



SARDAR PATEL UNIVERSITY

NAAC 'A' Grade (10-01-2023 To 09-01-2028)

Vallabh Vidyanagar

Gujarat

Academic Program Structure

&

Curriculum

(Aligned with NEP-2020)

Master of Business Administration (MBA)

NHEQF Level: 6.5

Entry NHEQF Level	:	6.5
Duration	:	Two Years (Four Semesters)
Total Courses	:	27
Total Learning Hours	:	3050
Total Credits	:	102
Total Marks	:	2550

Graduate Attribute : Upon successful completion of the programme, graduates are expected to attain the following Graduate Attributes:

GA No.	Graduate Attribute Name	Graduate Attribute Description
GA1	Management Knowledge Proficiency	Demonstrate sound knowledge of management principles, theories, and practices relevant to business and organizational contexts.
GA2	Analytical & Quantitative Skills	Apply analytical and quantitative techniques to solve complex business and managerial problems with critical judgement and responsibility.
GA3	Strategic & Critical Thinking	Exhibit critical thinking and strategic decision-making abilities based on data-driven and situational analysis while considering ethical implications.
GA4	Effective Business Communication	Communicate effectively in oral, written, and digital forms with diverse internal and external stakeholders with clarity, empathy, and professional integrity.
GA5	Leadership & Team Effectiveness	Display leadership skills and work collaboratively in multidisciplinary and multicultural teams with accountability, ethical responsibility, and respect for diverse perspectives.
GA6	Innovation & Entrepreneurial Mindset	Foster innovative thinking and entrepreneurial capabilities to create value and manage organizational change in a socially responsible manner.
GA7	Functional Area Competence	Apply contemporary management tools and techniques across functional areas such as finance, marketing, HR, and operations with integrative understanding and ethical consideration.
GA8	Global & Environmental Awareness	Understand and respond to global, economic, legal, and socio-cultural factors influencing business environments with sensitivity to sustainability and inclusiveness.
GA9	Research & Analytical Inquiry	Conduct advance research using appropriate methodologies to analyze management issues and propose viable solutions ensuring ethical research practices.
GA10	Social Responsibility & Sustainability	Practice socially responsible and sustainable approaches in business operations and decision-making.
GA11	Digital & Technological	Use business analytics tools, information systems, and emerging technologies effectively for managerial planning and control with responsibility, critical judgement, and ethical

GA No.	Graduate Attribute Name	Graduate Attribute Description
	Proficiency	awareness.
GA12	Lifelong Learning Orientation	Engage in continuous learning and professional development to remain relevant in the evolving business landscape with self-motivation and adaptability.
GA13	Ethical & Professional Responsibility	Demonstrate ethical reasoning, integrity, and professional conduct in managerial decision-making.
GA14	Adaptability & Resilience	Exhibit flexibility and resilience in dynamic, uncertain, and competitive business environments while maintaining a positive and responsible attitude.

Programme Educational Objectives (PEOs) – MBA Programme

Within 3–5 years of graduation, MBA graduates are expected to achieve the following Programme Educational Objectives:

PEO1: Graduates will establish successful careers in business, industry, entrepreneurship, or public and private organizations by applying sound management knowledge and professional skills.

PEO2: Graduates will assume leadership and managerial roles, effectively leading teams and managing organizational resources to achieve strategic objectives.

PEO3: Graduates will demonstrate ethical values, social responsibility, and sustainability consciousness in professional and managerial decision-making.

PEO4: Graduates will create, innovate, and manage new ventures or contribute to organizational growth through entrepreneurial thinking and innovative practices.

PEO5: Graduates will engage in continuous learning, skill enhancement, and professional development to adapt to evolving business environments and emerging technologies.

Programme Learning Outcomes (PLOs) – MBA Programme

PLO No.	Programme Learning Outcome
PLO1	Explain fundamental concepts, theories, and frameworks of management and business administration with clarity and contextual understanding.
PLO2	Apply management principles and functional knowledge to routine and non-routine business situations with professional judgement and responsibility.
PLO3	Use quantitative, statistical, and analytical tools to support managerial decision-making with accuracy, critical thinking, and ethical consideration.
PLO4	Analyze organizational problems using financial, marketing, operational, and human resource perspectives to develop responsible and practical solutions.
PLO5	Examine the impact of economic, legal, technological, and socio-cultural factors on business operations with sensitivity to global and societal implications.
PLO6	Evaluate alternative business strategies and solutions using logical reasoning and data-based evidence with accountability for outcomes.
PLO7	Assess ethical, social, and sustainability implications of managerial decisions demonstrating integrity and social responsibility.
PLO8	Design innovative and entrepreneurial solutions for organizational growth and competitiveness with sustainability orientation and value creation.
PLO9	Demonstrate effective written, oral, and digital communication in professional and managerial contexts with clarity, empathy, and professionalism.
PLO10	Work effectively as a team member or leader to achieve organizational goals with collaboration, respect for diversity, and accountability.
PLO11	Interpret research data and findings to address management-related problems ensuring validity, reliability, and ethical research practices.
PLO12	Develop evidence-based managerial reports, business plans, or project proposals with practical relevance and professional standards.
PLO13	Use digital tools and emerging technologies to improve managerial planning, control, and decision-making with critical judgement, responsibility, and ethical awareness.

Programme Specific Outcomes (PSO) – Marketing Specialization

PSO–M1: Consumer & Market Insight Competence

Graduates will be able to analyze consumer behavior, psychological drivers, cultural influences, and buying patterns to develop segmentation, targeting, and positioning (STP) strategies with ethical sensitivity and respect for consumer rights.

PSO–M2: Integrated Marketing Communication & Brand Strategy

Graduates will design and evaluate advertising campaigns, brand communication strategies, and integrated marketing communication (IMC) programs using creative and analytical approaches ensuring ethical messaging and social responsibility.

PSO–M3: Digital & Analytical Marketing Capability

Graduates will apply digital marketing tools, marketing analytics, SEO/SEM, social media metrics, and performance dashboards to optimize customer acquisition, engagement, and retention **[with responsible data usage, privacy protection, and ethical considerations]**.

PSO–M4: Sales, Service & Channel Management Proficiency

Graduates will develop effective sales strategies, channel management systems, service quality frameworks, and customer relationship management (CRM) practices to enhance customer satisfaction and business performance **with fairness, transparency, and sustainability orientation**.

PSO–M5: Ethical & Sustainable Marketing Decision-Making

Graduates will integrate ethical principles, sustainability considerations, and regulatory compliance into marketing strategy formulation and implementation.

Programme Specific Outcomes (PSO) – Financial Management Specialization

PSO–F1: Financial Statement Analysis & Managerial Finance

Graduates will analyze financial statements, cost structures, and capital budgeting decisions using quantitative and financial management tools to support managerial decision-making with ethical integrity and transparency.

PSO–F2: Investment & Portfolio Management Competence

Graduates will evaluate securities, construct optimal portfolios, and apply risk-return models to maximize investment performance under uncertainty considering ethical investing and sustainability (ESG) principles.

PSO–F3: Financial Markets & Risk Management Expertise

Graduates will assess capital markets, derivatives, and financial instruments to manage financial risks, hedging strategies, and volatility exposure with regulatory compliance and ethical responsibility.

PSO–F4: Corporate Financial Strategy & Value Creation

Graduates will design capital structure decisions, dividend policies, mergers & acquisitions, and restructuring strategies to enhance firm value and shareholder wealth while ensuring long-term sustainability and stakeholder responsibility.

PSO–F5: Ethical, Regulatory & Sustainable Financial Practices

Graduates will ensure compliance with financial regulations, governance norms, ESG principles, and ethical standards in domestic and global financial environments.

Programme Specific Outcomes (PSO) – Human Resource Management Specialization

PSO–HR1: Strategic Human Resource Planning

Graduates will design workforce planning, recruitment, selection, and talent acquisition systems aligned with organizational strategy and competitive requirements ensuring fairness, diversity, and inclusiveness.

PSO–HR2: Performance & Compensation System Design

Graduates will develop and evaluate performance appraisal systems, compensation frameworks, and reward strategies using analytical and evidence-based approaches ensuring equity, transparency, and ethical practices.

PSO–HR3: Learning, Development & Talent Enhancement

Graduates will design training programs, competency development models, and leadership development initiatives to enhance employee capability and organizational effectiveness with a focus on continuous learning and responsible growth.

PSO–HR4: Employee Relations & Organizational Climate Management

Graduates will manage industrial relations, labor laws, conflict resolution, engagement strategies, and change management processes effectively with empathy, ethical conduct, and respect for employee well-being.

PSO–HR5: Ethical, Inclusive & Sustainable HR Practices

Graduates will implement ethical, inclusive, diversity-driven, and socially responsible HR policies aligned with legal compliance and sustainability principles.



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NEP-2020 aligned Curriculum with effect from Academic Year 2026-27

Master of Business Administration

Semester-I

Course Type	Course Code	Course Title	Teaching-Learning Scheme		Credits	Assessment Scheme & Marks				
			L-P-T	Total Notional Hours		Internal Assessment			External Assessment	Total Marks
						FA	SA	Total		
DSC	P2M01NCMBA01	Fundamentals of Management	4-0-2	120	4	20	30	50	50	100
DSC	P2M01NCMBA02	Quantitative Techniques for Management	4-0-2	120	4	20	30	50	50	100
DSC	P2M01NCMBA03	Managerial Economics	4-0-2	120	4	20	30	50	50	100
DSC	P2M01NCMBA04	Managerial Accounting	4-0-2	120	4	20	30	50	50	100
DSC	P2M01NCMBA05	Management Skills Development	4-0-2	120	4	20	30	50	50	100
DSC	P2M01NCMBA06	Indian Values and Organizational Behavior	4-0-2	120	4	20	30	50	50	100
DSC	P2M01NCMBA07	Business Analytics	4-0-2	120	4	20	30	50	50	100
				840	28					700

DSC: Discipline Specific Core **DSE:** Discipline Specific Elective **L:** Lecture **P:** Practical **T:** Tutorial

FA: Formative Assessment **SA:** Summative Assessment



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Semester-II

Course Type	Course Code	Course Title	Teaching-Learning Scheme		Credits	Assessment Scheme & Marks				
			L-P-T	Total Notional Hours		Internal Assessment			External Assessment	Total Marks
						FA	SA	Total		
DSC	P2M02NCMBA01	Operations Management and Decision Science	4-0-2	120	4	20	30	50	50	100
DSC	P2M02NCMBA02	Research Methodology	4-2-2	120	4	20	30	50	50	100
DSC	P2M02NCMBA03	Marketing Management	4-0-2	120	4	20	30	50	50	100
DSC	P2M02NCMBA04	Financial Management	4-0-2	120	4	20	30	50	50	100
DSC	P2M02NCMBA05	Human Resource Management	4-0-2	120	4	20	30	50	50	100
Skill	P2M02NSMBA01	Career Readiness & Professional Communication	0-2-0	60	2	20	30	50	-	50
DSC	P2M02NCMBA06	Global Business Environment	2-0-1	60	2	10	15	25	25	50
DSC	P2M02NCMBA07	Summer Internship	0-4-0	240	4	--	--	--	100	100
				960	28					700

DSC: Discipline Specific Core **DSE:** Discipline Specific Elective **L:** Lecture **P:** Practical **T:** Tutorial
FA: Formative Assessment **SA:** Summative Assessment