



Amrutvahini Sheti and Shikshan Vikas Sanstha's
AMRUTVAHINI COLLEGE OF ENGINEERING,
SANGAMNER

(An Autonomous Institute)

Sangamner, Dist- Ahilyanagar, Maharashtra, India. 422608



Permanently Affiliated to

SAVITRIBAI PHULE PUNE UNIVERSITY, PUNE

Curriculum Structure

MBA 2025 Pattern

**Choice Based Credit and Grading System (CBCGS) and Outcome
Based Education Framework
aligned with National Education Policy (NEP) 2020**

for

MBA

(Master of Business Administration)

2 years, 4 semesters full time Post-Graduate Program

MBA 2nd year effective from AY 2026 – 27




Chairman
BoS, Master of Business Administration
Amrutvahini College of Engineering, Amrutnagar
Sangamner-422608


Chairman
Academic Council
Amrutvahini College of Engineering, Amrutnagar
Sangamner-422608

ABBREVIATIONS:

OBE	Outcome Based Education	NEP	National Education Policy
UGC	University Grant Commission	RM	Research Methodology
CBCGS	Choice Based Credit and Grading System	NHEQF	National Higher Education Qualifications Framework
LTP	Lecture, Tutorial, Practical	PG	Post Graduate
PEO	Programme Educational Objectives	AICTE	All India Council of Technical Education
PO	Program Outcomes	BRM	Business Research Methods
PSO	Programme Specific Outcomes	SIP	Summer Internship Project
GA	Graduate Attributes	OJT	On the Job Training
CO	Course Outcomes	RP	Research Project
TLA	Teaching and Learning Activities	DR	Desk Research
OBA	Outcome-based assessment	MP	Masters Project
PGDM	Post Graduate Diploma in Management	CCE	Comprehensive Continuous Evaluation
PCC	Programme Core Course	Sem.	Semester
SCC	Special Core Course	MOOC	Massive Open Online Courses
PEC	Programme Elective Course	Cr.	Credit
SEC	Special Elective Course	FA	Formative Assessment
CAY	Current Academic Year	ESE	End Semester Examination
RPL	Recognition of Prior Learning	SA	Summative Assessment
ODL	Open and Distance Learning	SGPA	Semester Grade Point Average
MBA	Master of Business Administration	CGPA	Cumulative Grade Point Average
TC	Total Credits	CTS	CivicTech Skills
HOD	Head of department	AY	Academic Year

MBA 2025 Pattern

(2 years, 4 semesters full time Post-Graduate Program)

MBA 1st year effective from AY 2025 – 26

MBA 2nd year effective from AY 2026 – 27

Title

Name of the Programme: Master of Business Administration (MBA)

Nature of the Programme: MBA is two year full time post-graduate degree programme.

Preamble: The **MBA 2025 Pattern** integrates the National Education Policy 2020 principles with the Choice Based Credit and Grading System (CBCGS) and Outcome Based Education (OBE) framework, imparts formal education in business management.

CURRICULUM TERMS:

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

3 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 compulsory to offer all the specializations and all the electives. However, in the spirit of Choice Based Credit and Grading System, college shall offer choices to the students for the elective courses and not offer only the minimum number of electives.

4 Course Registration: It is Compulsory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Mentor 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 Mentor, 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.

5 Outcome-Based Education (OBE): Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed.

6 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of broad future-focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave programme and are living full and productive lives. Thus PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation).

7 Program Outcomes (POs): Program Outcomes are a set of narrow statements that describes what students (learners) of the program are expected to know and be able to perform or attain by the time of graduation.

8 Programme Specific Outcomes (PSOs): Programme Specific Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the programme are expected to know and be able to perform or attain by the time of graduation. PSOs are also a function of the various course combinations offered by the Institute.

9 Graduate Attributes (GAs): Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

10 Course Outcomes (COs): A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

11 Rubric (Assessment Rubric): A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

12 Assessment: It is the process of collecting, recording, scoring, describing and interpreting information about learning.

13 Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aims to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

14 Outcome-based assessments (OBA): Outcome-based assessment focuses on evaluating whether students have achieved specific, pre-defined learning outcomes. It's an approach

where the assessment process is directly aligned with the intended knowledge, skills, and abilities that students should acquire by the end of a learning experience.

MBA PROGRAMME FOCUS:

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs):

- 1. PEO1:** Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with 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 and innovation, integrity and sensitivity to local and global issues of social relevance and earn the trust and respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

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. Critical Problem Solving** - 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 and Creativity**- Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions. Ability to think 'out of the box' and generate solutions to complex problems in unfamiliar contexts; adopt innovative, imaginative, lateral thinking, interpersonal skills and emotional intelligence.
- 4. Digital and Communication Skills** - 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 and leadership skills for founding, leading and 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 and act with integrity.

10. Autonomy, Responsibility, and Accountability - Ability to apply knowledge, understanding, and/or skills; work independently, identify appropriate resources required for a task, and manage a task through to completion; exercise responsibility and demonstrate accountability in applying knowledge and/or skills in work and/or learning contexts, including ensuring safety and security at workplaces.

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 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 and 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] DATA SCIENCE and BUSINESS ANALYTICS

PSO DSBA1: 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 DSBA2: 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 DSBA3: 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 DSBA4: 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.

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 and Innovation

GA4: Research Aptitude and Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT and Digital Literacy

GA7: Entrepreneurship and Intrapreneurship Orientation

GA8: Cross-functional and Inter-disciplinary Orientation

GA9: Results Orientation

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

GA11: Responsibility and Accountability Orientation

CREDIT STRUCTURE

PG Diploma in Management (PGDM) and PG Degree (MBA) Programme Structure as per NEP-

An academic year is divided into two terms - I and II. Each term has two semesters. Term I shall have SEM I and III, whereas Term II shall have SEM II and IV. In each semester, approximately 15-17 weeks are to be utilized for teaching-learning process and conduct of examinations and evaluation purposes.

Credit Structure- MBA-2 YEAR									
Year	NHEQF's Level	Semester	Credits		RM basket credits			Cumulative credits	Degree award
			Compulsory	Electives	BRM	OJT	DR/MP		
MBA-II	6	Semester III	8	9	-	8	-	25	-
		Semester IV	3	15	-	-	6	24	-
Cumulative Credits for MBA-II year only			11	24	-	8	6	49	-
MBA Lateral Entry (Two semesters of MBA-II year) NHEQF's level- 6.5			11	24	-	8	6	49	MBA (after 4 -Years UG)

- Note:**
1. The students can exit the programme after first year, but student has to take additional 8 Credits of OJT (i.e. On- job Training) of Semester III.
 2. Re-entry to complete the MBA degree, after taking the exit option, will be permissible up to five years from the date of admission to the PG program first year.
 3. Admission rules are applicable as per the competent authority of Government of Maharashtra under which admissions are governed and regulated.
 4. Student must earn 50% of total credits of the program to advance into MBA-II year.

Course Types used:

A "Course" is a component of programme, i.e. in the system; papers/subjects will be referred to as courses. Each course is identified by a course code.

- PCC - Programme Core Course
- PEC - Programme Elective Course
- SCC - Special Core Course
- SEC - Special Elective Course
- RSM - Research Methodology
- PRJ - Project/OJT
- CTS - CivicTech Skills Course

Semester wise credit structure:

Basket	Course Type (Credits)	MBA-II year					
		Sem-III			Sem-IV		
		No. of Courses	Credits/ course	Total Credits	No. of Courses	Credits/ course	Total Credits
BLOCK A- Core Courses	PCC (3 Cr)	1	3	3	-	-	-
	PCC (2 Cr)	1	2	2	-	-	-
	SCC (3 Cr)	1	3	3	1	3	3
	SCC (2 Cr)	-	-	-	-	-	-
BLOCK B- Electives Courses	PEC(3 Cr.)	1	3	3	2	3	6
	PEC (2 Cr)	-	-	-	-	-	-
	SEC (3 Cr.)	2	3	6	3	3	9
	SEC (2 Cr.)	-	-	-	-	-	-
BLOCK C- Research Courses	RSM	-	-	-	-	-	-
	PRJ	1	8	8	1	6	6
Total		7	-	25	7	-	24

BLOCK-D (additional courses) : CivicTech Skills Courses (CTS)- Human Rights (HR), Introduction to Cyber Security (ICS), Skill Development (SD), Introduction to Constitution (ITC).

Semester	Code	Course name
III	R25-MBA-CTS-320	Skill Development-I
III	R25-MBA-CTS-321	Introduction to Constitution
IV	R25-MBA-CTS-420	Skill Development-II

Note: BLOCK-D comprises CivicTech Skills Courses. BLOCK-D courses are self-paced additional and compulsory courses. These courses shall not be considered for vertical progression as well as for the calculation of SGPA and CGPA, but completion of the courses shall be mandatory for the award of degree.

Core courses are the compulsory courses for all the students. Core courses are of two types: Programme Core Course (PCC) & Special Core Course (SCC).

Elective Course: Elective course is a course which can be chosen from a pool of courses. It may be a Programme Elective Course (PEC) course or specialization specific Special Elective Course (SEC).

Note: The College MAY NOT offer an elective course if a minimum of 20% of students are not registered for that elective course.

Massive Open Online Courses (MOOCs): Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation

(2016) or equivalent; following the four-quadrant approach and made available on the SWAYAM/ NPTEL platform of Government of India. Student may select MOOC in consultation with HOD as per rules and regulations approved by Academic council of AVCOE.

Semester wise Total credits and courses summary:

Semester	No. of Courses	Credits	No. of Additional courses (CTS)
Semester-III	7	25	2
Semester-IV	7	24	1
Total	14	49	3

SPECIALIZATIONS

The following specializations shall be offered-

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Data Science & Business Analytics (DSBA)

Note:

1. There is no provision for MAJOR and MINOR Specialization Combination.
2. Specialization shall be chosen in SEM II before commencement of OJT.
3. OJT in Sem III and Masters Project in Sem IV shall be in the area of specialization.
4. College may offer *Only Select* specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
5. *College MAY NOT offer a specialization, if a minimum of 20% of students are not registered for that specialization.*

ASSESSMENT SCHEME:

1 Assessment Scheme for Credit courses:

1.1 Overall assessment distribution (in marks)- A student will be assessed/ evaluated either or in combination of Formative Assessment (FA)/ Internal Evaluation/ Comprehensive Continuous Evaluation (CCE) **and/or** Summative Assessment (SA)/ End Semester Examination (ESE)/ External Evaluation.

Following is the overall assessment distribution in marks throughout programme.

Sem/ Assessment	FA/ CCE	SA/ ESE	Total
Semester -III	350	400	750
Semester-IV	350	350	700
Total	700	750	1450

Note: CivicTech Skills courses of BLOCK-D are not considered for marks or grade calculation.

1.2 Formative Assessment (FA)/ Comprehensive Continuous Evaluation (CCE)/ Internal Evaluation-

The course teacher shall prepare the scheme of FA/CCE before commencement of the semester. There shall be three FA/CCE item for a course-

- CCE1: 20 marks on Unit 1& Unit 2
- CCE2: 20 marks on Unit 3 & Unit 4
- CCE3: 10 marks on Unit 5

Theory courses-

- Three components to be used suitably, not to repeat- **Any two from Group A,B,C,D and any one from Group E,F**
- Faculty may choose components totaling 50 marks, depending on the course nature.

Group	Component	Indicative Description	Marks
A	Case analysis	Application-based analysis on business situations	20
B	Class Test/ Open Book Test	Short assessments to test conceptual clarity	20
C	Digital Presentations (PPT)/ Digital assignments	Individual or group digital work on specific topic	20
D	Report writing of Survey/ Field visit/ Activity	Experiential learning and behavioral assessment	20
E	Library based written assessment	Individual or group written work on specific topic	10
F	Viva-Voce/ Role play/ Group discussion	Oral presentation on applied managerial topics	10

Note: In extreme cases for a subject, if faculty judge that above combination modification is required, in that case faculty must consult and take approval from Academic Coordinator and Head of the Department before finalizing the combination.

Project based courses-

Subject Code	Subject name	Total CCE marks	CCE components
207	Desk Research	50	1)Presentation - 20 Marks 2)Internal Viva-Voce- 30 Marks
303	On the Job Training	100	1)Presentation - 30 marks 2)Quality of report- 20 marks 3)Internal Viva-voce- 50 marks
405	Masters Project	50	1)Presentation - 20 Marks 2)Internal Viva-Voce- 30 Marks

1.3 Summative Assessment (SA) / End Semester Examination (ESE)/ External Evaluation -

1. The SA/ESE shall have 5 questions each of 10 marks. **(Total 50 Marks)**
2. All questions shall be compulsory with internal options within the question.

The broad structure of the SA/ESE question paper shall be as follows:

Question No.	Cognitive Abilities Evaluated	Nature
Q.1	Remembering	Answer any 5 out of 8 (2 marks each)
Q.2	Understanding	Answer any 2 out of 3 (5 marks each)
Q.3	Applying	Answer 3 (a) or 3 (b) (10 marks)
Q.4	Analysing	Answer 4 (a) or 4 (b) (10 marks)
Q.5	Evaluating	Answer 5 (a) or 5 (b) (10 marks)
	Creating	

Project based courses-

Subject Code	Subject name	Total ESE marks	CCE components
207	Desk Research	50	1)Presentation - 20 Marks 2)External Viva-Voce- 30 Marks
303	On the Job Training	100	1)Presentation - 30 marks 2)External Viva-voce- 70 marks
405	Masters Project	50	1)Presentation - 20 Marks 2)External Viva-Voce- 30 Marks

Passing Standards-

1. A student shall be said to have earned the assigned credits for a course if he/she earns minimum 40% marks. A student shall be said passed with any grade (other than F, Ab, FX, IC) in CTS course, if he/she earns minimum 40% marks.
2. FA/CCE and SA/ESE shall be separate heads of passing (minimum 40% marks each).

Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme in 4 years from the admission year. The candidates shall complete the MBA Programme in 4 years from the admission year.

Attendance: The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The HOD/ Principal hold rights to decide the condonation.

ANNEXURES-

Annexure-I : List of courses offered in each semester

Annexure-II: List of courses offered under each specialization

ANNEXURE - I**LIST OF COURSES OFFERED IN EACH SEMESTER**

Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Programme Core Course						
Compulsory	R25-MBA-PCC-301	Strategic Management	3	50	50	100
Compulsory	R25-MBA-PCC-302	Life and legacy of Chhatrapati Shivaji Maharaj	2	00	50	50
Project/OJT Course						
Compulsory	R25-MBA-PRJ-303	On the Job Training	8	100	100	200
Programme Elective Course (any ONE)						
Elective	R25-MBA-PEC-304	Business Analytics	3	50	50	100
Elective	R25-MBA-PEC-305	Digital Business	3	50	50	100
Elective	R25-MBA-PEC-306	International Business Management	3	50	50	100
Special Core course -Specialization specific						
Compulsory	-	Special Core course	3	50	50	100
Special Elective course -Specialization specific (any TWO)						
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Semester III Total			07	25	350	400
CivicTech Skills Course (Additional courses)						
Compulsory	R25-MBA-CTS-320	Skill Development-I	-	-	-	-
Compulsory	R25-MBA-CTS-321	Introduction to Constitution	-	-	-	-

Semester IV						
Type	Code	Course	Cr.	CCE	ESE	Marks
Programme Elective Course (any TWO)						
Elective	R25-MBA-PEC-401	Business Ethics and Governance	3	50	50	100
Elective	R25-MBA-PEC-402	CSR and Sustainability	3	50	50	100
Elective	R25-MBA-PEC-403	Current Trends in Management	3	50	50	100
Elective	R25-MBA-PEC-404	Enterprise Performance Management	3	50	50	100
Project/OJT Course						
Compulsory	R25-MBA-PRJ-405	Masters Project	6	50	50	100
Special Core course -Specialization specific						
Compulsory	-	Special Core course	3	50	50	100
Special Elective course -Specialization specific (any THREE)						
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Elective	-	Special Elective course	3	50	50	100
Semester IV Total			07	24	350	350
CivicTech Skills Course (Additional course)						
Compulsory	R25-MBA-CTS-420	Skill Development-I	-	-	-	-

ANNEXURE - II

LIST OF COURSES OFFERED UNDER EACH SPECIALIZATION

MARKETING MANAGEMENT (MKT)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307MKT	Services Marketing	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308MKT	Consumer Behaviour	3	50	50	100
Elective	R25-MBA-SEC-309MKT	Industrial Marketing	3	50	50	100
Elective	R25-MBA-SEC-310MKT	Product and Brand Management	3	50	50	100
Elective	R25-MBA-SEC-311MKT	Customer Relationship Management	3	50	50	100
			03	09	150	150
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406MKT	Marketing Strategy	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407MKT	Sales and Distribution Management	3	50	50	100
Elective	R25-MBA-SEC-408MKT	Marketing Analytics	3	50	50	100
Elective	R25-MBA-SEC-409MKT	International Marketing	3	50	50	100
Elective	R25-MBA-SEC-410MKT	Marketing 6.0	3	50	50	100
Elective	R25-MBA-SEC-411MKT	Digital Marketing	3	50	50	100
			04	12	200	200
Specialization Total			07	21	350	350

FINANCIAL MANAGEMENT (FIN)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307FIN	Advanced Financial Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308FIN	Financial Markets and Banking Operations	3	50	50	100
Elective	R25-MBA-SEC-309FIN	Personal Financial Planning	3	50	50	100
Elective	R25-MBA-SEC-310FIN	Digital Banking	3	50	50	100
Elective	R25-MBA-SEC-311FIN	Basics of Fintech	3	50	50	100
			03	09	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406FIN	International Finance	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407FIN	Goods and Services Tax	3	50	50	100
Elective	R25-MBA-SEC-408FIN	Direct Taxation	3	50	50	100
Elective	R25-MBA-SEC-409FIN	Financial Modeling with Excel	3	50	50	100
Elective	R25-MBA-SEC-410FIN	Strategic Cost Management	3	50	50	100
Elective	R25-MBA-SEC-411FIN	Rural and Micro Finance	3	50	50	100
			04	12	200	400
Specialization Total			07	21	350	700

HUMAN RESOURCE MANAGEMENT (HRM)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307HRM	Strategic Human Resource Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308HRM	HR Operations	3	50	50	100
Elective	R25-MBA-SEC-309HRM	Competency Based HRM	3	50	50	100
Elective	R25-MBA-SEC-310HRM	HR Analytics	3	50	50	100
Elective	R25-MBA-SEC-311HRM	Labour Welfare and Employee Well-being	3	50	50	100
		03	09	150	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406HRM	Employee Relations and Labour Legislations	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407HRM	Organizational Diagnosis and Development	3	50	50	100
Elective	R25-MBA-SEC-408HRM	Compensation and Reward Management	3	50	50	100
Elective	R25-MBA-SEC-409HRM	Performance Management Systems	3	50	50	100
Elective	R25-MBA-SEC-410HRM	HR Policy Design and Governance	3	50	50	100
Elective	R25-MBA-SEC-411HRM	Employee Engagement and Development	3	50	50	100
		04	12	200	200	400
Specialization Total			07	21	350	700

OPERATIONS AND SUPPLY CHAIN MANAGEMENT (OSCM)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307OSCM	Facilities Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308OSCM	Quality Management	3	50	50	100
Elective	R25-MBA-SEC-309OSCM	Logistics Management	3	50	50	100
Elective	R25-MBA-SEC-310OSCM	Industry 4.0	3	50	50	100
Elective	R25-MBA-SEC-311OSCM	Supply Chain Management	3	50	50	100
Total of Sem III			03	09	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406OSCM	Quality Manufacturing Standards	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407OSCM	Production Planning and Control	3	50	50	100
Elective	R25-MBA-SEC-408OSCM	Services Operations Management	3	50	50	100
Elective	R25-MBA-SEC-409OSCM	Manufacturing Resources Planning	3	50	50	100
Elective	R25-MBA-SEC-410OSCM	Productivity Management	3	50	50	100
Elective	R25-MBA-SEC-411OSCM	Inventory Control Management	3	50	50	100
			04	12	200	400
Specialization Total			07	21	350	700

DATA SCIENCE AND BUSINESS ANALYTICS (DSBA)						
Specialization Courses						
Semester III						
Type	Code	Course	Cr.	CCE	ESE	Marks
Special Core course						
Compulsory	R25-MBA-SCC-307DSBA	Software Project Management	3	50	50	100
Special Elective course (any TWO)						
Elective	R25-MBA-SEC-308DSBA	Business Intelligence	3	50	50	100
Elective	R25-MBA-SEC-309DSBA	Excel for Data Science	3	50	50	100
Elective	R25-MBA-SEC-310DSBA	Data Visualization Lab	3	50	50	100
Elective	R25-MBA-SEC-311DSBA	Machine Learning	3	50	50	100
			03	09	150	150
			09	150	150	300
Semester IV						
Special Core course						
Compulsory	R25-MBA-SCC-406DSBA	Big Data Analytics	3	50	50	100
Special Elective course (any THREE)						
Elective	R25-MBA-SEC-407DSBA	Data Mining	3	50	50	100
Elective	R25-MBA-SEC-408DSBA	Financial Analytics	3	50	50	100
Elective	R25-MBA-SEC-409DSBA	Business Analytics using Python	3	50	50	100
Elective	R25-MBA-SEC-410DSBA	AI for Business	3	50	50	100
Elective	R25-MBA-SEC-411DSBA	Application of Blockchain Technology	3	50	50	100
			04	12	200	200
			12	200	200	400
Specialization Total			07	21	350	350
			21	350	350	700