**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  | CoreCoreCoreCore | 4444 | ---- | ---- | 4444 |
| MBAGCAM125MBAGCQM125MBAGCBE125 | Accounting for ManagersQuantitative Methods in ManagementBusiness Economics |
| **Discipline Centric Electives (DCE)** | **Note: All the candidates are required to opt three courses from Discipline Centric Electives (DCE).** |
| MBAGDBC125MBADGEX125MBAGDBL125MBAGDBE125MBAGDSD125MBAGDWL125 | Business Ethics and Corporate GovernanceData Analysis using Excel Business LawBusiness EnvironmentSoft Skill DevelopmentWork Life Balance | DCEDCEDCEDCEDCEDCE | 323333 | ------ | -1---- | 333333 |
| **Semester: MBA 2nd** |
| **Course Code** | **Title** | **Paper Category** | **Hours /Week** | **Credits** |
| **L** | **T** |  **P** |
| MBAGCMM225MBAGCHR225MBAGCMF225MBAGCRM225 | Marketing ManagementHuman Resource ManagementManagerial FinanceResearch Methodology | CoreCoreCoreCore | 4444 | ---- | ---- | 4444 |
| **Discipline Centric Electives (DCE)** | **Note: All the candidates are required to opt three courses from Discipline Centric Electives (DCE)**  |
| MBAGDPO225MBAGDED225MBAGDDS225MBAGDPA225MBAGDLN225MBAGDWF225 | Production and Operations ManagementEntrepreneurship DevelopmentDecision Support SystemPublic AdministrationLeadership and Negotiation SkillsWomen Financial Wellbeing |  DCEDCEDCEDCEDCEDCE | 332333 | ------ | --1--- | 333333 |

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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** |
| MBAGCMS325MBAGDIM325MBAGDMA325MBAGDBM325MBAGDEM325MBAGDRM325MBAGDCB325 | Marketing of ServicesInternational MarketingMarketing AnalyticsBusiness Marketing E MarketingRural MarketingConsumer Behavior | **Core**DCEDCEDCEDCEDCEDCE | 43333333 | ------- | ------- | 4333333 |
| **2. Finance Specialization** |
| MBAGCSA325MBAGDIF325MBAGDWC325MBAGDFE325MBAGDSB325 MBAGDBF325MBAGDFA325 | Security Analysis and Portfolio ManagementIndian Financial SystemWorking Capital ManagementFinancial EconometricsSocial Banking and Micro FinanceBehavioral FinanceFinancial Analytics | **Core**DCEDCEDCEDCEDCEDCE | 4333333 | ------- | ------- | 4333333 |
| **3. Human Resources Management Specialization** |
| MBAGCHR325MBAGDMI325MBAGDHR325MBAGDMG325MBAGDOP325MBAGDTD325MBAGDCM325 | Human Resources Development: Strategies and SystemsManagement of Industrial relationsHR Analytics Managing Interpersonal relations and Group Dynamics Organisational Psychology Training and DevelopmentCompensation Management | **Core**DCEDCEDCEDCEDCEDCE | 4333333 | ------- | ------- | 4333333 |
| **4. Production and Operations Management Specialization** |
| MBAGCSO325MBAGDPP325MBAGDPM325MBAGDGP325MBAGDTI325MBAGDBP325MBAGDAO325 | Service Operations Management Production Planning and Control Purchasing and Materials Management Goal Programming in ManagementTechnology Innovation and Product Development Business Process Reengineering Applied Operations Research | **Core**DCEDCEDCEDCEDCEDCE | 4333333 | ------- | ------- | 4333333 |
| **5. Data Analytics and Artificial Intelligence Specialization** |
| MBAGCDA325MBAGDAD325MBAGDKM325MBAGDML325MBAGDAI325MBAGDGI325MBAGDER325 | Business Data Analytics Advanced Data Base Management SystemsKnowledge ManagementMachine Learning Systems AI and Deep LearningGeographical Information Systems Enterprise Resource Planning | **Core**DCEDCEDCEDCEDCEDCE | 2222222 | ------- | 2111111 | 4333333 |

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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** |
| MBAGCSD425MBAGDSM425MBAGDAB425MBAGDRM425MBAGDME425MBAGDSC425MBAGDCR425 | Sales and Distribution Management Strategic MarketingAdvertising and Brand ManagementRetail ManagementMarketing Engineering Supply Chain Management Customer Relationship Management  | **Core**DCEDCEDCEDCEDCEDCE | 4333333 | ------- | ------- | 4333333 |
| **2. Finance Specialization**  |
| MBAGCPA425MBAGDFR425MBAGDCT425MBAGDFT425MBAGDMC425MBAGDFD425MBAGDCV425 | Project Appraisal, Finance and ManagementFinancial Risk ManagementCorporate Tax Planning and ManagementFintechManagement Control System Financial DerivativesCorporate Valuation and Restructuring | **Core**DCEDCEDCEDCEDCEDCE | 4332333 | ------- | ---1--- | 4333333 |
| **3. Human Resources Management Specialization** |
| MBAGCCC425MBAGDOE425MBAGDSH425MBAGDML425MBAGDHR425MBAGDSM425MBAGDTM425 | Cross Cultural Management Organization Effectiveness, Change and Development Strategic Human Resource Management Management of Learning OrganizationsHuman Resource Information System Stress ManagementTalent Management | **Core**DCEDCEDCEDCEDCEDCE | 4333333 | ------- | ------- | 4333333 |
| **4. Production and Operations Management Specialization** |
| MBAGCLM425MBAGDMC425MBAGDTQ425MBAGDWC425MBAGDVE425MBAGDBO425MBAGDCC425 | Logistics ManagementMulti Criteria decision MakingTQM and Core Process Re-engineringWorld Class ManufacturingValue EngineeringBehavioral Operations ManagementCompetition and co-operation in Business Ecosystems | **Core**DCEDCEDCEDCEDCEDCE | 4333333 | ------- | ------- | 4333333 |
| **5. Data Analytics and Artificial Intelligence Specialization** |
| MBAGCDW425MBAGDBD425MBAGDPE425MBAGDSA425MBAGDBI425MBAGDEB425MBAGDAA425 | Data Warehousing and Data MiningPython for Data AnalyticsPrompt EngineeringSystem Analysis and DesignBusiness IntelligenceE BusinessAccounting Analytics | **Core**DCEDCEDCEDCEDCEDCE | 2222222 | ------- | 2111111 | 4333333 |