

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI.**



**Scheme of Teaching, Examinations and Syllabus**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**(Effective from Academic year 2026 - 27)**

## SCHEME OF TEACHING AND EXAMINATION

### VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

#### Scheme of Teaching and Examinations: 2026- 27

#### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

| I SEMESTER |        |              |                                         |                                  |           |           |         |             |                   |           |           |         |             |
|------------|--------|--------------|-----------------------------------------|----------------------------------|-----------|-----------|---------|-------------|-------------------|-----------|-----------|---------|-------------|
| Sl. No.    | Course | Course Code  | Course Title                            | Teaching & Learning Hours Scheme |           |           |         | Examination |                   |           |           | Credits |             |
|            |        |              |                                         | Theory                           | Practical | Component | TW & SL | Total Hours | Examination hours | CIE Marks | SEM Marks |         | Total Marks |
| 1          | PCC    | 3MBA101      | Management and Organizational Behaviour | 56                               | 00        |           | 64      | 120         | 03                | 50        | 50        | 100     | 04          |
| 2          | PCC    | 3MBA102/3MTM | Accounting for Managers                 | 56                               | 00        |           | 64      | 120         | 03                | 50        | 50        | 100     | 04          |
| 3          | PCC    | 3MBA103      | Managerial Economics                    | 56                               | 00        |           | 64      | 120         | 03                | 50        | 50        | 100     | 04          |
| 4          | PCC    | 3MBA104      | Quantitative Methods                    | 56                               | 00        |           | 64      | 120         | 03                | 50        | 50        | 100     | 04          |
| 5          | PCC    | 3MBA105      | Marketing Management                    | 56                               | 00        |           | 64      | 120         | 03                | 50        | 50        | 100     | 04          |
| 6          | PCC    | 3MBA106      | Managerial Communication                | 42                               | 00        |           | 48      | 90          | 03                | 50        | 50        | 100     | 03          |
| 7          | AEC    | 3MBA107      | Employability Skills                    | -                                | 28        |           | 2       | 30          | 03                | 50        | -         | 50      | 01          |
| 8          | SEC    | 3MBA108      | Application of Business Tools - I       | -                                |           |           |         | 30          | -                 | -         | -         | -       | -           |
| TOTAL      |        |              |                                         |                                  |           |           |         | 750         |                   | 350       | 300       | 650     | 24          |

**Note:** PCC: Professional Core Course, Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 56 hours Teaching – Learning process. AEC: Ability Enhancement Course designed for enhancing student's ability, only CIE marks will be considered for Evaluation and SEC: Skill Enhancement Course shall be Mandatory non credit course (Audit Course). TW&SL –Team Work & Self Learning, TH/S – Total hours per semester

Social Immersion Program through Seminar shall be Mandatory course, the students should identify and study problems faced by the society. The students must submit a report to the respective guides and should give the seminar. This shall be an audit course on lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester.

#### Note:

- Courses has a theory component of 04 hrs (04 credits) or 03hrs (3 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should 04 hrs (04 credits) or 03hrs (3 credits). Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases/Case Centre.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
- The Students and course instructor/s should involve either individually or in groups to interact together to enhance the learning and application skills.
- Practical component**  
Students should interact with industry after regular contact hours (small, medium and large) to understand their problems and study in the form of research/testing/projects and for creative and innovative methods for guidance and to solve the identified problem.
- The students shall**
  - Gain confidence in modeling of management systems.
  - Work on different software/s (tools) to Simulate, analyze and authenticate the output to interpret and conclude.
  - Involve in case studies and field visits/ field work.
  - Accustom with the use of standards/codes etc., to narrow the gap between academia and industry.

All activities should lead to enhancement of students' abilities/skills for employment and/or self-employment opportunity, management skills, statistical analysis, fiscal expertise, etc.

8. Social Immersion Program through Seminar (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students should be assessed internally through seminars during the second semester and it is a credit based mandatory course.

Term work and self learning can include : Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays, MOOCs/NPTEL Courses, Industrial Visit, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.,

## VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

### Scheme of Teaching and Examinations: 2026- 27

#### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

|         |        | II SEMESTER |                                          |                                  |           |      |         |                     |                   |           |           |         |             |
|---------|--------|-------------|------------------------------------------|----------------------------------|-----------|------|---------|---------------------|-------------------|-----------|-----------|---------|-------------|
| Sl. No. | Course | Course Code | Course Title                             | Teaching & Learning Hours scheme |           |      |         | Examination         |                   |           |           | Credits |             |
|         |        |             |                                          | Theory                           | Practical | comp | TW & SL | Total Hours/Session | Duration in hours | CIE Marks | SEE Marks |         | Total Marks |
| 1       | PCC    | 3MBA201     | Human Resource Management                | 56                               | 00        |      | 64      | 120                 | 03                | 50        | 50        | 100     | 4           |
| 2       | PCC    | 3MBA202     | Financial Management                     | 56                               | 00        |      | 64      | 120                 | 03                | 50        | 50        | 100     | 4           |
| 3       | PCC    | 3MBA203     | Research Methodology and IPR             | 56                               | 00        |      | 64      | 120                 | 03                | 50        | 50        | 100     | 4           |
| 4       | PCC    | 3MBA204     | Business Analytics                       | 56                               | 00        |      | 64      | 120                 | 03                | 50        | 50        | 100     | 4           |
| 5       | PCC    | 3MBA205     | Strategic Management                     | 56                               | 00        |      | 64      | 120                 | 03                | 50        | 50        | 100     | 4           |
| 6       | PCC    | 3MBA206     | Entrepreneurship Development             | 42                               | 00        |      | 48      | 90                  | 03                | 50        | 50        | 100     | 3           |
| 7       | AEC    | 3MBA207     | Social Immersion Program through Seminar | -                                | 28        |      | 2       | 30                  | 03                | 50        | -         | 50      | 1           |
| 8       | SEC    | 3MBA208     | Application of Business Tools-II         | -                                |           |      |         | 30                  | -                 | -         | -         | -       | -           |
| TOTAL   |        |             |                                          |                                  |           |      |         | 750                 | 21                | 350       | 300       | 650     | 24          |

#### Note: Note:

**PCC: Professional Core Course, AEC: Ability Enhancement Course and SEC: Skill Enhancement Course.**

**Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.**

**Four credit courses are designed for 56 hours Teaching – Learning process. TW&SL –Team Work & Self Learning, TH/S – Total hours per semester**

SEC: Skill Enhancement Course shall be Mandatory non credit course (Audit Course).

#### Note:

1. Courses has a theory component of 04 hrs (04 credits) or 03hrs(3 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs (04 credits) or 03hrs (3 credits). Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process.

2. 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.

3. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage business cases /Case Centre.

4. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.

5. Practical component: Students should interact with industry after regular contact hours or during holidays and vacations (small, medium and large) to understand their problems and study in the form of research/ testing / projects and for creative and innovative methods for guidance and to solve the identified problem.

6. Internship-3MBA303\* (four weeks) to be carried out by students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.

7. Term work and self learning can include : Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays, MOOCs/NPTEL Courses, Industrial Visit, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.,

# VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

## Scheme of Teaching and Examinations: 2026 - 27

### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

#### III SEMESTER (Core Courses and Dual Specialization Courses)

| Sl. No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Course | Subject Code |           |                 | Teaching & Learning Hours scheme |                     |       |                 | Examination       |            |            |             | Credits   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------|-----------|-----------------|----------------------------------|---------------------|-------|-----------------|-------------------|------------|------------|-------------|-----------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        | Marketing    | Finance   | Human Resources | Theory                           | Practical Component | TW&SL | Total Hours/Sem | Duration in hours | CIE Marks  | SEE Marks  | Total Marks |           |
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PCC*   | 3MBA301*     | 3MBA301*  | 3MBA301*        | 56                               | 00                  | 64    | 120             | 03                | 50         | 50         | 100         | 04        |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PCC*   | 3MBA302*     | 3MBA302*  | 3MBA302*        | 56                               | 00                  | 64    | 120             | 03                | 50         | 50         | 100         | 04        |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PEC    | 3MBAMM313    | 3MBAFM313 | 3MBAHR313       | 56                               | 00                  | 64    | 120             | 03                | 50         | 50         | 100         | 04        |
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PEC    | 3MBAMM314    | 3MBAFM314 | 3MBAHR314       | 56                               | 00                  | 64    | 120             | 03                | 50         | 50         | 100         | 04        |
| 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PEC    | 3MBAMM315    | 3MBAFM315 | 3MBAHR315       | 56                               | 00                  | 64    | 120             | 03                | 50         | 50         | 100         | 04        |
| 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PEC    | 3MBAMM316    | 3MBAFM316 | 3MBAHR316       | 56                               | 00                  | 64    | 120             | 03                | 50         | 50         | 100         | 04        |
| 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PCC*   | 3MBA303*     | 3MBA303*  | 3MBA303*        | -                                |                     |       | 120             | -                 | 50         | 50         | 100         | 04        |
| <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |        |              |           |                 |                                  |                     |       | <b>840</b>      | <b>18</b>         | <b>350</b> | <b>350</b> | <b>700</b>  | <b>28</b> |
| <b>Note: PCC*: Professional Core Course, PEC: Professional Elective Course.</b><br><b>Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 56 hours Teaching – Learning process.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |              |           |                 |                                  |                     |       |                 |                   |            |            |             |           |
| <b>Note:</b> <ol style="list-style-type: none"> <li>Courses has a theory component of 04 hrs (04 credits) or 03hrs(3 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs (04 credits) or 03hrs (3 credits). Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process</li> <li>20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.</li> <li>One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.</li> <li>In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of Dual specialization, the students will be studying 2 core subjects and any 2 subjects in Chosen specializations. For Example 2 core, 2 marketing and 2 HR specialization subjects, etc., Elective courses will be offered only when at least 15% of the total admitted students opt for that specialization.</li> <li>Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.</li> <li>Project Work-3MBA403 (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.</li> <li>Term work and self learning can include : Case Study Analysis, Leadership &amp; Team Building Lab, Group Dynamics Exercises, Role Plays, MOOCs/NPTEL Courses, Industrial Visit, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars &amp; Guest Lectures, Industry Interaction etc.,</li> </ol> |        |              |           |                 |                                  |                     |       |                 |                   |            |            |             |           |

# VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

## Scheme of Teaching and Examinations: 2026 - 27

### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

#### III SEMESTER (Core Courses and Dual Specialization Courses)

| Sl. No. | Course | Subject Code       | Teaching & Learning Hours scheme |                     |       |                 | Examination       |            |            |             | Credits   |
|---------|--------|--------------------|----------------------------------|---------------------|-------|-----------------|-------------------|------------|------------|-------------|-----------|
|         |        | Business Analytics | Theory                           | Practical Component | TW&SL | Total Hours/Sem | Duration in hours | CIE Marks  | SEE Marks  | Total Marks |           |
| 1       | PCC*   | 3MBA301*           | 42                               | 28                  | 50    | 120             | 03                | 50         | 50         | 100         | 04        |
| 2       | PCC*   | 3MBA302*           | 42                               | 28                  | 50    | 120             | 03                | 50         | 50         | 100         | 04        |
| 3       | PEC    | 3MBABA313          | 42                               | 28                  | 50    | 120             | 03                | 50         | 50         | 100         | 04        |
| 4       | PEC    | 3MBABA314          | 42                               | 28                  | 50    | 120             | 03                | 50         | 50         | 100         | 04        |
| 5       | PEC    | 3MBABA315          | 42                               | 28                  | 50    | 120             | 03                | 50         | 50         | 100         | 04        |
| 6       | PEC    | 3MBABA316          | 42                               | 28                  | 50    | 120             | 03                | 50         | 50         | 100         | 04        |
| 7       | PCC*   | 3MBA303*           | -                                |                     |       | 120             | -                 | 50         | 50         | 100         | 04        |
|         |        |                    |                                  |                     |       | <b>840</b>      | <b>18</b>         | <b>350</b> | <b>350</b> | <b>700</b>  | <b>28</b> |

**Note:** PCC\*: Professional Core Course, PEC: Professional Elective Course.

**Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload. Four credit courses are designed for 56 hours Teaching – Learning process. TW&SL –Team Work & Self Learning, TH/S – Total hours per semester**

**Note:**

- Courses has a theory component of 04 hrs (04 credits) or 03hrs(3 credits). Practical and real life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs (04 credits) or 03hrs (3 credits). Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
- In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of Dual specialization, the students will be studying 2 core subjects and any 2 subjects in Chosen specializations. For Example 2 core, 2 marketing and 2 HR specialization subjects, etc., **Elective courses will be offered only when at least 15% of the total admitted students opt for that specialization.**
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
- Project Work-3MBA403 (six weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester.
- Term work and self learning can include : Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays, MOOCs/NPTEL Courses, Industrial Visit, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.,

# VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

## Scheme of Teaching and Examinations – 2026-27

### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

#### III SEMESTER

#### Core Courses

| Subject Code | Title of the Subject                | Subject Code | Title of the Subject                | Subject Code | Title of the Subject                | Subject Code | Title of the Subject                |
|--------------|-------------------------------------|--------------|-------------------------------------|--------------|-------------------------------------|--------------|-------------------------------------|
| 3MBA 301*    | Logistics & Supply Chain Management | 3MBA 301*    | Logistics & Supply Chain Management | 3MBA 301*    | Logistics & Supply Chain Management | 3MBA 301*    | Logistics & Supply Chain Management |
| 3MBA 302*    | International Business              | 3MBA 302*    | International Business              | 3MBA 302*    | International Business              | 3MBA 302*    | International Business              |

#### Specialisation Courses

| Marketing Professional Elective Courses |                    | Finance Professional Elective Courses |                                            | Human Professional Elective Courses |                                     | Business Analytics Professional Elective Courses |                                     |
|-----------------------------------------|--------------------|---------------------------------------|--------------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------------|-------------------------------------|
| 3MBA MM313                              | Consumer Behaviour | 3MBA FM313                            | Tax Management                             | 3MBA HR313                          | Talent Management and Development   | 3MBA BA313                                       | Python for Data Science             |
| 3MBA MM314                              | Sales Management   | 3MBA FM314                            | Investment Analysis & Portfolio Management | 3MBA HR314                          | Industrial Relations & Legislations | 3MBA BA314                                       | EDA & Data Visualization            |
| 3MBA MM315                              | Retail Management  | 3MBA FM315                            | Corporate Finance                          | 3MBA HR315                          | Organizational Change & Development | 3MBA BA315                                       | Business Analytics and Intelligence |
| 3MBA MM316                              | Services Marketing | 3MBA FM316                            | Financial Services                         | 3MBA HR316                          | Compensation & Reward Management    | 3MBA BA316                                       | DBMS                                |
| 3MBA 303*                               | Internship         | 3MBA 303*                             | Internship                                 | 3MBA 303*                           | Internship                          | 3MBA 303*                                        | Internship                          |

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**  
**Scheme of Teaching and Examinations – 2026 - 27**  
**MASTER OF BUSINESS ADMINISTRATION**  
**Choice Based Credit System (CBCS) and Outcome Based Education(OBE)**  
**IV SEMESTER (Core Courses and Dual Specialization)**

| Sl. No       | Course | Subject Code |           |                | Teaching & Learning Hours scheme |                     |       |                |                   |            |            | Examination | Credits   |
|--------------|--------|--------------|-----------|----------------|----------------------------------|---------------------|-------|----------------|-------------------|------------|------------|-------------|-----------|
|              |        | Marketing    | Finance   | Human Resource | Theory                           | Practical Component | TW&SL | Total Hours/Se | Duration in hours | CIE Marks  | SEE Marks  | Total Marks |           |
|              |        |              |           |                |                                  |                     |       |                |                   |            |            |             |           |
| 1            | PCC*   | 3MBA401*     | 3MBA401*  | 3MBA401*       | 42                               | 0                   | 48    | 90             | 03                | 50         | 50         | 100         | 3         |
| 2            | PCC*   | 3MBA402*     | 3MBA402*  | 3MBA402*       | 42                               | 0                   | 48    | 90             | 03                | 50         | 50         | 100         | 3         |
| 3            | PEC    | 3MBAMM413    | 3MBAFM413 | 3MBAHR413      | 42                               | 0                   | 48    | 90             | 03                | 50         | 50         | 100         | 3         |
| 4            | PEC    | 3MBAMM414    | 3MBAFM414 | 3MBAHR414      | 42                               | 0                   | 48    | 90             | 03                | 50         | 50         | 100         | 3         |
| 5            | PEC    | 3MBAMM415    | 3MBAFM415 | 3MBAHR415      | 42                               | 0                   | 48    | 90             | 03                | 50         | 50         | 100         | 3         |
| 6            | PEC    | 3MBAMM416    | 3MBAFM416 | 3MBAHR416      | 42                               | 0                   | 48    | 90             | 03                | 50         | 50         | 100         | 3         |
| 7            | PCC*   | 3MBA403*     | 3MBA403*  | 3MBA403*       | -                                |                     |       | 180            | -                 | 50         | 50         | 100         | 6         |
| <b>Total</b> |        |              |           |                |                                  |                     |       | <b>720</b>     | <b>18</b>         | <b>350</b> | <b>350</b> | <b>700</b>  | <b>24</b> |

**Note:**

**PCC\*: Professional Core Course, PEC: Professional Elective Course.**

**Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only.**

**Three credit courses are designed for 42 hours Teaching – Learning process. TW&SL –Team Work & Self Learning, TH/S – Total hours**

**Note:**

- Each Course has a theory component of 3 hrs. The Time-Table allotment for each course should be 3 hrs.
- 20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.
- In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of Dual specialization, the students will be studying 2 core subjects and any 2 subjects in Chosen specializations. For Example 2 core, 2 marketing and 2 HR specialization subjects, etc,. Elective courses will be offered only when at least 15% of the total admitted students opt for that specialization.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
- Term work and self learning can include : Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays, MOOCs/NPTEL Courses, Industrial Visit, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.,



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**Scheme of Teaching and Examinations – 2026 - 27**  
**MASTER OF BUSINESS ADMINISTRATION**  
**Choice Based Credit System (CBCS) and Outcome Based Education(OBE)**  
**IV SEMESTER (Core Courses and Dual Specialization)**

| Sl. No       | Course | Subject Code       | Teaching & Learning Hours scheme |                     |       |                     | Examination          |            |            |             | Credits   |
|--------------|--------|--------------------|----------------------------------|---------------------|-------|---------------------|----------------------|------------|------------|-------------|-----------|
|              |        | Business Analytics | Theory                           | Practical Component | TW&SL | Total Hours/Se<br>m | Duration in<br>hours | CIE Marks  | SEE Marks  | Total Marks |           |
| 1            | PCC*   | 3MBA401*           | 28                               | 28                  | 34    | 90                  | 03                   | 50         | 50         | 100         | 3         |
| 2            | PCC*   | 3MBA402*           | 28                               | 28                  | 34    | 90                  | 03                   | 50         | 50         | 100         | 3         |
| 3            | PEC    | 3MBABA413          | 28                               | 28                  | 34    | 90                  | 03                   | 50         | 50         | 100         | 3         |
| 4            | PEC    | 3MBABA414          | 28                               | 28                  | 34    | 90                  | 03                   | 50         | 50         | 100         | 3         |
| 5            | PEC    | 3MBABA415          | 28                               | 28                  | 34    | 90                  | 03                   | 50         | 50         | 100         | 3         |
| 6            | PEC    | 3MBABA416          | 28                               | 28                  | 34    | 90                  | 03                   | 50         | 50         | 100         | 3         |
| 7            | PCC*   | 3MBA403*           | -                                |                     |       | 180                 | -                    | 50         | 50         | 100         | 6         |
| <b>Total</b> |        |                    |                                  |                     |       | <b>720</b>          | <b>18</b>            | <b>350</b> | <b>350</b> | <b>700</b>  | <b>24</b> |

**Note:**

**PCC\*: Professional Core Course, PEC: Professional Elective Course.**

**Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only.**

**Three credit courses are designed for 40 hours Teaching – Learning process. TW&SL –Team Work & Self Learning, TH/S –**

**Note:**

1 Each Course has a theory component of 2 hrs and Practical Component of 2 hrs (3credits). The Time-Table allotment for each course should be 4 hrs.

2.20% of marks should be allocated for application oriented questions in the SEE Question Paper, based on practical component.

3.In case of Core specialization, the students will be studying 2 core subjects and 4 specialization subjects in any one stream. Whereas in case of Dual specialization, the students will be studying 2 core subjects and any 2 subjects in Chosen specializations. For Example 2 core, 2 marketing and 2 HR specialization subjects, etc.,

4. Elective courses will be offered only when at least 15% of the total admitted students opt for that specialization.

5.One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.

6.Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

7.Term work and self learning can include : Case Study Analysis, Leadership & Team Building Lab, Group Dynamics Exercises, Role Plays, MOOCs/NPTEL Courses, Industrial Visit, Simulation Exercises, Economic Insight Report, Data-Driven Capstone Projects, Seminars & Guest Lectures, Industry Interaction etc.,



# VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI

## Scheme of Teaching and Examinations – 2024-25

### MASTER OF BUSINESS ADMINISTRATION (MBA)

#### Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

#### IV SEMESTER

#### Core Courses

| Subject Code | Title of the Subject                   | Subject Code | Title of the Subject                   | Subject Code | Title of the Subject                   | Subject Code | Title of the Subject                   |
|--------------|----------------------------------------|--------------|----------------------------------------|--------------|----------------------------------------|--------------|----------------------------------------|
| 3MBA 401*    | Emerging Technologies for Business     | 3MBA 401*    | Emerging Technologies for Business     | 3MBA 401*    | Emerging Technologies for Business     | 3MBA 401*    | Emerging Technologies for Business     |
| 3MBA 402*    | Corporate Governance & Business Ethics | 3MBA 402*    | Corporate Governance & Business Ethics | 3MBA 402*    | Corporate Governance & Business Ethics | 3MBA 402*    | Corporate Governance & Business Ethics |

#### Specialisation Courses

| Marketing Professional Elective Courses |                                    | Finance Professional Elective Courses |                                                 | Human Professional Elective Courses |                                               | Business Analytics Professional Elective Courses |                                       |
|-----------------------------------------|------------------------------------|---------------------------------------|-------------------------------------------------|-------------------------------------|-----------------------------------------------|--------------------------------------------------|---------------------------------------|
| 3MBA MM413                              | Strategic Brand Management         | 3MBA FM413                            | International Financial Management              | 3MBA HR413                          | Personal Growth & Interpersonal Effectiveness | 3MBA BA413                                       | Data Science for Managerial Decisions |
| 3MBA MM414                              | Integrated Marketing Communication | 3MBA FM414                            | Mergers, Acquisitions & Corporate Restructuring | 3MBA HR414                          | International HRM                             | 3MBA BA414                                       | Machine Learning                      |
| 3MBA MM415                              | Digital & Social Media Marketing   | 3MBA FM415                            | Risk Management & Derivatives                   | 3MBA HR415                          | Diversity, Equity and Inclusion               | 3MBA BA415                                       | Introduction to Generative AI         |
| 3MBA MM416                              | B2B Marketing                      | 3MBA FM416                            | Fin Tech                                        | 3MBA HR416                          | HR Technology and Systems                     | 3MBA BA416                                       | Big Data Analytics                    |
| 3MBA 403*                               | Project Report                     | 3MBA 403*                             | Project Report                                  | 3MBA 403*                           | Project Report                                | 3MBA 403*                                        | Project Report                        |