



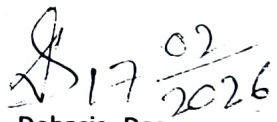
UNIVERSITY OF CALCUTTA

Notification No. CSR/16/2026

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 Regulations and Syllabus of One-year / Two-year / Three-year admission criteria for Post Graduate Diploma / Degree in Business Management (Human Resource Development) , programme requires CAT/MAT/GMAT/JEMAT/~~CMAT~~/CMAT scores and the admission process starts in January for the 'July session every year.

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

SENATE HOUSE


Prof.(Dr.) Debasis Das

Kolkata-700073

Registrar

17.02.2026



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.

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.

SENATE HOUSE
Kolkata-700073
07.07.2026


07/07/2026
Prof. (Dr.) Debasis Das
Registrar

CSR 16/2026

Curriculum, Syllabus and Regulations Relating to the Two-Year/Three-Year Post Graduate Diploma / Degree in BUSINESS ADMINISTRATION HUMAN RESOURCE DEVELOPMENT (MBA HRD)

1. General

- 1.01.** The programme of study leading to the Post-graduate Diploma/Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) 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 in English and the candidate shall have to answer the examination course including admission test 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 102 credits for the award of 2 years masters degree in Business Management.
- 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): Two full academic years, which will include theoretical courses, project and dissertation work, divided into four semesters.
For Part Time programmes (Evening Session): Three academic years, which will include theoretical courses, project and dissertation work, 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 BA/BSc./B.Com./ Medical Science / Law/ Professional programmes, or its equivalent from any University recognized by the University of Calcutta, etc. (3 years programme) will be eligible for admission to 2 years MBA (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) (4 Semesters) /1 year Diploma (2 semesters) following CSR No16/2026.
- 3.02.** Those students who will qualify 4 years BA/B.Sc./B.Com. (Hons.)/Hons. With research/ Medical Science / Law/ Professional programmes /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(HUMAN

RESOURCE DEVELOPMENT) (MBA-HRD), following CSR No16/2026.

3.03. Those students, who will qualify (4 year programme) 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(HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme, (lateral entry), to complete MBA in one year following CSR No15/2026.

3.04. Those students who will qualify BBA Hons. with research from any University recognized by the University of Calcutta, are eligible for Ph.D. and respective regulation of University of Calcutta, will apply.

3.05. Those students who will take admission in 2 year MBA (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) 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 No16/2026.

3.06. The last date for the receipt of applications, the last date for admission, the date of commencement of classes of the Diploma/Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme shall be fixed each year by the University/constituent colleges.

3.07. The applicants for the admission to the Diploma/Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) 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.

In case, there are vacant seats after admitting all applicants with required scores in entrance tests like CAT, MAT, GMAT, JEMAT, CMAT or any recognized University admission test who have been elected through the Personal interview process; candidates without scores in entrance tests like CAT, MAT, GMAT, JEMAT, CMAT or any recognized University admission test, may be admitted following the Personal interview process.

3.08. 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 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.

3.09. Each member present in the Selection Committee as stated in clause 3.08 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.

3.10.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.

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

3.12.After the selection for the admission to the Diploma/Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) 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 (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme shall register himself/ herself as a student of the University of Calcutta/constituent college as the case may be.

4.02.The programme of study for the Diploma / Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme shall be one year / two-year full time /three year part time programme divided into two semesters / four semesters/six semesters.

4.03.Students admitted to the two-year/three year Diploma / Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme shall pursue the regular programmes of lectures, and other academic arrangements made for the one / two / three -year academic term.

4.04.A student of the Diploma/Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme shall not be permitted to seek admission concurrently to any other equivalent or higher degree programme in this university.

4.05.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.

4.06.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.

4.07.The University shall have the power to condone a deficiency in attendance, as per rule.

4.08.A student who fails to pursue a regular programme of study as stated in 4.05 to 4.07 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.

4.09.Students of the one/two-year/three year Diploma/Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme shall have to pursue a programme of study of the courses distributed into two semester /four semesters / six semesters.

5. Examinations

5.01.Semester Examinations in Diploma / Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) 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. A student will be allowed to appear in a semester examination only after he/she completes his/her regular Diploma /Degree in BUSINESS ADMINISTRATION (HUMAN RESOURCE DEVELOPMENT) (MBA-HRD) programme of study for that semester. Duration of the theoretical examinations: Up to 25 marks: 1 hour, 26 to 50 marks: 2 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 to be 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)
- e) Modalities for holding Viva-Voce examinations, if any, etc.

5.08. An examination shall be held always under the current syllabus. Question papers shall be set in English Version.

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. Same as 5.04.

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
$90 \leq M \leq 100$	Outstanding	O	10
$80 \leq M < 90$	Excellent	A+	9
$70 \leq M < 80$	Very Good	A	8
$60 \leq M < 70$	Good	B+	7
$50 \leq M < 60$	Above average	B	6
$40 \leq M < 50$	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 1**. 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.

Table : Example for computation of SGPA

Semester	Course	Credit	Grade Point	Credit×Grade Point
I	Course 1	4	8	4 × 8 = 32
I	Course 2	4	7	4 × 7 = 28
I	Course 3	4	6	4 × 6 = 24
I	Course 4	2	10	2 × 10 = 20
I	Course 5	2	5	2 × 5 = 10
I	Course 6	4	9	4 × 9 = 36
	Total	20		150
	SGPA			150 / 20=7.5

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:

$$SGPA = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

C_i Where G_i is the Grade Point obtained in the i -th Course and C_i 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:

$$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

C_i Where S_i is the SGPA obtained in the i -th Semester and C_i is the total Credit in that Semester.

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

Table : Example for computation of CGPA

Semester 1	Semester 2	Semester 3	Semester 4
Credit: 20 SGPA: 6.9	Credit: 20 SGPA: 7.8	Credit: 20 SGPA: 5.6	Credit: 20 SGPA: 6.0
CGPA=(20 × 6.9 + 20 × 7.8 + 20 × 5.6 + 20 × 6.0) / 80 = 6.58			

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.
- d) 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.
- e) 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.
- f) 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.
- g) **Cancellation of Examination:** Candidate may apply for cancellation of enrolment of any End Semester Examination within the ten (10) days from the completion of examination of theoretical portion. The said cancellation of examination will also be counted as a chance.

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 Human Resource Development (Major)** 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 —

- 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.
- 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 machinery 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

MBA-HRD SYLLABUS STRUCTURE

Semester	Papers	Level	Marks per paper	T/P	Credit	Total	
I	6 (2 modules each)	400	100	6 TH	2 per module (6*2*2)	24	
II	5.5 (2 modules each)	500	100	5.5 TH	4*2*2	16	
	1.5	600	100	1.5 P	4+4+6	14	
					Total	54	54 credits
Diploma on Exit							
COURSE WORK							
III	4 major & 3 minor	500	100	TH	(4+3)*2*2	28	28 credits
IV	2 major	500	100	TH	2*2*2	8	
	2 minor	500	100	TH	2*2*2	8	
	Internship	600	100	P	Module 1 Internship report 8+Viva 4	12	28 credits
OR, III and /or IV	Research / Thesis / Project (Ref : UGC Page 5 No. 9.0)						28 credits
					TOTAL		110

Semester I & II - All Core Papers

Semester III & IV - All Elective Papers

SEMESTER I: Syllabus Structure

	SEMESTER I					
	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

	SEMESTER II						
	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				
Sl. No.	Paper-Module	Paper Name (Core Elective)	Level	Marks	TH/P	Credit per paper
1	MBM511	Human Resource Planning and Talent Acquisition	500	100	TH	4
2	MBM512	Training & Development	500	100		4
3	MBM513	Performance Management and Talent Management	500	100		4
4	MBM514	Compensation and Rewards Management	500	100		4
5	MBM515	Industrial Relations and Employment Regulations	500	100	TH	4
6	MBM516	Workplace Conflict Management and Employee Counselling	500	100		4
7	MBM517	Labour Codes and Workplace compliance in India	500	100		4
				700		28

SEMESTER IV: Syllabus Structure

		SEMESTER IV				
Sl. No.	Paper-Module	Paper Name (Core Elective)	Level	Marks	TH/P	Credit per paper
1	MBM521	Employee Welfare and Social Security, Occupational Health and Social Security	500	100	TH	4
2	MBM522	Labour Codes and Workplace Compliance in India, International Labour Organisation, and International Labour Regulations	500	100		4
3	MBM523	Strategic Human Resource Management and HR Analytics	500	100		4
4	MBM524	HR Valuation, Accounting, HR Information System, HR Audit	500	100		4
5	MBM525	Internship	600	100	P	4
		Project Viva	600	50		4
		General Viva	600	50		4
				600		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)