dissertation/Research Project Viva Voce shall be evaluated on following Parameters:

- Adequacy of work undertaken by the student
- Knowledge of Subject / Domain Area
- Analytical capabilities
- Technical Writing & Documentation Skills
- Outcome of the project – sense of purpose

- Utility of the project to the organization/Society at large
- Presentation Skills

29. Credit Transfer for MOOCs:

Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016). Every student admitted to this program has to successfully complete ONE Massive Online Open Courses available on portal to become eligible for the award of MBA (Human Resource Management) degree. The credit points of MOOCs earned by a student shall be transferred in the Mark list of Semester IV. The student has liberty to complete the course any time during the MBA (Human Resource Management) program after students' admission and it is not restricted to any specific semester/s. However, the student is advised to successfully complete these MOOCs at the end of III Semester.

In compliance with the Choice Based Credit System, the student is free to opt for any course of any domain area (Preferably of respective Post / Graduation Stream) available on the SWAYAM/NPTEL portal during a particular semester provided the course has in total of 4 credits.

Following guidelines are to be followed by the Students, University and Institute:

- ✓ Students should see the list of courses on respective portal of MOOC Courses.
- ✓ The student shall select the courses with (minimum duration of 8 - 12 weeks/60 hours and in total of 4 Credits) available in the beginning of each semester.
- ✓ A student may select the courses of students' choice from the available courses and register for the same.
- ✓ A student is also required to appear and successfully complete the online examination for the MOOC opted by students' choice.
- ✓ The successful completion of ONE such MOOCs Course comprising in total of 4 Credit Points is mandatory for every student to become eligible for the award of degree.
- ✓ If a student has completed a MOOC carrying more than 4 credits, then only 4 credits shall be considered and be shown in the mark list of 4th Semester against such course.
- ✓ In case, the MOOC certificate does not have a mention of Credits, the Principal/Director/Head shall certify the number of credits for which a course of minimum duration of 8 weeks/60 hours shall be considered equivalent to 4 credits.
- ✓ A student is expected to fill the examination form for Semester IV along with the titles of courses (MOOC courses) the student had completed.
- ✓ The Admission and Examination fee of MOOCs is to be paid and borne by the student separately.

30. A student appearing for M.B.A. (Human Resource Management) Semester IV Examination will have to pay an additional fee of Rs.1000/- for Internship / Dissertation / Project Report in addition to usual Examination fees in Semester IV.

31.Industrial Tour / Visit: To make students understand various aspects of business College/Institute/Department may organized industrial visit to Industry/Business Houses.

32. Examinees successful at the Semester-I, II, III & IV Examination shall be entitled to receive a marksheet signed by the Director, Board of Examination & Evaluation and those successful at the Semester- I, II, III & IV Examination, shall on payment of the prescribed fees, receive a Degree in the prescribed form signed by the Vice-Chancellor.

33. In the event of any doubt or dispute arising out of interpretation of any provision of this direction the matter shall be referred to the decision of Vice-Chancellor whose decision shall be final and binding on all.

34. The Ordinance No. 12/1985, Regulation No. 42/2003, earlier Direction Nos. 26/2011 shall be repealed stage-wise and only applicable to the students who have already sought their admissions as per its provisions and shall repealed after exhausting the chances given to the failure students of old programme by the University. Similarly, Direction No. 62/2025 Dtd. 26.08.2025 has been repealed and replaced by this Direction, as the new Direction has to be issued by incorporating the changes in the existing Scheme of Teaching, Learning, Examination and Evaluation which is specified on Page No. 1 Para 7 of the Direction.

Sd/

Date : 18/02/2026

(Dr. Milind Barhate)
Vice Chancellor

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Appendix - A
The Scheme of Teaching, Learning, Examinations and Evaluation of
Master of Business Administration (Human Resource Management) (Two Years -Four Semesters CGS Pattern Degree Course)
Semester - I

Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA 101	Managerial Economics	4	DSC	4	3	70	35	30	15	100	350
2	MBA 102	Financial Reporting, Statements and Analysis	4	DSC	4	3	70	35	30	15	100	
3	MBA 103	Organizational Behaviour	4	DSC	4	3	70	35	30	15	100	
4	MBA 104	Management Practices	4	DSC	4	3	70	35	30	15	100	
5	MBA 105	Research Methodology and Intellectual Property Rights	4	DSC	4	3	70	35	30	15	100	
6	MBA 106 / MBA 107	Indian Ethos and Business Ethics / Legal and Business Environment	4	*DSE	4	3	70	35	30	15	100	
7	MBA 108	Computer Application for Business	4	DSC	4	---	---	---	100	50	100	
		Total	**28**		**28**	---	420	210	280	140	**700**	**350**

Master of Business Administration (Human Resource Management) (Two Years -Four Semesters CGS Pattern Degree Course)
Semester - II

Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/201/HR	Introduction to Human Resource Management	4	DSC	4	3	70	35	30	15	100	350
2	MBA/202/HR	Talent Acquisition & Development	4	DSC	4	3	70	35	30	15	100	
3	MBA/203/HR	Employee Relations Management	4	DSC	4	3	70	35	30	15	100	
4	MBA/204/HR MBA/205/HR	Compensation & Benefit Management / Industrial Psychology & Sociology	4	*DSE	4	3	70	35	30	15	100	
5	MBA/206/HR	Human Resource Information System	4	DSC	4	3	70	35	30	15	100	
6	MBA/207/HR	Business Communication	4	DSC	4	2	50	25	50	25	100	
7	MBA/208/HR	Entrepreneurship	4	DSC	4	---	---	---	100	50	100	
		Total	**28**		**28**	---	**400**	**200**	**300**	**150**	**700**	**350**

Master of Business Administration (Human Resource Management) (Two Years -Four Semesters CGS Pattern Degree Course)

Semester - III

Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/301/HR	Legal Framework Governing Human Relations	4	DSC	4	3	70	35	30	15	100	350
2	MBA/302/HR	Organizational Change and Interventional Strategies	4	DSC	4	3	70	35	30	15	100	
3	MBA/303/HR	Team Dynamics at Work	4	DSC	4	3	70	35	30	15	100	
4	MBA/304/HR	Performance Management System	4	DSC	4	3	70	35	30	15	100	
5	MBA/305/HR / MBA/306/HR	International Human Resource Management / Global HRM	4	*DSE	4	3	70	35	30	15	100	
6	MBA/307/HR	Strategic HRM	4	DSC	4	3	70	35	30	15	100	
7	MBA/308/HR	Universal Human Values - I	4	DSC	4	---	---	---	100	50	100	
		Total	**28**		**28**	---	**420**	**210**	**280**	**140**	**700**	**350**

Master of Business Administration (Human Resource Management) (Two Years -Four Semesters CGS Pattern Degree Course)

Semester - IV

Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/401	Corporate and Social Responsibility	4	DSC	4	3	70	35	30	15	100	250
2	MBA/402	Universal Human Values - II	4	DSC	4	3	70	35	30	15	100	
3	MBA/403	Internship / Dissertation / Research Project	12	RP	6	---	100	50	100	50	200	
4	MBA/404	Case Study Preparations and Presentations	8	Case Study	4	---	---	---	100	50	100	
5	*MBA/405*	*Mooc Courses*	--	--	*4*	---	---	---	--	--	*Grade*	--
		Total	***28***		***22***	---	***240***	***120***	***260***	***130***	***500***	***250***

DSC - Discipline Specific Core, DSE - Discipline Specific Elective, RP - Research Project

***DSE - Discipline Specific Electives: Students can select any one Discipline Specific Elective Subject from given subjects choice**