**Master of Business Administration (MBA)**

**Curriculum under NEP, 2020**

***(Effective from Session, 2025)***

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**Department of Management Studies  
University of Kashmir**

**MBA**

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| **Semester: MBA 1st** | | | | | | | | | | | | |
| **Core Papers** | | **Title** | | **Paper Category** | | | **Hours /Week** | | | | **Credits** | |
|  | |  | | L | T | P | |
| MBAGCMO125 | | Management and Organizational Behavior | | Core  Core  Core  Core | | | 4  4  4  4 | -  -  -  - | -  -  -  - | | 4  4  4  4 | |
| MBAGCAM125  MBAGCQM125  MBAGCBE125 | | Accounting for Managers  Quantitative Methods in Management  Business Economics | |
| **Discipline Centric Electives (DCE)** | | | **Note: All the candidates are required to opt three courses from Discipline Centric Electives (DCE).** | | | | | | | | | |
| MBAGDBC125  MBADGEX125  MBAGDBL125  MBAGDBE125  MBAGDSD125  MBAGDWL125 | | | Business Ethics and Corporate Governance  Data Analysis using Excel  Business Law  Business Environment  Soft Skill Development  Work Life Balance | DCE  DCE  DCE  DCE  DCE  DCE | | | 3  2  3  3  3  3 | -  -  -  -  -  - | -  1  -  -  -  - | | 3  3  3  3  3  3 | |
| **Semester: MBA 2nd** | | | | | | | | | | | | |
| **Course Code** | **Title** | | | **Paper Category** | | **Hours /Week** | | | | | | **Credits** |
| **L** | | **T** | | **P** | |
| MBAGCMM225  MBAGCHR225  MBAGCMF225  MBAGCRM225 | Marketing Management  Human Resource Management  Managerial Finance  Research Methodology | | | Core  Core  Core  Core | | 4  4  4  4 | | -  -  -  - | | -  -  -  - | | 4  4  4  4 |
| **Discipline Centric Electives (DCE)** | **Note: All the candidates are required to opt three courses from Discipline Centric Electives (DCE)** | | | | | | | | | | | |
| MBAGDPO225  MBAGDED225  MBAGDDS225  MBAGDPA225  MBAGDLN225  MBAGDWF225 | Production and Operations Management  Entrepreneurship Development  Decision Support System  Public Administration  Leadership and Negotiation Skills  Women Financial Wellbeing | | | | DCE  DCE  DCE  DCE  DCE  DCE | | 3  3  2  3  3  3 | -  -  -  -  -  - | | -  -  1  -  -  - | | 3  3  3  3  3  3 |

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| **Semester: MBA 3rd** | | | | | | | | |
| **Note: In this semester, it is mandatory for all the students to choose any two specializations out of offered five specializations. In addition to general core course and core course from each chosen specialization, students shall have to opt for two DCE courses from each area of their specialisations.** | | | | | | | | |
| **Course Code** | **Title** | **Paper Category** | | | **Hours /Week** | | | **Credits** |
| **L** | **T** | **P** |
| MBAGCSM325 | Strategic Management | **Core** | | | 3 | - | - | 4 |
| **1.Marketing Specialization** | | | | | | | | |
| MBAGCMS325 MBAGDIM325 MBAGDMA325 MBAGDBM325 MBAGDEM325  MBAGDRM325  MBAGDCB325 | Marketing of Services  International Marketing  Marketing Analytics  Business Marketing  E Marketing  Rural Marketing  Consumer Behavior | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | | 4  3  3  3  33  3  3 | | -  -  -  -  -  -  - | -  -  -  -  -  -  - | 4  3  3  3  3  3  3 |
| **2. Finance Specialization** | | | | | | | | |
| MBAGCSA325 MBAGDIF325 MBAGDWC325 MBAGDFE325 MBAGDSB325 MBAGDBF325 MBAGDFA325 | Security Analysis and Portfolio Management  Indian Financial System  Working Capital Management  Financial Econometrics  Social Banking and Micro Finance  Behavioral Finance  Financial Analytics | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | | 4  3  3  3  33  3 | | -  -  -  -  -  -  - | -  -  -  -  -  -  - | 4  3  3  3  3  3  3 |
| **3. Human Resources Management Specialization** | | | | | | | | |
| MBAGCHR325 MBAGDMI325 MBAGDHR325 MBAGDMG325 MBAGDOP325 MBAGDTD325 MBAGDCM325 | Human Resources Development: Strategies and Systems  Management of Industrial relations  HR Analytics  Managing Interpersonal relations and Group Dynamics  Organisational Psychology  Training and Development  Compensation Management | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | 4  3  3  3  3  3  3 | | | -  -  -  -  -  -  - | -  -  -  -  -  -  - | 4  3  3  3  3  3  3 |
| **4. Production and Operations Management Specialization** | | | | | | | | |
| MBAGCSO325 MBAGDPP325 MBAGDPM325 MBAGDGP325 MBAGDTI325 MBAGDBP325 MBAGDAO325 | Service Operations Management  Production Planning and Control  Purchasing and Materials Management  Goal Programming in Management  Technology Innovation and Product Development  Business Process Reengineering  Applied Operations Research | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | 4  3  3  3  3  3  3 | | | -  -  -  -  -  -  - | -  -  -  -  -  -  - | 4  3  3  3  3  3  3 |
| **5. Data Analytics and Artificial Intelligence Specialization** | | | | | | | | |
| MBAGCDA325  MBAGDAD325 MBAGDKM325 MBAGDML325 MBAGDAI325 MBAGDGI325 MBAGDER325 | Business Data Analytics  Advanced Data Base Management Systems  Knowledge Management  Machine Learning Systems  AI and Deep Learning  Geographical Information Systems  Enterprise Resource Planning | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | 2  2  2  2  2  2  2 | | | -  -  -  -  -  -  - | 2  1  1  1  1  1  1 | 4  3  3  3  3  3  3 |

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| **Semester: MBA 4th** | | | | | | | | |
| **Note-In this semester in addition to ’Internship and Training Project’, general core course and specialization core courses, all students shall have to opt for four DCEs two from each chosen area of specialization.** | | | | | | | | |
| **Course Code** | **Title** | **Paper Category** | | **Hours /Week** | | | | **Credits** |
| **L** | **T** | **P** | |
| MBAGIIP425 | Internship and Training Project | Internship | | - | - | 6 | | 6 |
| MBAGCRP425 | Research Publications and Ethics | Core | | 4 | - | - | | 4 |
| **1.Marketing Specialization** | | | | | | | | |
| MBAGCSD425 MBAGDSM425 MBAGDAB425 MBAGDRM425 MBAGDME425 MBAGDSC425 MBAGDCR425 | Sales and Distribution Management  Strategic Marketing  Advertising and Brand Management  Retail Management  Marketing Engineering  Supply Chain Management  Customer Relationship Management | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | | 4  3  3  3  3  3  3 | -  -  -  -  -  -  - | | -  -  -  -  -  -  - | 4  3  3  3  3  3  3 |
| **2. Finance Specialization** | | | | | | | | |
| MBAGCPA425  MBAGDFR425 MBAGDCT425 MBAGDFT425 MBAGDMC425 MBAGDFD425 MBAGDCV425 | Project Appraisal, Finance and Management  Financial Risk Management  Corporate Tax Planning and Management  Fintech  Management Control System  Financial Derivatives  Corporate Valuation and Restructuring | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | | 4  3  3  2  3  3  3 | -  -  -  -  -  -  - | | -  -  -  1  -  -  - | 4  3  3  3  3  3  3 |
| **3. Human Resources Management Specialization** | | | | | | | | |
| MBAGCCC425 MBAGDOE425 MBAGDSH425 MBAGDML425 MBAGDHR425 MBAGDSM425 MBAGDTM425 | Cross Cultural Management  Organization Effectiveness, Change and Development  Strategic Human Resource Management  Management of Learning Organizations  Human Resource Information System  Stress Management  Talent Management | | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | 4  3  3  3  3  3  3 | -  -  -  -  -  -  - | | -  -  -  -  -  -  - | 4  3  3  3  3  3  3 |
| **4. Production and Operations Management Specialization** | | | | | | | | |
| MBAGCLM425 MBAGDMC425 MBAGDTQ425 MBAGDWC425 MBAGDVE425 MBAGDBO425 MBAGDCC425 | Logistics Management  Multi Criteria decision Making  TQM and Core Process Re-enginering  World Class Manufacturing  Value Engineering  Behavioral Operations Management  Competition and co-operation in Business Ecosystems | | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | 4  3  3  3  3  3  3 | -  -  -  -  -  -  - | | -  -  -  -  -  -  - | 4  3  3  3  3  3  3 |
| **5. Data Analytics and Artificial Intelligence Specialization** | | | | | | | | |
| MBAGCDW425 MBAGDBD425 MBAGDPE425 MBAGDSA425 MBAGDBI425 MBAGDEB425 MBAGDAA425 | Data Warehousing and Data Mining  Python for Data Analytics  Prompt Engineering  System Analysis and Design  Business Intelligence  E Business  Accounting Analytics | | **Core**  DCE  DCE  DCE  DCE  DCE  DCE | 2  2  2  2  2  2  2 | -  -  -  -  -  -  - | | 2  1  1  1  1  1  1 | 4  3  3  3  3  3  3 |