

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/S	Ratio in %	CIE Marks	SEE Marks	Total Marks	
1	PCC	3MBA101	Management and Organizational Behaviour	56	00	64	120	03	50	50	100	04
2	PCC	3MBA102	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	com	TW & SL	Total Hours/Se m	tion in	CIE Marks	SEE 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
Total								840	18	350	350	700	28

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.

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. 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.
4. 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.
5. 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.
6. 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.
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
		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
						840	18	350	350	700	28

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:

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. 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.
8. 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.**
4. 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.
5. 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.
6. 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
Total								720	18	350	350	700	24

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:

1. Each Course has a theory component of 3 hrs. The Time-Table allotment for each course should be 3 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.,. Elective courses will be offered only when at least 15% of the total admitted students opt for that specialization.
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. The format of the report shall be prescribed by the department.
5. 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.
6. 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

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/Session	Duration in 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
Total						720	18	350	350	700	24

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