

आंध्रप्रदेश केंद्रीय विश्वविद्यालय
CENTRAL UNIVERSITY OF ANDHRA PRADESH
Ananthapuramu

Postgraduate Programme Structure
as per the UGC Credit Framework (NEP 2020)



Vidya Dadati Vinayam
(Education Gives Humility)

MBA
Master of Business Administration



Programme Structure
(With effect from AY 2024 - 25)

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About the Programme:

The M.B.A programme at the Central University of Andhra Pradesh for the academic year 2024-25 stands as a pinnacle of post-graduate education, embodying the essence of contemporary business management. Operating under the Choice Based Credit System (CBCS), it champions flexibility and diversity in learning, catering to the individual interests and career aspirations of students and epitomizes a harmonious blend of academic rigor, practical relevance, and experiential learning, poised to empower a new generation of visionary leaders to make a transformative impact in the global business landscape. The programme aims to cultivate critical thinking and problem-solving skills among students, recognising them as indispensable assets in today's dynamic business environment. With an unwavering commitment to excellence, the programme endeavors to forge a seamless synergy between theoretical insights and practical applications, thereby nurturing a cadre of astute business leaders equipped to navigate the complexities of the modern corporate landscape. Through a meticulously crafted curriculum spanning four semesters, students will explore knowledge on a diverse array of subjects encompassing Management, Economics, Statistics, Research Methodology, Entrepreneurship and Business Analytics. This multidisciplinary approach not only broadens their intellectual horizons but also fosters a holistic understanding of contemporary business challenges and opportunities. The programme focuses on experiential learning, with a special emphasis on project work in the final semester. This capstone project serves as a culmination of students' academic journey, providing them with a platform to apply theoretical concepts to real-world scenarios. Through Project presentations and viva-voce, students not only demonstrate their mastery of subject but also hone their communication and presentation skills, essential for success in the professional arena.

Programme Vision

Instill knowledge, skills, and abilities to enrich the qualities of strength, thoughtfulness, and resilience to nurture intellectual curiosity, foster diversity and cultivate a passion for lifelong learning to develop future business leaders and entrepreneurs who can perform globally and can make a valuable difference to the society and the corporate world.

Programme Objectives

The purpose of this programme is to:



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1. Cultivate critical thinking and problem-solving skills among students, recognising them as indispensable assets in today's dynamic business environment.
2. Develop a conducive environment for holistic student growth, encompassing intellectual, emotional and professional dimensions.
3. Foster collaboration between academia and industry to address real-world challenges through research and innovation.
4. Establish partnerships with corporate entities to provide students with practical training and global exposure.
5. Foster an entrepreneurial mindset among students, by encouraging innovation and creativity.

Learning Outcomes

Upon the completion of this programme, the students should be able to:

- Demonstrate proficiency in critical thinking and problem-solving.
- Exhibit holistic growth in intellectual, emotional and professional dimensions.
- Exhibit professionalism, integrity, and leadership qualities, with the ability to lead teams, manage projects, and inspire others to achieve organisational goals.
- Analyse complex business problems, evaluate alternative solutions, and make informed decisions using critical thinking and problem-solving skills.
- Demonstrate the ability to work effectively in diverse teams, collaborate with colleagues from different backgrounds, and contribute positively to group projects and discussions.
- Understand the ethical principles and practices in business and demonstrate a commitment to corporate social responsibility and sustainable business practices.
- Possess an entrepreneurial mindset, with the ability to identify opportunities, innovate, and adapt to changes in the business environment.
- Understand international business practices, including the cultural, economic, and political factors that influence global business.
- Recognise the importance of lifelong learning and professional development, with the ability to adapt to new technologies, trends, and challenges in the field of Management.



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Pedagogy of the programme

The pedagogy of an MBA programme is designed with the combination of Student-Centric Learning, Group Discussions on current topics, developing Case Studies with local community and business, Guest Lectures by industry experts, Interactive Sessions, Internship and Project Based Learning, Research Orientation, Seminars & Workshops on current topics, Tutorial & Assignments, Class test / Open book test. It aims to equip students with the necessary knowledge, skills, and competencies to excel in diverse roles within the fields of Business Management-Marketing, Human Resources, Finance, Business Analytics, Tourism & Travel Management and Retail & Supply Chain Management. The combination of theoretical learning, practical experiences, and experiential opportunities prepares the students to navigate complex business environments and make meaningful contributions to their organisation and society.

Programme Structure

- The M.B.A programme is a two-year course divided into four semesters with a total of around 95 credits.
- The programme is designed with the combination of Core Courses, Electives (Discipline Specific Elective and Inter-disciplinary Elective), and MOOCs.
- In Semester III, Students will select 2 specialisations and from the selected specialisation they select 2 courses from each.
- In Semester II and III, 1 Inter-Disciplinary Elective will be selected by the students.
- Students need to complete 1 MOOCs Course in each of the I, II and III Semesters.
- Students will undergo two-month summer Internship after semester II and submit internship report in semester III.
- In Semester IV, Students will undergo for a six-month Project Work.



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Semester wise Course Credit

Semester	Discipline Specific Core (DSC) (L+T)	Discipline Elective (DSE) / Elective (EL)	Project Work/ Dissertation	Common Compulsory Course(CCC)	Inter-Disciplinary Elective	Internship	Lab	Total Credits
I	MBA101 (4) MBA102 (4) MBA103 (4) MBA104 (4) MBA105 (4)		-		MBA111 MOOC			23
II	MBA201 (3) MBA202 (4) MBA203 (3) MBA 204 (2)		-	MBA212 CCC -1 Introduction to AI (2)	MBA 211 MOOC		MBA 204 Lab (1) MBA212 CCC - I Introduction to AI Lab (2)	23
III	MBA 301(4)	DSE 1(4) DSE 2(4) DSE 3(4) DSE 4 (4)		MBA 339 CCC-2 Building Mathematical Ability (4)	MBA 341 MOOC	MBA340 Internship Report (2)		29
IV	MBA 401(4)	-	MBA 411 Dissertation (16)					20
Total	43	16	16	6	9	2	3	95
Percentage	45.26	16.84	16.84	6.31	9.47	2.10	3.15	100

IDE: Interdisciplinary Elective **AECC:** Ability Enhancement Compulsory Course **SEC:** Skill Enhancement Courses **VAC:** Value-Added Courses
MOOCs: Massive Open Online Course



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Programme Structure with Course Titles

Sl. No.	Course Code	Title of the Course	Credit Points	Credit Distribution		
				L*	T*	P*
Semester I						
1	MBA 101	Management Process and Organisational Behaviour	4	3	1	
2	MBA 102	Statistics for Business Decisions	4	3	1	
3	MBA 103	Economics for Business Decisions	4	3	1	
4	MBA 104	Managerial Accounting	4	4		
5	MBA 105	Business Planning and Regulations	4	3	1	
6	MBA 111 (IDE)	MOOCs	3	3		
Total			23	19	4	
Semester II						
1	MBA 201	Marketing Management	4	3	1	
2	MBA 202	Managerial Finance	4	3	1	
3	MBA 203	Managing Human Resources	4	3	1	
4	MBA 204	Business Research Methods	4	2	1	1
5	MBA 211	MOOCs (IDE)	3	3		
6	MBA 212	Artificial Intelligence and Machine Learning (CCC-I)	4	2		2
Total			23	16	4	3
Semester III						
1	MBA 301	Strategic Management and Business Ethics	4	3	1	
2		Dual Elective I	4			
3		Dual Elective I	4			
4		Dual Elective II	4			
5		Dual Elective II	4			
6	MBA 341	MOOCs (IDE)	3			
7	MBA 342	Building Mathematical Ability (CCC-II)	4	4		
8	MBA 343	Internship Report	2			2
Total			29	7+ DSE Credits	1+DSE Credits	2
Semester IV						
1	MBA 401	International Business	4	3	1	
2	MBA 411	Dissertation	16			16
Total			20	3	1	16

Note: In Semester-III, L-T-P Hrs. will be according to the DSE Hrs.

L: Lectures; S: Seminars; P: Practical; T: Tutorials



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Discipline Specific Electives

S.No	Area of Elective	Course Code	Semester-III	Total Credits	Credit Distribution		
					L	T	P
1	Marketing Management	MBA 311	Marketing Analytics	4	3	1	
		MBA 312	Integrated Marketing and Digital Marketing	4	2	1	1
		MBA 313	Services Marketing and CRM	4	2	1	1
		MBA 314	Advertising Management	4	2	1	1
		MBA 315	Consumer Behaviour and Neuro Marketing	4	2	2	
2	Financial Management	MBA 316	Investment Analysis and Portfolio Management	4	2	1	1
		MBA 317	Derivatives and Risk Management	4	2	1	1
		MBA 318	Corporate Taxation for Managers	4	2	1	1
		MBA 319	Fintech Services	4	2	2	
		MBA 320	International Financial Management	4	3	1	
3	Human Resources Management	MBA 321	Talent Management and HRM Analytics	4	2	2	
		MBA 322	Performance Management and Competency Mapping	4	3	1	
		MBA 323	Labour Laws, Industrial Relations and Audit	4	2	2	
		MBA 324	Cross Culture and Global Management	4	2	2	
		MBA 325	International HRM & Cultural Diversity	4	2	2	
4	Business Analytics	MBA 326	Predictive Modelling (Using R/Python)	4	2	1	1
		MBA 327	Text Analytics	4	2	2	
		MBA 328	Data Visualisation	4	3	1	
		MBA 329	Big Data Analytics	4	2	1	1
		MBA 330	Emerging Technologies and Future Skills for Business Leaders.	4	3	1	
5	Tourism and Travel Management	MBA 331	Introduction to Tourism Management	4	2	1	1
		MBA 332	Travel Agency and Tour Operations Management	4	2	1	1
		MBA 333	International Tourism and Travel Management	4	2	2	
		MBA 334	Airfares and Computer	4	2	2	



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			Reservation Systems				
		MBA 335	Management of Tourism and Travel Services	4	3	1	
6	Retail and Supply Chain Management	MBA 336	Trade Logistics and Supply Chain Management	4	2	2	
		MBA 337	Global Supply Chain Management and International Logistics	4	3	1	
		MBA 338	Green Supply Chain Management	4	2		2
		MBA 339	International Retailing	4	2		2
		MBA 340	Retail Analytics	4	3	1	

Semester-Wise Credit Distribution

Semester	Total Credits	Cumulative credit at the end of the semester
I	23	23
II	23	46
III	29	73
IV	20	95

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1. Eligibility: Bachelors degree in any discipline with not less than 50% marks or equivalent grade in aggregate from a recognized university.
2. The minimum duration for completion of MBA Programme is four semesters (two academic years) and the maximum duration is eight semesters (four academic years) or as per amendments made by the regulatory bodies from time to time.
3. A student should attend at least 75% of the classes, seminars, practical / lab in each course of study.
4. All theory courses in MBA carry Continuous Internal Assessment (CIA) component of 40 marks and Semester-end component of 60 marks. Pass percentage for each component in a course is 40%.
5. In case of courses with lab component Continuous Internal Assessment (CIA) component shall be of 60 marks and Semester-end component for 40 marks. Pass percentage for each component in a course is 40%.
6. The student is given 3 Continuous Internal Assessment (CIA) tests per semester in each course from which the best 2 performances are considered for the purpose of calculating the marks in CIA. A record of the continuous assessment is maintained by the academic unit. The 3 internal tests are conducted for 15 Marks each, out of the best 2 tests scores are considered for 30 marks. Out of the remaining 10 marks, 5 marks are awarded for assignments/class presentations/class participation of the students and the remaining 5 marks are awarded for attendance of the student.

Marks for the Attendance will be considered as follows:

S.NO	ATTENDANCE %	MARKS
1	95% or more	5
2	90-94%	4
3	85-89%	3
4	80-84%	2
5	75-79%	1

7. A student should pass separately in both CIA and the ESE, i.e., a student should secure



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16 (40% of 40) out of 40 marks for theory and 24 (40% of 60) out of 60 marks for lab components in the CIA. Therefore, a student should secure 24 (40% of 60) out of 60 marks for theory and 16 (40% of 40) out of 40 marks for lab components in the End-semester examination (ESE).

8. Semester-end examination shall consist of Objective Type Questions, Descriptive Type Questions, Short Answer Questions and Case Studies or any other recommended by the BOS.
9. A student failing to secure the minimum pass marks in the CIA is not allowed to take the end semester examination of that course. She/he has to redo the course by attending special classes for that course and get the pass percentage in the internal tests to become eligible to take the end semester examination.
10. Students failing a course due to lack of attendance should redo the course.
11. Re-evaluation is applicable only for theory papers and shall not be entertained for other components such as practical/ thesis/ dissertation/ internship etc.
12. An on- campus elective course is offered only if a minimum of ten or 40% of the students registered, whichever is higher.