

**Master of Business Administration (MBA) - Revised Curriculum
2024 Pattern**

**2-year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System**

**Outcome Based Education Pattern
Aligned with NEP**

MBA I effective from AY 2024 - 25

MBA II effective from AY 2025 - 26

1.0 Preamble: The revised MBA Curriculum 2024 integrates the National Education Policy, 2020 ethos with the Choice Based Credit System (CBCS) and Grading System and Outcomes Based Education (OBE)

2.0 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

- a) *every ONE-hour session per week of L amounts to 1 credit per semester*
- b) *a minimum of TWO hours per week of T amounts to 1 credit per semester,*
- c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may, with the consent of the Director / Head of the Department / Designated academic authority of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

2.1 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning & comply with the credit structure of the respective courses

2.2 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.3 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 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 the 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 have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity.*
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership.*
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 organizations, public policy, entrepreneurial ventures* and engage in *life-long learning.*

5. **PEO5:** Graduates of the MBA program will be recognized 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, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize 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. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **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.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs):

A] MARKETING MANAGEMENT

PSO MKT1: Strategic Marketing Analysis and Decision Making: *Graduates specializing in Marketing Management for the MBA programme will be able to Analyze market opportunities and challenges using advanced marketing research tools and techniques. They will develop strategic marketing plans that align with organizational objectives and respond effectively to dynamic market conditions.*

PSO MKT2: Digital and Social Media Marketing Proficiency: *Graduates specializing in Marketing Management for the MBA programme will be able to demonstrate proficiency in leveraging digital and social media platforms to enhance brand visibility and customer engagement. They will design and execute integrated digital marketing campaigns that drive business growth.*

PSO MKT3: Customer Relationship Management and Service Excellence: *Graduates specializing in Marketing Management for the MBA programme will be able to excel in building and maintaining strong customer relationships through effective communication, personalized marketing, and superior customer service. They will implement CRM systems to enhance customer loyalty and satisfaction.*

PSO MKT4: Innovative Product and Brand Management: *Graduates specializing in Marketing Management for the MBA programme will be able to develop innovative product and brand management strategies that address*

consumer needs and preferences. They will manage product lifecycles, brand portfolios, and execute branding initiatives that strengthen brand equity.

B] FINANCIAL MANAGEMENT

PSO FIN1: Financial Analysis and Reporting: *Graduates specializing in Financial Management for the MBA programme will be able to demonstrate the ability to analyze and interpret financial statements, conduct financial ratio analysis, and prepare comprehensive financial reports to support decision-making processes.*

PSO FIN2: Investment and Portfolio Management: *Graduates specializing in Financial Management for the MBA programme will be able to Apply knowledge of investment theories, financial instruments, and portfolio management techniques to construct and manage investment portfolios aimed at achieving specific financial goals.*

PSO FIN3: Corporate Finance and Risk Management: *Graduates specializing in Financial Management for the MBA programme will be able to Develop expertise in corporate finance principles, including capital structure, cost of capital, and capital budgeting, while effectively managing financial risks using various risk management tools and techniques.*

PSO FIN4: Financial Technology and Innovation: *Graduates specializing in Financial Management for the MBA programme will be able to Leverage emerging financial technologies (FinTech) and innovative financial solutions to improve financial services delivery, enhance operational efficiency, and support strategic financial planning.*

C] HUMAN RESOURCE MANAGEMENT

PSO HRM1: Strategic HR Planning and Implementation: *Graduates specializing in Human Resource Management for the MBA programme will be able to Demonstrate the ability to develop and implement strategic human resource plans that align with organizational goals, ensuring optimal utilization of human capital.*

PSO HRM2: Talent Acquisition and Development: *Graduates specializing in Human Resource Management for the MBA programme will be able to Apply advanced techniques and methodologies for effective talent acquisition, development, and retention, fostering a culture of continuous learning and professional growth.*

PSO HRM3: Employee Relations and Legal Compliances: *Graduates specializing in Human Resource Management for the MBA programme will be able to Ensure compliance with labor laws and ethical standards while managing employee relations, promoting a positive and legally compliant work environment.*

PSO HRM4: HR Analytics and Performance Management: *Graduates specializing in Human Resource Management for the MBA programme will be able to Utilize HR analytics and performance management systems to drive data-driven decisions, enhance employee performance, and achieve organizational excellence.*

D] OPERATIONS & SUPPLY CHAIN MANAGEMENT

PSO OSCM1: Operations Strategy and Process Improvement: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Develop and implement effective operations strategies to enhance process efficiency, reduce waste, and improve overall productivity within organizations.*

PSO OSCM2: Supply Chain Design and Management: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Design, analyze, and manage end-to-end supply chains to ensure the seamless flow of goods, services, and information, while minimizing costs and meeting customer demands.*

PSO OSCM3: Data-Driven Decision Making in Operations: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Utilize quantitative and qualitative data analysis techniques to make informed decisions in operations and supply chain management, ensuring alignment with business goals and customer requirements.*

PSO OSCM4: Sustainable and Ethical Supply Chain Practices: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Promote and implement sustainable and ethical practices within operations and supply chain management to support environmental sustainability, social responsibility, and ethical governance.*

E] BUSINESS ANALYTICS

PSO BA1: Data-Driven Decision Making: *Graduates specializing in Business Analytics for the MBA programme will be able to apply advanced analytical techniques and tools to collect, process, and interpret large datasets, enabling data-driven decision making in various business functions such as marketing, finance, operations, and human resources.*

PSO BA2: Business Intelligence and Reporting: *Graduates specializing in Business Analytics for the MBA programme will be able to Demonstrate proficiency in using business intelligence tools and software to create comprehensive reports and dashboards that effectively communicate insights and support business strategies.*

PSO BA3: Application of Business Analytics: *Graduates specializing in Business Analytics for the MBA programme will be able to Apply business analytics methodologies to various functional areas such as marketing, finance, operations, and human resources.*

PSO BA4: Integration of Analytics in Business Strategy: *Graduates specializing in Business Analytics for the MBA programme will be able to Integrate business analytics methodologies with strategic management practices to drive organizational growth and competitive advantage.*

F] AGRI-BUSINESS MANAGEMENT

PSO ABM1: Agribusiness Management Expertise: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Demonstrate comprehensive knowledge and understanding of the principles, practices, and challenges in agribusiness management, including supply chain management, agricultural marketing, and financial management*

PSO ABM2: Sustainable Agricultural Practices: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Apply sustainable agricultural practices and strategies to enhance productivity and profitability while ensuring environmental sustainability and social responsibility in agribusiness operations.*

PSO ABM3: Innovative Solutions and Technology Integration: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Utilize modern technologies and innovative solutions to optimize agribusiness processes, data analytics, and digital marketing, to improve efficiency and competitiveness.*

PSO ABM4: Leadership and Entrepreneurial Skills: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Exhibit strong leadership and entrepreneurial skills to effectively lead teams, manage projects, and launch and grow agribusiness ventures, fostering innovation and driving economic development in the agricultural sector.*

G] PHARMA & HEALTHCARE MANAGEMENT
PSO PHCM1: Pharma & Healthcare Strategy Development: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able*

to Develop and implement strategic plans for pharmaceutical and healthcare organizations that align with industry regulations, market trends, and organizational goals.

PSO PHCM2: Operational Excellence in Pharma & Healthcare: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Apply best practices in operations management to optimize processes, enhance efficiency, and ensure quality in pharmaceutical manufacturing and healthcare delivery systems.*

PSO PHCM3: Regulatory and Compliance Expertise: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Understand and navigate the regulatory environment of the pharmaceutical and healthcare industries to ensure compliance with national and international standards.*

PSO PHCM4: Healthcare Innovation and Technology Integration: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Assess and leverage emerging technologies and innovations to drive advancements in healthcare delivery and pharmaceutical research, enhancing patient care and operational efficiency.*

3.4 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

4.0 PG Diploma and PG Degree (MBA) Programme Structure as per NEP

Year	Level	Semester (2 Year)	Major		RM	OJT / FP	RP	Cumulative	Degree
			Mandatory	Electives					
I	6.0	Semester I	22 credits	4	-	-	-	26	
		Semester II	14 credits	4	4	4 FP	-	26	
Cumulativen Credits for PG Diploma			36	8	4	4	-	52	PG Diploma (after 3 Year Degree)
Exit option: PG Diploma 52 Credits after Three Year UG Degree (with additional 4 credits of OJT)									
II	6.5	Semester III	6	12	-	8 OJT	-	26	
		Semester IV	8	12	-	-	6RP	26	
			14	24	-	08	06	52	PG Degree (after 4 -Years UG)
Cum. Cr. for 2 Year PG Degree			50	32	4	12	6	104	PG Degree (after 3 -Years UG)