UNIVERSITY OF CALCUTTA

Notification No. CSR/15/2026

It is notified for information of all concerned that in terms of the provisions of Section 54 of the Calcutta University Act, 1979, (as amended), and, in the exercise of his powers under 9(6) of the said Act, the Vice-Chancellor has, by an order dated 21.01.2026, approved the Syllabus and Regulations of One-year / Two-year / Three-year Post Graduate Diploma / Degree in Business Management (MBA) programme, which requires CAT/MAT/GMAT/JEMAT/[redacted]/CMAT scores and the admission process starts in January for the 'July session every year.

The above shall take effect from the academic year 2026-2027 and onwards.

SENATE HOUSE

Kolkata-700073

17.02.2026

Prof.(Dr.) Debasis Das

Registrar

UNIVERSITY OF CALCUTTA

Notification No. CSR/59/2026

It is notified for information of all concerned that the Syndicate, in its meeting held on 17.04.2026 (Vide item No.-31) has approved and confirmed the Post Graduate Regulations, 2026 under National Education Policy 2020 (NEP 2020) / State Education Policy 2023 (SEP 2023). These regulations shall apply to all Post Graduate departments except Management, Technology & Law of this University and all affiliated Colleges offering Post-Graduate Courses under this University as laid down in the accompanying pamphlet.

8/7/26

These regulations will be effective from the academic session 2026-2027 and onwards.

29/05/2026

Prof. (Dr.) Debasis Das
Registrar

SENATE HOUSE

KOLKATA-700073
The 29th May, 2026

UNIVERSITY OF CALCUTTA

Notification No. CSR/72/2026

It is notified for information of all concerned that in terms of the provisions of Section 54 of the Calcutta University Act, 1979, (as amended), and, in the exercise of his powers under 9(6) of the said Act, the Vice-Chancellor has, by an order dated 03.07.2026, approved some changes in the earlier notification (Notification No. CSR/59/2026 dated 17.04.2026) pertaining to the Post Graduate Regulations, 2026 under National Education Policy 2020 (NEP 2020) / State Education Policy 2023 (SEP 2023).

The updated Regulation is laid down in the accompanying pamphlet which will be effective from the academic session 2026-2027 and onwards.

07/7/2026

Prof.(Dr.) Debasis Das
Registrar

SENATE HOUSE
Kolkata-700073
07.07.2026

CSR 15/2026

Curriculum, Syllabus and Regulations for One/Two-Year/Three-Year Post Graduate Diploma / Degree in BUSINESS ADMINISTRATION

1. General

1.01. The programme of study leading to the Post-graduate Diploma/Degree in BUSINESS ADMINISTRATION of the University of Calcutta shall be conducted by the concerned Post Graduate Department/Constituent Colleges.

1.02. The University shall lay down from time to time such subsidiary rules of admission, programmes of study and methods of examination as may be deemed necessary for the maintenance of adequate standards of University education.

1.03. The medium of instruction of the programme shall be English and the candidate shall have to answer the examination including admission test (if any) in English only.

1.04. The framework shows a credit structure wherein a student shall be required to earn 54 credits for the award of one year diploma in Business Management and 110 credits for the award of 2 years Masters degree in Business Management (MBA).

1.05. All other regulations shall follow the act, University of Calcutta, 1979.

2. Duration of the Programme

2.01. For Full Time programmes (Day Session):

- One full academic year, which will include theoretical courses, project and dissertation work, internship, divided into two semesters.
- Two full academic years, which will include theoretical courses, project and dissertation work, internship, divided into four semesters.
- For Part Time programmes (Evening Session) Three academic years, which will include theoretical courses, project and dissertation work, internship, divided into six semesters.

2.02. The classes may be held both in day session and evening session depending on the availability of the resources.

3. Admission

3.01. Those students who will qualify 3 years BA/BSc./B.Com./ Medical Science / Law/ other Professional programmes, etc, (3 years programme), or its equivalent from any University recognized by the University of Calcutta, will be eligible for admission to 2 years MBA (4 Semesters) /1 year Diploma (2 semesters) following CSR No15/2026

3.02. Those students who will qualify 4 years BA/B.Sc./B.Com. (Hons.)/Hons. With research/ Medical Science / Law/ Professional programmes /etc, or its equivalent from any University recognized by the University of Calcutta will be eligible for admission in 2 years degree (4 Semesters) / 1 year Diploma (2 semesters) in Business Administration, following CSR No15/2026

3.03. Those students, who will qualify (4 years) BBA Hons./Hons with research /B.Tech. from any University recognized by the University of Calcutta, will be eligible for admission directly to Semester 3 in MBA programme, (lateral entry) with Major and Minor selections at point of entry, to complete MBA in one year following CSR No15/2026.

3.04. Those students who will take admission in 2 year MBA following 3.01, 3.02 may exercise exit option at the end of 1 year after completing 2 semesters to get Diploma in Business Management following CSR No15/2026.

3.05. The last date for the receipt of applications, the last date for admission, and the date of commencement of classes of the Diploma/Degree in BUSINESS ADMINISTRATION programme shall be fixed each year by the University Dept/constituent colleges.

3.06. The applicants for the admission to the Diploma/Degree in BUSINESS ADMINISTRATION programme shall be required to undergo UGC specified national level entrance tests like CAT, MAT, GMAT, JEMAT, CMAT or any recognized University admission test etc. as decided by the concerned Department/constituent colleges each year.

3.07. The candidates short-listed on the basis of certain cut-off marks in the above mentioned selection test shall be required to appear for Personal Interview to be conducted by a Selection Committee consisting of :

i. All full time faculty members of the Dept and
ii. at least two external experts nominated by Departmental Committee/Advisory Board/Faculty Committee and approved by the Vice-Chancellor.

The Head of the Department/Co-ordinator /Director shall be the ex-officio Chairman and the Secretary U.C.A.C. shall be an ex-officio member of the selection committee.

3.08. Each member present in the Selection Committee as stated in clause 3.07 will award each candidate marks on Personal Interview separately. The final admission test scores will be computed on the basis of the average of the marks awarded by all the members present.

Total Marks at the Personal Interview will be given a weightage as follows:

Work Experience- 25%
Graduation marks (last accumulated CGPA for final semester candidates) – 25%
Communication in English at the interview – 25%
Managerial Aptitude & Attitude – 25%

The candidates will be selected from that list of final scores in order of merit.

3.09. Total number of seats (excluding readmission) for the programme would be as approved by A.I.C.T.E. and / or competent authority, including reserved category as per University / Government rules and regulations.

3.10. Admission of reserved category students may be done as per the existing University rules and regulations.

3.11. After the selection for the admission to the Diploma/Degree in BUSINESS ADMINISTRATION programme, the candidate shall, within the date fixed by the Business Management Department deposit the necessary fees prescribed for the purpose. If the candidate fails to deposit the fees within the stipulated time, his/ her selection shall automatically be cancelled. Such a candidate shall not be admitted to the programme unless fresh order for selection is made or an extension of the date of payment is granted by the competent authority. After submission of fees the candidate may ask for refund or cancellation of admission within 15 days from the date of submission of fees.

4. Programme of Study:

4.01. A candidate admitted to the Diploma / Degree in BUSINESS ADMINISTRATION programme shall register himself/ herself as a student of the University of Calcutta/constituent college as the case may be.

4.02. Students admitted to the one/two-year/three year Diploma / Degree in BUSINESS ADMINISTRATION programme shall pursue the regular programmes of lectures, and other academic arrangements made for the one / two / three -year academic term.

4.03. A student of the Diploma/Degree in BUSINESS ADMINISTRATION programme shall not be permitted to seek admission concurrently to any other equivalent or higher degree programme in this university.

4.04. A candidate shall be eligible for appearing at any of the Semesters of PG Examination, provided he/she prosecutes a regular course of studies in the concerned subject offered by the University keeping percentage of attendance as specified bellow:

a) A student attending at least 75% of the total number of classes held shall be allowed to appear at the concerned End Semester Examination subject to fulfilment of other conditions laid down in the Regulations.

b) A student attending at least 60% but less than 75% of the total number of classes held shall, however, be eligible to appear at the concerned End Semester Examination upon obtaining condonation order from the Vice-Chancellor (Principal for affiliated colleges) and on payment of requisite condonation fees/short attendance fees as may be prescribed by the University from time to time.

c) A student attending less than 60% of the total number of classes held shall not be allowed to appear at the concerned End Semester Examination and he/she has to take re-admission to the same Semester in the very next year for attending the classes and appearing at the said End Semester Examination subject to fulfilment of clause (a) or (b) above.

4.05. The attendance of a candidate shall be counted from the date on which the respective classes begin, or from the date on which he/ she is admitted whichever is later.

4.06. A student who fails to pursue a regular programme of study as stated in 4.04 and 4.05 may be allowed to take re-admission to the same programme in the next year only. The re-admission fees to be decided by the respective departments/colleges (self-finance programmes) to the same programme next year only.

5. Examinations

5.01. Semester Examinations in Diploma / Degree in BUSINESS ADMINISTRATION shall be held every six months in Kolkata and at such other places as shall be determined from time to time by the University. The date of commencement of the examination shall be duly notified.

5.02. In each academic session, two semesters of academic activities will be simultaneously conducted i.e., I and III or II and IV, for two different batches and at the end of which corresponding semester examinations will be held. For the evening session, programmes will be distributed throughout the entire three – year period and over six semesters.

5.03. Duration of the theoretical examinations: Up to 25 marks: 1 hour, 26 to 50 marks: 2 hours, 51 to 80 marks: 3 hours, 81 to 100 marks: 4 hours.

5.04. A candidate is required to appear in the Internal Assessment as well as the End Semester Examination in each and every paper/course/module/part/group of the respective syllabus. Internal Assessment, wherein applicable, has to be done in the semester in which a candidate becomes eligible to appear in the concerned End Semester Examination and modalities of the Internal Assessment will be based on the recommendations of concerned Post Graduate Board of Studies.

Marks obtained in Internal Assessment and Project/Internship/Term paper shall be retained for the entire duration of his/her enrolment.

A candidate in order to be declared to have passed an examination, must obtain at least 40% marks in each paper/course.

A candidate who fails to secure 40% marks in any course, or absent in any course will be allowed to appear in that course (Theoretical paper) when the corresponding semester examination is held next. He / She will be allowed two such consecutive chances for each course. Non-appearance (absence) in any examination for any reason shall be counted as a chance. Failure to fill up the examination form shall also be considered as a missing chance.

A failed candidate, intending to re-appear in a subsequent semester examination has to submit examination form/application to the Controller of Examinations through the Head of the Department (Principal for affiliated colleges) as per the notice issued by the department of Controller of Examinations.

A candidate may continue his/her course of study for the next higher Semester and appear at any higher End Semester examination without appearing at the lower End Semester Examinations

5.05. The schedule for the End Semester Examinations shall be prepared and announced by the Controller of Examinations based on the recommendations of the concerned Post Graduate Board of Studies.

5.06. Names of the paper-setters, examiners, scrutineers, re-examiners, third examiners (if required) of each subject/ course/ paper and board of moderators (Board of Moderators shall consist of regular faculty members of the concerned academic department of the University and at least one external*) shall be recommended by the Post Graduate Board of Studies and approved by the Vice-Chancellor.

**Any expert having teaching experience in Master Degree and are not engaged in teaching either in concerned academic department of this University.*

5.07. Concerned Post Graduate Board of Studies will recommend the following for approval of the higher authorities.

a) Pattern of questions with marks distribution
b) Modalities for holding Internal Assessment
c) Modalities for holding practical examinations, if any
d) Modalities for submission of dissertation or project, if any
Modalities for holding Viva-Voce examinations, if any, etc.

5.08. An examination shall be held always under the current syllabus.

5.09. Classes for the next semester will start immediately after conclusion of end -semester examination, as per notification by the concerned Department.

5.10. Students will have to specialize in a Major and a Minor Group of Courses in Semester– III and Semester–IV where Dual specialization is provided. Semester (I + II+ III + IV) examinations will be held for 110 credits 2500 marks distributed in two/four/six semesters. 30% of marks in each theoretical course will be reserved for internal assessment.

5.11. A candidate who fails in the viva-voce examination/project/dissertation or fails to complete internship will have to re appear for the same when they are held next. He/she will be given two such consecutive chances.

5.12. A student will be declared to have passed the programme on the basis of results in semesters I, II, III, IV examinations. The minimum qualifying marks for this will be 40 % in all the courses.

5.13. Calculation of Grading System

Absolute grading would be applied where the scores earned are translated into grades according to UGC’s established class intervals. The University will utilize the subsequent 10-point grading system to implement the grading structure. The descriptions and definitions of the Grade, Letter Grade, Grade Point, SGPA & CGPA shall be determined as follows:

Table : **Percentage to Grade, Letter Grade and Grade Point Conversion**

Range of Percentage of Marks (M)	Grade	Letter Grade	Grade Point
$90 \le M \le 100$	Outstanding	O	10
$80 \le M < 90$	Excellent	A+	9
$70 \le M < 80$	Very Good	A	8
$60 \le M < 70$	Good	B+	7
$50 \le M < 60$	Above average	B	6
$40 \le M < 50$	Pass	P	5
$M < 40$	Fail	F	0
Absent	Absent	Ab	0

Letter Grade/Grade Point: It indicates the performance of a student in a Paper/Course described as Letter Grade or Grade Point as mentioned in the **Table**. The candidate shall be declared as ‘Fail’ in the Paper in which he/she obtains less than 40% marks i.e., Letter Grade “F/ Ab” and Grade Point 0. During determination of Letter Grade/Grade Point the Percentage of Marks (M) obtained shall be rounded off to two decimal places.

Semester Grade Point Average (SGPA): SGPA indicates the performance of a candidate in a given Semester. It is computed only when a candidate passes all the Courses in that Semester i.e. obtains at least grade “P” in each Course. It is calculated by the following formula:

$$SGPA = \frac{\sum(Ci \times Gi)}{\sum Ci}$$

Ci Where *Gi* is the Grade Point obtained in the *i*-th Course and *Ci* is the Credit in that Course.
The credits earned by a student from any other institution/University shall be converted to SGPA as per the procedure adopted in this Regulations.
Note: SGPA shall be rounded off to two decimal places.

Cumulative Grade Point Average (CGPA): CGPA is the weighted average of SGPA’s obtained in all the semesters. It is calculated by the following formula:

$$CGPA = \frac{\sum(Ci \times Si)}{\sum Ci}$$

Ci Where *Si* is the SGPA obtained in the *i*-th Semester and *Ci* is the total Credit in that Semester.

Note: *CGPA shall be rounded off to two decimal places.*

A student obtaining Grade “F” in any Course shall be considered ‘Fail’ in that Course and will be required to reappear in the Course.

A candidate failing to obtain the pass marks in a semester examination due to shortage of one mark (in aggregate/in any course) shall be given benefit of one additional mark in the paper in which he/she secures lowest marks and the same shall be shown in the Tabulation Rolls. However, in the Mark-sheet only the total marks shall be shown after such addition.

6. Rules for Re-examination/Cancellation of Examination

Candidates seeking review/FSI may apply to the University in a prescribed form along with requisite fees after notification by the University for the same.

a) Application for review shall be restricted to theoretical modules/courses only.
b) A candidate will be eligible to apply for seeking re-examination of his/her script if he/she appeared the said semester of examination as a whole i.e. any candidate who appear some courses (but not all courses) of the concerned semester of examinations will not be eligible to re-examine his/her scripts. Examined on request by the examinee subject to the condition that she / he secures a minimum of 40% marks in the rest of theoretical modules/courses in a semester.
c) In re-examination of module(s)/course(s) for any semester of Post Graduate Examinations, the marks awarded by the re-examiner in a particular module/course will be taken as the marks obtained by the examinee in that module/course.
d) If on re-examination in a module/course the marks get enhanced by more than 15% or get reduced by more than 5% than that awarded by the original examiner (the percentage be calculated

on the basis of the full marks in that module/course), the script of the module/course be referred to a third examiner and average of two marks (excluding the lowest one) as awarded by the three examiners shall be taken as the marks obtained by the examinee in that module/course, provided that such a final award does not result in the failure of the examinee or in lowering of the Letter Grade or status obtained by the examinee prior to re-examination in which cases the original award be retained.
e) Recommendation for re-examiner and third examiner to be proposed by the chairperson of the PGBOS and that should be duly approved by the Hon'ble Vice-Chancellor.

7. Granting of Degree

7.01. The final result of a candidate shall be determined on the basis of CGPA in a 10-point scale. Grade Card shall be made as per the grading system. A Marks Certificate will be granted following the completion of any End Semester Examination.

7.02. The date of publication of final result for a regular student, who shall clear all the semesters in normal course, shall be the date of publication of result of the final Semester. The final date of publication of result for students clearing previous semester(s) subsequent to their clearing final Semester examination shall be the date of publication of the last result clearing all papers.

7.03. Upon successful completion of a programme in accordance with Regulations, a Certificate will be granted to the candidate, and a Transcript reflecting the Grade Performance of the candidate from the first semester to the final one will be provided after formal exit as per the programme's Regulations. If a candidate requests to exit, a Transcript reflecting the Grade Performance from the 1st semester up to the exit will be issued as well.

7.04. Students intending to transfer to another university will receive a Transcript of their semesters that includes Letter Grades, Grade Points, and CGPA certification from the University of Calcutta in exchange for a specified fee.

7.05. In accordance with the Act and current Regulations in effect, a candidate shall be eligible for the Post Graduate Degree/Diploma, upon fulfilling the following conditions:
The candidate has successfully completed all the theoretical and practical/tutorial courses/papers required for the Programme and gained the credits as required by the Regulations and Guidelines.

7.06.Certificate Draft:

(Roll No. ....)
(Registration No. ....)

Diploma No....................

University of Calcutta

This is to certify that ....(Name).......obtained the **Degree of Master of Business Administration with** ....(Major)....... and ..... .(Minor)....... in this University in the Post Graduate Examination (under NEP-2020) in the year......, and that he/she obtained/was placed in......(Letter Grade).... with CGPA......

Senate House,
(Date of publication of result)
Logo embossed

Vice-Chancellor

7.07.Position and Gold Medal Award

After Re-examination, FSI and other process of Final Semester Examination a Rank Certificate in order of Merit shall be issued to —

a) First ten candidates (in each subject who has successfully completed/cleared all the semester examinations at the first available chance) with at least 60% Marks obtained considering all Semesters altogether. Such a candidate with the highest obtained mark (in percentage) will be awarded the Gold Medal by the University.

b) First three candidates (in each subject who has successfully completed/cleared all the semester examinations at the first available chance) with below 60% Marks obtained considering all Semesters altogether, where no candidate with at least 60% is available.

8. Removal of Difficulties & Plagiarism Detection

8.01. If any issues emerge in implementing these Regulations post-commencement or otherwise, the University may propose provisions/amendments/regulations deemed necessary or appropriate for resolving such issues to the relevant bodies for approval.

8.02. Additionally, if any issues emerge regarding the interpretation of these Regulations due to differing opinions on any matter from admission to the awarding of the degree, the matter may be submitted to the Vice-Chancellor for a final resolution.

8.03. University of Calcutta will employ a machinary with advanced software tools to identify plagiarism in research projects. Maintaining research integrity will be a fundamental aspect of all research endeavours. This aligns with the policy established by University of Calcutta.

End of Regulations

University of Calcutta

Curriculum and syllabus structure of 2-year full-time Master of Business Administration (MBA) Programme,

with exit option after 1 year and lateral entry in Semester 3

(Under NEP 2026)

Overall structure									
Semester	**Papers**	**Modules**	**Level**	**Marks per paper**	**Total marks**	**T/P**	**Credit**	**Total credits**	**Total credits**
I	6	2 each	400	100	600	6TH	2 per module (6*2*2)	24	24
II	5.5	2 each	500	100	600	5.5TH	2 per module (5.5*2*2)+2	22	30
	1.5		599	100		1.5P	4+2+2	8	
								Sub Total	**54**
PG Diploma on Exit after Semester II									
III	4 major & 3 minor	2 each	500	100	700	TH	(4+3)*2*2	28	28
IV	2 major	2 each	500	100	600	TH	2*2*2	8	28
	2 minor	2 each	500	100		TH	2*2*2	8	
	Internship		599	100		P		8	
	Viva (Project + General)		599	50+50		P		4	
OR									
III	Research /Thesis/ Project		500			P		28	28
IV	Research /Thesis/ Project		599			P		28	28
								Sub Total	**56**
				Total Marks	**2500**			**Total Credits (54+56)**	**110**

Semester I and II all Core papers

Semester III and IV all Elective papers

	SEMESTER I: Syllabus Structure					
	CORE PAPERS					
Paper-Module	**Paper Name**	**Marks per Module**	**Marks per Paper**	**T/P**	**Credit**	**Total Credits**
MBM411-1	Management Principles & Process	50		TH	2	
MBM411-2	Organizational Behaviour	50	100	TH	2	4
MBM412-1	Managerial Economics	50		TH	2	
MBM412-2	Statistics for Business Decisions	50	100	TH	2	4
MBM413-1	Financial Accounting & Analysis	50		TH	2	
MBM413-2	Cost and Management Accounting	50	100	TH	2	4
MBM414-1	Marketing Management	50		TH	2	
MBM414-2	Human Resource Management	50	100	TH	2	4
MBM415-1	Production Management	50		TH	2	
MBM415-2	Data Analysis	50	100	TH	2	4
MBM416-1	Economic and Legal Environment	50		TH	2	
MBM416-2	Entrepreneurship and Startup Ecosystem	50	100	TH	2	4
			600			**24**

	SEMESTER II: Syllabus Structure						
	CORE PAPERS						
Paper-Module	**Paper Name**	**Level**	**Marks per module**	**Marks per paper**	**T/P**	**Credit per module**	**Total Credit**
MBM421-1	Social Responsibility, Ethics & Environment	500	50		TH	2	
MBM421-2	Strategic Management	500	50	100	TH	2	4
MBM422-1	Financial Management	500	50		TH	2	
MBM422-2	Marketing Research	500	50	100	TH	2	4
MBM423-1	Project Management	500	50		TH	2	
MBM423-2	OR Techniques	500	50	100	TH	2	4
MBM424-1	International Business Environment	500	50		TH	2	
MBM424-2	Indian Corporate & Financial Systems	500	50	100	TH	2	4
MBM425-1	Basic Business Research Methods	500	50		TH	2	
MBM425-2	Advanced Business Research Methods	500	50	100	TH	2	4
MBM426-1	Business Law	500	50		TH	2	
MBM426-2	Project Report	599	50	100	P	4	6
MBM427-1	Project Viva	599	50		P	2	
MBM427-2	General Viva	599	50	100	P	2	4
				700			**30**

SEMESTER III: Syllabus Structure

		Semester III: Specialisation		
Sl. No.	**Paper Code**	**Paper Name (Core Elective)**		**Credit per paper**
		FINANCE		
1	MBM511F	Corporate Financial Decisions	MAJOR	4
2	MBM512F	International Financial Management		4
3	MBM513F	Security Analysis and Portfolio Management		4
4	MBM514F	Corporate Valuation and Mergers		4
5	MBM515F	Corporate Tax Planning and Management	MINOR	4
6	MBM516F	Banking and Financial Services		4
7	MBM517F	Financial Derivatives		4
		MBM511F – 514F Major ; MBM515F – 517F Minor		**28**
		HUMAN RESOURCE MANAGEMENT		
1	MBM511H	HR Planning, Talent acquisition and management, Training and Development	MAJOR	4
2	MBM512H	Performance and Rewards Management		4
3	MBM513H	Stress Management and Employee Welfare		4
4	MBM514H	Organisational Development and Change management		4
5	MBM515H	Industrial Relations and Employment Regulations	MINOR	4
6	MBM516H	Workplace conflict and Employee counselling		4
7	MBM517H	Labour Codes and Workplace compliance in India		4
		MBM511H – 514H Major; MBM515H – 517H Minor		**28**
		MARKETING		
1	MBM511M	Consumer Behaviour	MAJOR	4
2	MBM512M	Customer Relationship Management		4
3	MBM513M	International Marketing Management		4
4	MBM514M	Marketing Analytics		4

5	MBM515M	Sales and Distribution Management & Retail Management	MINOR	4
6	MBM516M	Product and Brand Management		4
7	MBM517M	Strategic and Sustainable Marketing		4
		MBM511M – 514M Major; MBM515M – 517M Minor		**28**
		DATA SCIENCE AND BUSINESS ANALYTICS		
1	MBM511S	Data Base Management System, Data mining	MAJOR	4
2	MBM512S	Machine Learning and Business Analytics		4
3	MBM513S	Logistics and Supply Chain Management		4
4	MBM514S	Advanced Operations Research		4
5	MBM515S	Artificial Intelligence for Business Applications	MINOR	4
6	MBM516S	Enterprise Resource Planning		4
7	MBM517S	Business Process Reengineering, BI + Data Mining		4
		MBM511S – 514S Major; MBM515S – 517S Minor		**28**

SEMESTER IV: Syllabus Structure

		SEMESTER IV: Specialisation		
		FINANCE		
Sl. No.	**Paper Code**	**Paper Name (Core Elective)**		**Credit per Paper**
1	MBM521F	Capital Markets & Regulatory Frameworks	MAJOR	4
2	MBM522F	International Accounting & Financial Reporting		4
3	MBM523F	Financial Inclusion	MINOR	4
4	MBM524F	Insurance & Risk Management		4
		MBM521F, MBM522F Major ; MBM523F, MBM524F Minor		**16**
		HUMAN RESOURCE MANAGEMENT		
1	MBM521H	International Labour Organisation, and International Labour Regulations	MAJOR	4
2	MBM522H	HR Valuation, Accounting, HRIS, HR audit		4

3	MBM523H	Strategic HRM and Human Resource Development	MINOR	4
4	MBM524H	HR Analytics		4
		MBM521H, MBM522H Major; MBM523H, MBM524H Minor		**16**
		MARKETING		
1	MBM521M	Services Marketing & Rural Marketing	MAJOR	4
2	MBM522M	Marketing Decision Models		4
3	MBM523M	Integrated Marketing Communication	MINOR	4
4	MBM524M	Digital Marketing		4
		MBM521M, MBM522M Major ; MBM523M, MBM524M Minor		**16**
		DATA SCIENCE AND BUSINESS ANALYTICS		
1	MBM521S	Digital Inclusion for Development, Advance ERP	MAJOR	4
2	MBM522S	Information Security and Cyber Laws in Business		4
3	MBM523S	Total Quality Management	MINOR	4
4	MBM524S	Inventory Management and Control		4
		MBM521S, MBM522S Major ; MBM523S, MBM524S Minor		**16**
		For All Specializations		
	MBM521C	Internship		4
		Project Viva		4
		General Viva		4
				12
		Total Credit (16+12)		**28**

OR,
Semester III Research work 28 credits
Semester IV Research work 28 credits

	SEMESTER I					
	CORE PAPERS					
All CC Level – 400	**Paper Name**	**Marks per Module**	**Marks per Paper**	**T/P**	**Credit**	**Total Credits**
MBM411-1	Management Principles & Process	50		TH	2	
MBM411-2	Organizational Behaviour	50	100	TH	2	4
MBM412-1	Managerial Economics	50		TH	2	
MBM412-2	Statistics for Business Decisions	50	100	TH	2	4
MBM413-1	Financial Accounting & Analysis for Management	50		TH	2	
MBM413-2	Cost and Management Accounting	50	100	TH	2	4
MBM414-1	Marketing Management	50		TH	2	
MBM414-2	Human Resource Management	50	100	TH	2	4
MBM415-1	Production Management	50		TH	2	
MBM415-2	Data Analytics for Business Decisions	50	100	TH	2	4
MBM416-1	Economic and Legal Environment of Business	50		TH	2	
MBM416-2	Entrepreneurship and Startup Ecosystem	50	100	TH	2	4
			600			**24**

Core Papers

MBM411-1: MANAGEMENT PRINCIPLES AND PROCESS

Credits: 2 | Marks: 50

Unit I: Introduction to Management

Unit II: Managerial Planning and Decision Making

Unit III: Organizing

Unit IV: Communication

Unit V: Knowledge Management, Change Management, Diversity Management, Management in the era of AI.

MBM411-2: ORGANIZATIONAL BEHAVIOUR

Credits: 2 | Marks: 50

Unit I: Introduction to Organizational Behaviour

Unit II: Individual Behaviour in Organizations

Unit III: Motivation and Leadership

Unit IV: Group Behaviour and Organizational Dynamics

Unit V: Organizational Change and Contemporary Behavioural Issues

MBM412-1: MANAGERIAL ECONOMICS

Credits: 2 | Marks: 50

Unit I: Introduction to Managerial Economics

Unit II: Demand Analysis and Consumer Behaviour

Unit III: Production and Cost Analysis

Unit IV: Market Structure and Pricing Decisions

Unit V: Market failure, Externality, Public Goods, Merit Goods, Information Asymmetry, Automation and Market Dynamics.

MBM412-2- STATISTICS FOR BUSINESS DECISIONS

Credits: 2 | Marks: 50

(Use of Statistical Packages during class is mandatory)

Unit I: Introduction of Statistics and Data

Unit II: Descriptive Statistics

Unit III: Correlation and Regression Analysis

Unit IV: Probability and Probability Distributions

Unit V: Inferential Statistics

MBM413-1 FINANCIAL ACCOUNTING & ANALYSIS FOR MANAGEMENT

Credits: 2 | Marks: 50

Unit I: Accounting Theory

Unit II: Depreciation Accounting and Inventory Valuation

Unit III: Presentation and Disclosure of Accounting Information

Unit IV: Cash Flow Statement

Unit V: Strategic Profitability Analysis; Inflation Accounting

MBM413-2: COST AND MANAGEMENT ACCOUNTING

Credits: 2 | Marks: 50

Unit I: (A) Cost concepts in Accounting

(B) Management Accounting

Unit II: Cost concepts in Decision Making

Unit III: Cost Management

Unit IV: Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing

Unit V: Inventory Management

MBM414-1: MARKETING MANAGEMENT

Credits: 2 | Marks: 50

Unit I: Introduction to Marketing

Unit II: Identifying and Selecting Markets

Unit III: Product Mix Strategies

Unit IV: Developing Pricing Strategies

Unit V: Trends in Marketing

MBM414-2: HUMAN RESOURCE MANAGEMENT

Credits: 2 | Marks: 50

Unit I: Foundations and Principles of Managing People in Organizations

Unit II: Human Resource Planning

Unit III: Training, Development and Performance Management

Unit IV: Contemporary Developments in Human Resource Management

Unit V: Industrial Relations

MBM415-1: PRODUCTION MANAGEMENT

Credits: 2 | Marks: 50

Unit I: Introduction

Unit II: Facilities Location

Unit III: Inventory Management

Unit IV: Quality

Unit V: Contemporary Developments in Operations Management

MBM415-2: DATA ANALYTICS FOR BUSINESS DECISIONS

Credits: 2 | Marks: 50

Unit I: Introduction to Management Information System

Unit II: Functional Information Systems

Unit III: Data Management and Data Analysis

Unit IV: Business Intelligence and Decision Support

Unit V: Contemporary Developments in MIS and Analytics

MBM416-1: ECONOMIC & LEGAL ENVIRONMENT OF BUSINESS

Credits: 2 | Marks: 50

Unit I: Business Environment

Unit II: Economic Environment

Unit III: Macroeconomic Factors Affecting Business

Unit IV: Regulatory Environment and Competition Framework

Unit V: Legal Environment of Business

MBM416-2 ENTREPRENEURSHIP & STARTUP ECOSYSTEMS

Credits: 2 | Marks: 50

Unit I: Introduction to Entrepreneurship

Unit II: Opportunity Recognition, Innovation and Business Model Development

Unit II: Funding

Unit III: Supporting New Venture Start-up Support Systems

Unit IV: Process of Company Incorporation

Unit V: **Project Report Preparation, Technical Feasibility Study, Economic Feasibility Study, Long-term and Short-term Projection, Pitch Presentation**

	SEMESTER II						
	CORE PAPERS						
All CC	**Paper Name**	**Level**	**Marks per module**	**Marks per paper**	**T/P**	**Credit per module**	**Total Credit**
MBM421-1	Social Responsibility, Ethics & Environment	500	50		TH	2	
MBM421-2	Strategic Management	500	50	100	TH	2	4
MBM422-1	Financial Management	500	50		TH	2	
MBM422-2	Marketing Research	500	50	100	TH	2	4
MBM423-1	Project Management	500	50		TH	2	
MBM423-2	Operations Research Techniques	500	50	100	TH	2	4
MBM424-1	International Business Environment	500	50		TH	2	
MBM424-2	Indian Corporate & Financial Systems	500	50	100	TH	2	4
MBM425-1	Basic Business Research Methods	500	50		TH	2	
MBM425-2	Advanced Business Research Methods	500	50	100	TH	2	4
MBM426-1	Business Law	500	50		TH	2	
MBM426-2	Project Report	599	50	100	P	4	6
MBM427-1	Project Viva	599	50		P	2	
MBM427-2	General Viva	599	50	100	P	2	4
				700			**30**

Core Papers

MBM421-1: SOCIAL RESPONSIBILITY, ETHICS & ENVIRONMENT

Credits: 2 | Marks: 50

Unit I: Nature of Business Ethics

Unit II: Ethical Principles

Unit III: Environment and Sustainable Development

Unit IV: Environmental Management Systems (EMS)

UNIT V: Meaning and dimensions of Indian Ethos

MBM421-2: STRATEGIC MANAGEMENT

Credits: 2 | Marks: 50

Unit I: Strategic Management

Unit II: Environmental and Organizational Analysis

Unit III: Strategy Formulation

Unit IV: Strategy Implementation and Control

Unit V: Global Strategy

Unit VI: Current Trends in Strategic Management

MBM422-1 FINANCIAL MANAGEMENT

Credits: 2 | Marks: 50

UNIT-I: Introduction to Financial Management

UNIT-II: Financial Planning and Leverage

UNIT-III: Capital Structure

UNIT-IV: Working Capital Management

UNIT-V: Capital Budgeting

MBM422-2: MARKETING RESEARCH

Credits: 2 | Marks: 50

Unit I: Introduction

UNIT II: Quantitative Research Tool and Qualitative Research Tools

Unit III: Behavioral Experiments & Neuro-marketing

Unit IV: Marketing Research Applications and Ethical Considerations

Unit V: Digital and Online Marketing Research

MBM423-1 PROJECT MANAGEMENT

Credits: 2 | Marks: 50

Unit I: Project Management

Unit II: **Project Feasibility Studies**

Unit III: **Project Evaluation Under Certainty**

Unit IV: Developing a Project Plan

Unit V: Contemporary Developments in Project Management

MBM423-2: OPERATIONS RESEARCH TECHNIQUES

Credits: 2 | Marks: 50

Unit I: Linear Programming

Unit II: Transportation Problem, Assignment Problem

Unit III: Inventory Management Models

Unit IV: AI and Automation in Operations Research

MBM424-1 INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 2 | Marks: 50

Unit I: International Business

Unit II: International Economic Environment

Unit III: Multinational Corporations

Unit IV: International Business Environment

Unit V: Contemporary Developments in International Business

MBM424-2: INDIAN CORPORATE & FINANCIAL SYSTEMS

Credits: 2 | Marks: 50

Unit I: Definitions- Functions

Unit II: Central Banking System

Unit III: Industrial And Agricultural Banking Systems

Unit IV: Financial Systems

Unit V: Foreign Investments

MBM425-1 BASIC BUSINESS RESEARCH METHODS

Credits: 2 | Marks: 50

Unit I: Foundations of Business Research

Unit II: Hypothesis Development

Unit III: Research Design

Unit IV: Data Collection Tools and Data Processing

Unit V: Measurement, Scaling, and Data Collection

Unit VI: Sampling Theory and Design

Unit VII: Probability and Probability Distributions

MBM425-2 ADVANCED BUSINESS RESEARCH METHODS

Credits: 2 | Marks: 50

Unit I: Bivariate Analysis

Unit II: Time Series analysis, Panel Data, Fixed Effects Random Effects

Unit III: Data Reduction Techniques

Unit IV: Classification Techniques

Unit V: (A) Business Research Report

(B) Research Project

MBM426-1 BUSINESS LAW

Credits: 2 | Marks: 50

Unit I: Introduction to Business Law and Contract Law

Unit II: Special Contracts and Commercial Laws

Unit III: Company Law and Corporate Governance

Unit IV: Consumer Protection and Intellectual Property Rights

Unit V: Contemporary Developments in Business Law

MBM426-2 Project Report (Credits: 4 | Marks: 50)

MBM427-1 Project Viva (Credits: 2 | Marks: 50)

MBM427-2 General Viva (Credits: 2 | Marks: 50)