

MAHARSHI DAYANAND UNIVERSITY, ROHTAK

Copy of extract of Reso. No. 42 of the meeting of the Academic Council held on 11.02.2026.

42. Consideration of the recommendations of the Faculty of Management Sciences & Commerce made vide Resolutions Nos. 4, 8 & 11 (ii) of its meeting held on 02.02.2026 that the Scheme of Examinations of the following Programs under NEP-2020 w.e.f. the session 2024-25 be prescribed as per Annexure A/68 pages 471-492, already circulated:

1. Scheme of Examinations of BBA (Hospitality & Services Management)-AEDP mode & BBA (Tourism, Travel & Events Management)-AEDP mode 4-YEAR UG Programs (1st to 4th Semester) by incorporating the provisions of Formative Assessment under NEP-2020 and introduction of the said Course/Program w.e.f. the session 2025-26.
2. Scheme of Examinations of MBA (Executive) 2-Year UG Program by incorporating Formative Assessment under NEP-2020 w.e.f. the session 2026-27.
3. Revised Scheme of Examinations of MBA 2-Year/5-Year PG Programs regarding prescription of minimum strength 10 to 20 students for offering specializations in MBA 2-Year/5-Year PG Programs of 3rd Semester under NEP-2020 w.e.f. the session 2025-26.
4. Revised Scheme of Examinations of MBA, MBA (Business Psychology) & MBA (AI&DS) 2-Year PG Program of 2nd Semester under NEP-2020 w.e.f. the session 2025-26.
5. Introduction of BBA (Hospitality & Services Management)-AEDP mode & BBA (Tourism, Travel & Events Management)-AEDP mode 4-YEAR UG Programs (1st to 4th Semester) by incorporating the provisions of Formative Assessment under NEP-2020 w.e.f. the session 2025-26.

The Faculty of Management Sciences & Commerce Vide Reso. Nos. 4, 8 & 11 (ii) of its meeting held on 02.02.2026 has approved the Syllabi of MBA (Executive) under NEP-2020 w.e.f. the session 2026-27 and BBA (Hospitality & Services Management)-AEDP mode & BBA (Tourism, Travel & Events Management)-AEDP mode 4-YEAR UG Programs (1st to 4th Semester) by incorporating the provisions of Formative Assessment the Scheme of Examinations recommended to the Academic Council for approval.

Further, the Faculty has resolved that regarding prescription of minimum strength 10 to 20 students for offering specializations in MBA Programs 2-Year/5-Year of 3rd/9th Semester w.e.f. the session 2025-26 and the Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third semester as an optional course instead of compulsory in MBA, MBA (Business Psychology) and MBA (AI&DS) 2-Year Programs of 2nd semesters incorporating of formative Assessment under-NEP-2020 w.e.f. the session 2025-26 and the revised Scheme of Examinations recommended to the Academic Council for approval.

The Academic Council considered the above; and

RESOLVED THAT THE RECOMMENDATIONS OF THE FACULTY OF MANAGEMENT SCIENCES & COMMERCE AT SR. NO. 1 TO 4 ABOVE BE APPROVED AND SR. NO. 5 BE RECOMMENDED TO THE EXECUTIVE COUNCIL FOR CONSIDERATION AND APPROVAL.

[ACTION BY A.R. (ACAD.)]

Enst. No. ACS-I/F-46/ 2026/ 4664-4983

Dated 26/02/2026

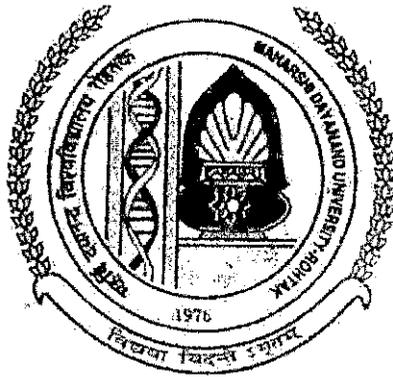
Copy of the above is forwarded to the following for information and necessary action.

1. Dean, Faculty of Management Sciences & Commerce, M.D. University, Rohtak
2. HoD/Directors, Commerce/IHTM/IMSAR, M.D. University, Rohtak.
3. Controller of Examinations, M.D. University, Rohtak.

4. All the HoDs/Directors of UTD's/Institutes, M.D. University, Rohtak.
5. All the Principals/Directors of Colleges affiliated to M.D. University, Rohtak.
6. Director, University Computer Centre, M.D. University, Rohtak for upload on the University website.
7. Deputy/Assistant Registrar (Secrecy/Conduct/Result-I,II,III,IV), M.D. University, Rohtak.


26/07/2024
Superintendent (Academic)

SCHEME OF EXAMINATION
&
SYLLABI
OF
2-YEAR
MASTER OF BUSINESS ADMINISTRATION
(Based on Curriculum and Credit Framework and formative assessment
guidelines for UG Programs under NEP 2020)



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

To be applicable on the students w.e.f. session 2024-25 (3rd Semester onwards) and on
the students w.e.f. session 2025-26 (1st semester onwards)

**Second year of 2-Year MBA Program (NHEQF Level 6.5)
(STUDENT SHOULD SELECT ANY ONE OPTION FOR THE SECOND YEAR OF 2
YEAR PG PROGRAM)**

Option 1: (Only Course Work)

Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMSI203DS01	Strategic Management	70	30	-	100	3-1-0
Marketing						
25IMSI203DS02	Consumer Behavior	70	30	-	100	3-1-0
25IMSI203DS03	Social Media Marketing	50	-	50	100	3-0-1
25IMSI203DS04	Retail Management	70	30	-	100	3-1-0
Finance						
25IMSI203DS05	Indian Financial System and Financial Services	70	30	-	100	3-1-0
25IMSI203DS06	Project Management	70	30	-	100	3-1-0
25IMSI203DS07	Business Taxation	70	30	-	100	3-1-0
Human Resource Management						
25IMSI203DS08	Compensation Management	70	30	-	100	3-1-0
25IMSI203DS09	Management of Industrial Relations	70	30	-	100	3-1-0
25IMSI203DS10	Cross Cultural Human Resource Management	70	30	-	100	3-1-0
Information Technology						
25IMSI203DS11	E-Commerce and Applications	70	30	-	100	3-1-0
25IMSI203DS12	Multimedia and Web Development	70	30	-	100	3-1-0
25IMSI203DS13	Advanced Database Management System	50	-	50	100	2-0-2
International Business						
25IMSI203DS14	International Trade Theory And Practices	70	30	-	100	3-1-0
25IMSI203DS15	Export Import Management and Documentation	70	30	-	100	3-1-0
25IMSI203DS16	Foreign Exchange Management	70	30	-	100	3-1-0
Agri-Business						
25IMSI203DS17	Agri-Business Environment and Policy	70	30	-	100	3-1-0
25IMSI203DS18	Agri-Business Management	70	30	-	100	3-1-0
25IMSI203DS19	Agri-Business Entrepreneurship	70	30	-	100	3-1-0
Operations Management						
25IMSI203DS20	Technology Management	70	30	-	100	3-1-0
25IMSI203DS21	Supply Chain and Logistics Management	70	30	-	100	3-1-0
25IMSI203DS22	Operations Research	70	30	-	100	3-1-0
Business Analytics						
25IMSI203DS23	Basics of Business Analytics	70	30	-	100	3-1-0
25IMSI203DS24	Applied Multivariate Analysis	70	30	-	100	3-1-0
25IMSI203DS25	Information Economics and its Applications	70	30	-	100	3-1-0
Public Policy						
25IMSI203DS26	Public Policy Formulation and Evaluation	70	30	-	100	3-1-0
25IMSI203DS27	Sustainable Development	70	30	-	100	3-1-0
25IMSI203DS28	Rural Development	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC3)						
25IMSI203SE01	Digital Marketing	-	100	-	100	2-0-2

Internship 3																		
25IMS1203IN01	Summer Internship Report	-	--	100	100	4												
Project Work 1																		
25IMS1203PD01	Project Report	-	-	100	100	4												
Note:																		
<p>1. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of 20 students are required to offer any specialization area from any two groups. The specialization area opted for in the 3rd Semester would remain the same in the 4th semester also.</p> <table border="1" data-bbox="263 539 1252 653"> <thead> <tr> <th>GROUP A</th> <th>GROUP B</th> <th>Group C</th> </tr> </thead> <tbody> <tr> <td>HUMAN RESOURCE MANAGEMENT</td> <td>MARKETING</td> <td>FINANCE</td> </tr> <tr> <td>BUSINESS ANALYTICS</td> <td>PUBLIC POLICY</td> <td>INTERNATIONAL BUSINESS</td> </tr> <tr> <td>INFORMATION TECHNOLOGY</td> <td>AGRI-BUSINESS</td> <td>OPERATIONS MANAGEMENT</td> </tr> </tbody> </table> <p>2. The students are required to choose either SEC3 or Internship 3 or Project Work 1.</p> <p>3. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.</p> <p>4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.</p>							GROUP A	GROUP B	Group C	HUMAN RESOURCE MANAGEMENT	MARKETING	FINANCE	BUSINESS ANALYTICS	PUBLIC POLICY	INTERNATIONAL BUSINESS	INFORMATION TECHNOLOGY	AGRI-BUSINESS	OPERATIONS MANAGEMENT
GROUP A	GROUP B	Group C																
HUMAN RESOURCE MANAGEMENT	MARKETING	FINANCE																
BUSINESS ANALYTICS	PUBLIC POLICY	INTERNATIONAL BUSINESS																
INFORMATION TECHNOLOGY	AGRI-BUSINESS	OPERATIONS MANAGEMENT																
Total Credits						24												

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**SCHEME OF EXAMINATION
&
SYLLABI
OF**

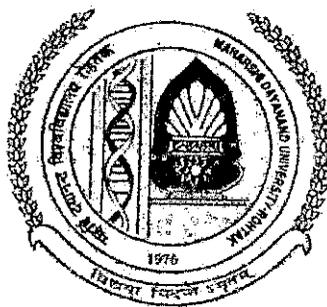
4- Years

**APPRENTICESHIP EMBEDDED DEGREE PROGRAMME
BACHELOR OF BUSINESS ADMINISTRATION
HOSPITALITY & SERVICES MANAGEMENT
BBA(HSM)
PROGRAMME**

(Based on National Education Policy (NEP) - 2020)

WITH EFFECT FROM THE ACADEMIC SESSION

2025-26



MAHARSHI DAYANAND UNIVERSITY ROHTAK

PROGRAMME SPECIFIC OUTCOMES

The programme specific outcomes of four years (Eight Semester) AEDP BBA (HSM) programme are as follows:

PSO 1:	Students will gain a strong foundation in the principles of hospitality, customer service, and business administration. They will understand the structure, functions, and scope of the hospitality and service sectors, including hotels, resorts, food services, wellness, and facility management.
PSO 2:	Students will acquire specialized skills in core hotel operations such as front office management, housekeeping, food and beverage service, and banquet operations. They will also understand customer experience design and guest satisfaction management.
PSO 3:	Students will gain essential knowledge of food production, kitchen operations, hygiene, menu planning, and world cuisines. They will be trained in both theoretical and practical aspects of culinary management.
PSO 4:	Students will develop expertise in organizing and managing events, conferences, and banquets, along with understanding the management of large hospitality facilities and corporate services.
PSO 5:	Through a two-year industry-based apprenticeship, students will work with hotels, restaurants, corporate offices, or wellness centers to gain practical experience. This hands-on exposure will bridge the gap between theory and practice, enhancing employability and professional conduct.
PSO 6:	Students will learn key aspects of business management such as financial accounting, marketing, human resources, and entrepreneurship with a hospitality focus. They will also be encouraged to develop business plans for startups in hospitality and service sectors.
PSO 7:	Students will understand and apply sustainable practices in hospitality operations including energy and waste management, eco-friendly services, and community engagement. They will also explore innovation and technology-driven service solutions in the hospitality sector.
PSO 8:	Students will develop professional and interpersonal skills such as leadership, cross-cultural communication, problem-solving, and adaptability. These skills will enable them to excel in global hospitality environments and pursue leadership roles in the future.

Semester wise structure and Curriculum for UG Course in BBA (HSM)

SEMESTER-I

SEMESTER-I						
S. No	Course Code	Course Title	L	T	P	Credit
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)						
1	25AEHSM401DS01	Principles and Practices of Management	3	1	0	4
2	25AEHSM401DS02	Fundamentals of Tourism & Hospitality	3	1	0	4
3	25AEHSM401DS03	Basics of Front Office	3	1	0	4
4	25AEHSM401AE01	Business Communication-I	1	1	0	2
5	Ability Enhancement Course (AEC)	Choose from the central pool of the university	1	1	0	2
6	Multidisciplinary Course (MDC)	Choose from the central pool of the university (MDC Courses)	2	1	0	3
7	Value Added Course (VAC)	Choose from the central pool of the university	2	0	0	2
Total						21

SEMESTER II

S. No	Course Code	Course Title	L	T	P	Credit
1	25AEHSM402DS01	Human Behaviour and Organization	3	1	0	4
2	25AEHSM402DS02	Marketing Management	3	1	0	4
3	25AEHSM402DS03	Food Production & Culinary Arts	3	1	0	4
4	25AEHSM402SE01	Emerging Technologies and Applications in Hospitality and Tourism Industry	2	0	1	3
5	Multidisciplinary Course (MDC)	Choose from the central pool of the university (MDC Courses)	2	1	0	3
6	Value Added Course (VAC)	Choose from the central pool of the university	2	0	0	2
7	Ability Enhancement Course (AEC)	Choose from the central pool of the university				2
Total						22

After Year 1, Students are advised to take Social Responsibility & Community Engagement-encompassing Community Engagement with an NGO in the Vacation time. An UNDER GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded if a student wishes to exit at the end of the First Year.

The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a UG Certificate in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a skill based subject or work based Vocational Course offered during summer term or Internship/Apprentice-ship/Social Responsibility & Community Engagement encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the University.

The exiting students will clear the subject/submit the Internship Report as per the University Schedule.

Re-entry Criteria in to Second Year (third Semester)

The students who takes an edit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA Program as per the University schedule after earning requisite credits in the First Year.

SEMESTER III

S. No	Course Code	Course Title	L	T	P	Credit
1	26AEHSM403DS0 1	Great Indian Cuisine	3	1	0	4
2	26AEHSM403DS0 2	Basics of Food & Beverage Service	3	1	0	4
3	26AEHSM403DS0 3	Human Resource Management	3	1	0	4
4	Multidisciplinary Course (MDC)	Choose from the central pool of the university (MDC Courses)	2	1	0	3
5	26AEHSM403SE01	Accounting Skill for Tourism & Hospitality	2	1	0	3
6	Value Added Course (VAC)	Choose from the Central Pool of the University	2	0	0	2
Total						20

SEMESTER IV

S. No	Course Code	Course Title	L	T	P	Credit
1	26AEHSM404DS0 1	Entrepreneurship and Startup Ecosystem	3	1	0	4
2	26AEHSM404DS0 2	Basic of Accommodation Operation	3	1	0	4
3	26AEHSM404DS0 3	Event Management	3	1	0	4
4	26AEHSM404DS0 4	Business Research Methodology	3	1	0	4
5	26AEHSM404DS0 5	Safety & Security Management	3	1	0	4
6	Value Added Course (VAC)	Choose from the Central Pool of the University				2
Total						22

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**SCHEME OF EXAMINATION
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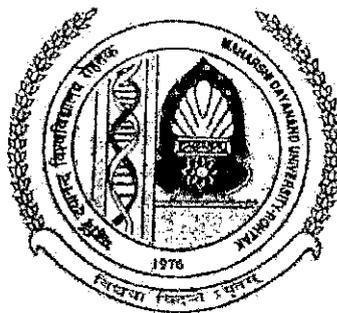
4- Years

**APPRENTICESHIP EMBEDDED DEGREE PROGRAMME
BACHELOR OF BUSINESS ADMINISTRATION
TOURISM, TRAVEL & EVENTS MANAGEMENT
BBA (TTEM)
PROGRAMME**

(Based on National Education Policy (NEP) - 2020)

WITH EFFECT FROM THE ACADEMIC SESSION

2025-26



MAHARSHI DAYANAND UNIVERSITY ROHTAK

PROGRAMME SPECIFIC OUTCOMES

The programme specific outcomes of four years (Eight Semester) AEDP BBA (TTEM) programme are as follows:

PSO 1:	Students will develop a foundational understanding of the core concepts of business administration with specific application in tourism, travel, and event management. They will explore the evolution, types, and trends in global and Indian tourism, and gain basic knowledge of customer service, communication skills, and digital tools relevant to the industry.
PSO 2:	Students will gain specialized knowledge in areas such as Travel Agency & Tour Operations, Event Planning and Management, and Hospitality Operations. They will understand how these sectors interact within the larger tourism ecosystem and develop competencies in handling guests, logistics, and operational planning.
PSO 3:	Students will become proficient in designing itineraries, packaging tours, and handling airline reservations. They will also gain hands-on exposure to software tools such as GDS (Global Distribution System) and tour pricing strategies, preparing them to operate effectively in dynamic travel environments.
PSO 4:	Students will develop an in-depth understanding of the event industry, including planning, budgeting, vendor management, and post-event evaluation. They will also learn how to market and promote events, tourism products, and services using both traditional and digital platforms.
PSO 5:	Through two years of structured industry apprenticeship, students will gain real-time experience in leading travel companies, airlines, event management firms, or hotels. This experience will enhance their ability to apply classroom knowledge to real-world situations, improve workplace ethics, and foster professional behavior.
PSO 6:	Students will learn business operations, including financial literacy, business communication, and entrepreneurship, with a focus on tourism and event startups. They will be encouraged to develop problem-solving skills and creative thinking necessary for innovation in the tourism and event industry.
PSO 7:	Students will be sensitized to the importance of sustainable tourism, community-based tourism, and responsible event planning. They will understand environmental, cultural, and social impacts and be equipped to implement sustainable practices in real-life scenarios.
PSO 8:	Upon completion of the programme, students will be ready to work in national and international tourism and events sectors. They will have developed critical thinking, teamwork, leadership, and adaptability—essential skills for a successful career in the global travel and event management industry.

Semester wise structure and Curriculum for UG Course in BBA (TTEM)

SEMESTER-I

SEMESTER-I						
S. No	Course Code	Course Title	L	T	P	Credit
3 WEEKS COMPULSORY INDUCTION PROGRAM (UHV-I)						
1	25AETTM401DS01	Principles and Practices of Management	3	1	0	4
2	25AETTM401DS02	Fundamentals of Tourism & Hospitality	3	1	0	4
3	25AETTM401DS03	Haryana Tourism Culture Cuisine & Customs	3	1	0	4
4	25AETTM401AE01	Business Communication-I	1	1	0	2
5	Ability Enhancement Course (AEC)	Choose from the central pool of the university	1	1	0	2
6	Multidisciplinary Course (MDC)	Choose from the central pool of the university (MDC Courses)	2	1	0	3
7	Value Added Course (VAC)	Choose from the central pool of the university	2	0	0	2
Total						21

SEMESTER II

S. No	Course Code	Course Title	L	T	P	Credit
1	25AETTM402DS01	Human Behaviour and Organization	3	1	0	4
2	25AETTM402DS02	Marketing Management	3	1	0	4
3	25AETTM402DS03	Travel Agency & Tour Operations	3	1	0	4
4	25AETTM402SE01	Emerging Technologies and application in Hospitality and Tourism Industry	2	1	0	3
5	Multidisciplinary Course (MDC)	Choose from the central pool of the university (MDC Courses)	2	1	0	3
6	Value Added Course (VAC)	Choose from the central pool of the university	2	0	0	2
7	Ability Enhancement Course (AEC)	Choose from the central pool of the university				2
Total						22

After Year 1, Students are advised to take Social Responsibility & Community Engagement-encompassing Community Engagement with an NGO in the Vacation time.

An UNDER GRADUATE CERTIFICATE IN BUSINESS ADMINISTRATION will be awarded if a student wishes to exit at the end of the First Year.

The students shall have an option to exit after 1st year of Business Administration Program and will be awarded with a UG Certificate in Business Administration. Students on exit have to compulsorily complete additional 04 Credits either in a skill based subject or work based Vocational Course offered during summer term or Internship/Apprenticeship/Social

Responsibility & Community Engagement encompassing community engagement with an NGO after the second semester of minimum 08 weeks of duration as decided by the University. The exiting students will clear the subject/submit the Internship Report as per the University Schedule.

Re-entry Criteria in to Second Year (third Semester)

The students who takes an edit after one year with an award of certificate may be allowed to re-enter in to Third Semester for completion of the BBA Program as per the University schedule after earning requisite credits in the First Year.

SEMESTER III

S. No	Course Code	Course Title	L	T	P	Credit
1	26AETTM403DS01	Tourism Geography	3	1	0	4
2	26AETTM403DS02	Tourism Product of India (Natural)	3	1	0	4
3	26AETTM403DS03	Human Resource Management	3	1	0	4
4	Multidisciplinary Course (MDC)	Choose from the central pool of the university (MDC Courses)	2	1	0	3
5	26AETTM403SE01	Accounting Skill for Tourism & Hospitality	2	1	0	3
6	Value Added Course (VAC)	Choose from the Central Pool of the University	2	0	0	2
Total						20

SEMESTER IV

S. No	Course Code	Course Title	L	T	P	Credit
1	26AETTM404DS01	Entrepreneurship and Startup Ecosystem	3	1	0	4
2	26AETTM404DS02	Tourism Product of India (Cultural)	3	1	0	4
3	26AETTM404DS03	Event Management	3	1	0	4
4	26AETTM404DS04	Business Research Methodology	3	1	0	4
5	26AETTM404DS05	Safety & Security Management	3	1	0	4
6	Value Added Course (VAC)	Choose from the Central Pool of the University				2
Total						22

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First Year of 2-Year MBA Program (NHEQF-Level 6): Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses -- Major (DSC 2)						
24IMSI202DS01	Strategic Marketing	70	30	-	100	3-1-0
24IMSI202DS02	Strategic Human Resource Management	70	30	-	100	3-1-0
24IMSI202DS03	Management Information System	70	30	-	100	3-1-0
24IMSI202DS04	Total Quality Management	70	30	-	100	3-1-0
24IMSI202DS05	Emotional Intelligence	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 2)						
24IMSI202SE01	Personality and Soft Skills Development	-	100	-	100	2-0-2
Vocational Course (VOC 2)						
24IMSI202MV02	IT for Managers-2	50	-	50	100	2-0-2
Internship 2						
24IMSI202IN01	Internship Report	-	-	100	100	4
Total Credits						24
Note:						
1. Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Administration.						
2. The students are required to choose either SEC 2 or VOC 2 or Internship 2. In the 1 st and 2 nd Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 2 nd semester shall be the continuation of the subject opted in the 1 st semester.						
3. Immediately after completing the second semester, the students shall proceed to their Summer Internship (SI). The duration of the internship is 120 hours during summer vacation. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third Semester as an OPTIONAL course.						
Total Credits (24+24=48) for PG Diploma in Business Administration						48

First Year of 2-Year MBA Program (AI&DS) (NHEQF-Level 6): Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 2)						
25IMAI202DS01	Machine Learning for Business Applications	70	30	-	100	3-0-1
25IMAI202DS02	Financial Analytics	70	30	-	100	3-1-0
25IMAI202DS03	Marketing Analytics	70	30	-	100	3-1-0
25IMAI202DS04	Human Resource Analytics	70	30	-	100	3-1-0
25IMAI202DS05	Business Research Methods	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 2)						
25IMAI202SE01	Personality and Soft Skills Development	-	100	-	100	2-0-2
Vocational Course (VOC 2)						
25IMAI202MV02	AI in Fintech & Investment Decisions	50	-	50	100	2-0-2
Internship 2						
25IMAI202IN01	Internship Report	-	-	100	100	4
Total Credits						24
Note:						
1. Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Administration (AI&DS):						
2. The students are required to choose either SEC 2 or VOC 2 or Internship 2. In the 1 st and 2 nd Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 2 nd semester shall be the continuation of the subject opted in the 1 st semester.						
3. Immediately after completing the second semester, the students shall proceed to their Summer Internship (SI). The duration of the internship is 120 hours during summer vacation. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third Semester as an OPTIONAL course.						
Total Credits (24+24=48) for PG Diploma in Business Administration (AI&DS)						48

First Year of 2-Year MBA (BUSINESS PSYCHOLOGY)

Program (NHEQF-Level 6): Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 2)						
24IMSI302DS01	International Business & Cross Cultural Psychology	70	30	-	100	3-1-0
24IMSI302DS02	Economics for Business Decisions	70	30	-	100	3-1-0
24IMSI302DS03	Accounting & Finance	70	30	-	100	3-1-0
24IMSI302DS04	Psychology of Marketing	70	30	-	100	3-1-0
24IMSI302DS05	Group Dynamics	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 2)						
24IMSI302SE02	Digital Marketing	-	100	-	100	2-0-2
Vocational Course (VOC 2)						
24IMSI302MV02	IT for Managers-2	50	-	50	100	2-0-2
Internship 2						
24IMSI302IN02	Internship Report	-	--	100	100	4
Total Credits						24
Note:						
1. Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Psychology.						
2. The students are required to choose either SEC 2 or VOC 2 or Internship 2. In the 1 st and 2 nd Semester, students shall be offered three optional papers (Skill-Enhancement Course/ Vocational Course/ Internship) in each semester. Each student must choose one subject in each semester. The subject opted in the 2 nd semester shall be the continuation of the subject opted in the 1 st semester.						
3. Immediately after completing the second semester, the students shall proceed to their Summer Internship (SI). The duration of internship is of 120 hours during summer vacation. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third Semester as an OPTIONAL course.						
Total Credits for PG Diploma in Business Psychology (24+24)=48						48

— 485 —

SCHEME OF EXAMINATION

&

SYLLABI

OF

2-YEAR

MASTER OF BUSINESS ADMINISTRATION

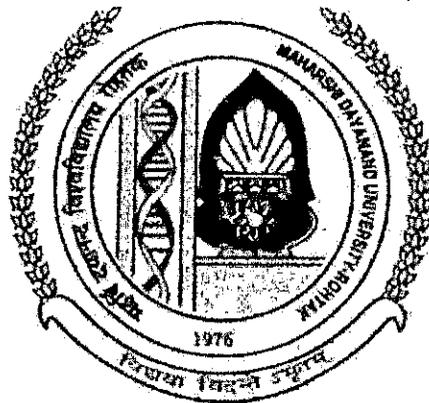
(EXECUTIVE)

EVENING PROGRAMME

(Based on National Education Policy (NEP) - 2020)

WITH EFFECT FROM THE ACADEMIC SESSION

2026-27



**MAHARSHI DAYANAND UNIVERSITY ROHTAK
(HARYANA)**

**SCHEME OF EXAMINATION OF
2-YEAR
MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE) EVENING PROGRAMME
(Based on National Education Policy (NEP) - 2020)
WITH EFFECT FROM THE ACADEMIC SESSION 2026-27**

Program Objectives (POs)

The MBA (Executive) Evening Program is designed to facilitate working professionals in upgrading their managerial capabilities, leadership acumen, and strategic decision-making skills while continuing their professional commitments. The program aspires to:

1. Equip learners with advanced conceptual and practical knowledge in management disciplines to analyze, evaluate, and address contemporary business challenges effectively.
2. Develop leadership qualities, critical thinking, and strategic decision-making skills to enable participants to assume higher managerial and entrepreneurial roles in dynamic organizational environments.
3. Facilitate continuous professional development, encouraging participants to integrate academic learning into their workplace practices to achieve organizational and personal growth.
4. Instill professional ethics, social sensitivity, and a commitment to sustainable business practices aligned with national development and global responsibility.
5. Develop analytical and problem-solving abilities, enabling learners to conduct applied research, generate insights, and provide innovative solutions to real-world business problems.

Program Outcomes (POs)

Upon successful completion of the MBA (Executive) Evening Program, learners will be able to:

1. Exhibit a strong grasp of management concepts and their application in diverse business contexts, both domestic and global.
2. Evaluate complex business problems, apply analytical tools, and formulate effective strategies to drive organizational success.
3. Lead teams with confidence, emotional intelligence, and the ability to motivate, influence, and collaborate across functional areas.
4. Display professional integrity, ethical conduct, and a commitment to sustainable and socially responsible business practices.
5. Apply acquired knowledge and skills to improve workplace performance, enhance organizational efficiency, and drive innovation.
6. Demonstrate the capacity for lifelong learning and adaptability to thrive in evolving business environments.

Structure for 2-Year MBA (Executive) Evening Programme

First Year (NHEQF-Level 6): First Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 1)						
26IMEI201DS01	Management Concepts and Organizational Behaviour	70	30	-	100	3-1-0
26IMEI201DS02	Accounting for Managers	70	30	-	100	3-1-0
26IMEI201DS03	Managerial Economics	70	30	-	100	3-1-0
26IMEI201DS04	Operations Management	70	30	-	100	3-1-0
26IMEI201DS05	Business Statistics and Analytics	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 1)						
26IMEI201SE01	Workshop on Business Communication and Etiquettes	-	100	-	100	2-0-2
Vocational Course (VOC 1)						
26IMEI201MV01	Workshop on Information Technology	50	-	50	100	2-0-2
Total Credits						24
Note:						
1. The duration of all the end-term theory examinations shall be 3 hours.						
2. The Criteria for awarding the formative assessment of 30 marks throughout the Programme shall be as under:						
a) Sessional Examination : 20 marks.						
b) Assignments/Presentations/Seminars and Class Participation : 5 marks						
c) Attendance : 5 marks						
<i>(Less than 65%- 0 marks; Upto 70%- 2 marks; Upto 75%- 3 marks; Upto 80%- 4 marks; Above 80%- 5 marks)</i>						
3. The Criteria for awarding the formative assessment of 15 marks for a practicum examination of (15+35=50) fifty marks throughout the Programme shall be as under:						
a) Practicum Assignments/Practicum File : 10 marks						
b) Attendance (Criteria as mentioned above in 2(c)) : 5 marks						
4. The panel of examiners for end-semester theory examinations shall be prepared and approved by the PG BOS of IMSAR of the internal/external examiners based on their expertise/specialization/area of interest.						
5. The panel of examiners based on the examiners' expertise/specialization/area of interest for practicum/viva-voce examination shall be recommended by the PG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.						
6. The students are required to choose either SEC 1 or VOC 1.						
7. In the 1 st and 2 nd Semester, students shall be offered two optional papers (Skill-Enhancement Course/ Vocational Course) in each semester. Each student must choose one subject in each semester. The subject opted in the 2 nd semester shall be the continuation of the subject opted in the 1 st semester.						
8. The formative assessment criteria for <i>Skill-Enhancement Courses</i> will be as follows:						
Written Test (2X10) = 20 Marks						
Lab Work (Practical File)/ Field Work (Report)/ Portfolio = 30 Marks						
Case Study/ Mini Project (1X15) = 15 Marks						
Assignment/ Seminar/ Presentation (3X10) = 30 Marks						
Attendance (Criteria as mentioned above in 2(c)) = 05 Marks						

First Year (NHEQF-Level 6): Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 2)						
26IMEI202DS01	Financial Management	70	30	-	100	3-1-0
26IMEI202DS02	Marketing Management	70	30	-	100	3-1-0
26IMEI202DS03	Human Resource Management	70	30	-	100	3-1-0
26IMEI202DS04	Business Research Methods	70	30	-	100	3-1-0
26IMEI202DS05	Operations Research	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 2)						
26IMEI202SE01	Entrepreneurship	-	100	-	100	2-0-2
Vocational Course (VOC 2)						
26IMEI202MV02	E-Commerce and Applications	50	-	50	100	2-0-2
Total Credits						24
Note:						
1. Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Administration (Executive).						
2. The students are required to choose either SEC 2 or VOC 2. In the 1 st and 2 nd Semester, students shall be offered two optional papers (Skill-Enhancement Course/ Vocational Course) in each semester. Each student must choose one subject in each semester. The subject opted in the 2 nd semester shall be the continuation of the subject opted in the 1 st semester.						
Total Credits (24+24=48) for PG Diploma in Business Administration (Executive)						48

Second Year (NHEQF Level 6.5)

(Student should select any one option for the Second Year of 2 Year PG Program)

Option 1: (Only Course Work)

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)									
Discipline-Specific Courses (DSC) – Major															
27IMEI203DS01	Strategic Management	70	30	-	100	3-1-0									
Marketing Management															
27IMEI203DS02	Service Marketing	70	30	-	100	3-1-0									
27IMEI203DS03	Customer Relationship Management	70	30	-	100	3-1-0									
27IMEI203DS04	Consumer Behaviour	70	30	-	100	3-1-0									
Finance															
27IMEI203DS05	Indian Financial System and Financial Markets	70	30	-	100	3-1-0									
27IMEI203DS06	Project Management	70	30	-	100	3-1-0									
27IMEI203DS07	Investment Management	70	30	-	100	3-1-0									
Human Resource Management															
27IMEI203DS08	Compensation and Benefits Management	70	30	-	100	3-1-0									
27IMEI203DS09	Strategic Human Resource Management	70	30	-	100	3-1-0									
27IMEI203DS10	Human Resource Metrics and Analytics	70	30	-	100	3-1-0									
Information Technology Management															
27IMEI203DS11	E- Governance and Framework of ICT	70	30	-	100	3-1-0									
27IMEI203DS12	Data Ware Housing and Data Mining	70	30	-	100	3-1-0									
27IMEI203DS13	Enterprise Resource Planning	70	30	-	100	3-1-0									
Operations Management															
27IMEI203DS14	Project Management	70	30	-	100	3-1-0									
27IMEI203DS15	Total Quality Management	70	30	-	100	3-1-0									
27IMEI203DS16	Supply Chain and Logistics Management	70	30	-	100	3-1-0									
Business Analytics															
27IMEI203DS17	Business Analytics	70	30	-	100	3-1-0									
27IMEI203DS18	Fundamental of Econometrics	70	30	-	100	3-1-0									
27IMEI203DS19	Predictive Business Analytics	70	30	-	100	3-1-0									
Skill-Enhancement Course (SEC3)															
27IMEI203SE01	Digital Marketing	-	100	-	100	2-0-2									
Project Work 1															
27IMEI203PD01	Project Report	-	-	100	100	4									
Note:															
1. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of TWENTY students are required to offer any specialization area from any two groups. The specialization area opted for in the 3 rd Semester would remain the same in the 4 th semester also.															
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GROUP A	GROUP B	GROUP C													
Human Resource Management	Marketing Management	Finance													
Operations Management	Business Analytics	Information Technology Management													
2. The students are required to choose either SEC3 or Project Work 1.															
3. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.															
4. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.															
Total Credits						24									

Second Year (NHEQF Level 6.5): Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) -- Major						
27IMEI204DS01	Indian Ethos in Management	70	30	-	100	3-1-0
Marketing						
27IMEI204DS02	Integrated Marketing Communications	70	30	-	100	3-1-0
27IMEI204DS03	Product and Brand Management	70	30	-	100	3-1-0
27IMEI204DS04	Sales and Distribution Management	70	30	-	100	3-1-0
Finance						
27IMEI204DS05	Management of Financial Services	70	30	-	100	3-1-0
27IMEI204DS06	Financial and Commodity Derivatives	70	30	-	100	3-1-0
27IMEI204DS07	Financial Decision Analysis	70	30	-	100	3-1-0
Human Resource Management						
27IMEI204DS08	Managing Interpersonal and Group Processes	70	30	-	100	3-1-0
27IMEI204DS09	Training and Development	70	30	-	100	3-1-0
27IMEI204DS10	International Human Resource Management	70	30	-	100	3-1-0
Information Technology						
27IMEI204DS11	Information Security and Cyber Laws	70	30	-	100	3-1-0
27IMEI204DS12	E-Business Information Systems Management	70	30	-	100	3-1-0
27IMEI204DS13	Systems Analysis and Design	70	30	-	100	3-1-0
Operations Management						
27IMEI204DS14	Warehouse Management and Inventory Control	70	30	-	100	3-1-0
27IMEI204DS15	Supply Chain Analytics	70	30	-	100	3-1-0
27IMEI204DS16	Technology Management	70	30	-	100	3-1-0
Business Analytics						
27IMEI204DS17	Applied Multivariate Analysis	70	30	-	100	3-1-0
27IMEI204DS18	Market Microstructure	70	30	-	100	3-1-0
27IMEI204DS19	Economics for Business Strategy	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC4)						
27IMEI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Project Work 2						
27IMEI204PD01	Project Report	-	-	100	100	4
Note:						
<ol style="list-style-type: none"> The students are required to choose either SEC 4 or Project Work 2. Students are required to choose any two courses from two specializations which they have opted in Third Semester. In the case of Project Work 2, the topic of the Research Project to be submitted for evaluation in the fourth Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR. 						
Total Credits						24
Total Credits (24+24+24+24) for 2-Year MBA (Executive)						96

Option 2: (Coursework and Research)
Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)									
Discipline-Specific Courses (DSC) – Major															
27IMEI203DS01	Strategic Management	70	30	-	100	3-1-0									
Marketing Management															
27IMEI203DS02	Service Marketing	70	30	-	100	3-1-0									
27IMEI203DS03	Customer Relationship Management	70	30	-	100	3-1-0									
27IMEI203DS04	Consumer Behaviour	70	30	-	100	3-1-0									
Finance															
27IMEI203DS05	Indian Financial System and Financial Markets	70	30	-	100	3-1-0									
27IMEI203DS06	Project Management	70	30	-	100	3-1-0									
27IMEI203DS07	Investment Management	70	30	-	100	3-1-0									
Human Resource Management															
27IMEI203DS08	Compensation and Benefits Management	70	30	-	100	3-1-0									
27IMEI203DS09	Strategic Human Resource Management	70	30	-	100	3-1-0									
27IMEI203DS10	Human Resource Metrics and Analytics	70	30	-	100	3-1-0									
Information Technology Management															
27IMEI203DS11	E- Governance and Framework of ICT	70	30	-	100	3-1-0									
27IMEI203DS12	Data Ware Housing and Data Mining	70	30	-	100	3-1-0									
27IMEI203DS13	Enterprise Resource Planning	70	30	-	100	3-1-0									
Operations Management															
27IMEI203DS14	Project Management	70	30	-	100	3-1-0									
27IMEI203DS15	Total Quality Management	70	30	-	100	3-1-0									
27IMEI203DS16	Supply Chain and Logistics Management	70	30	-	100	3-1-0									
Business Analytics															
27IMEI203DS17	Business Analytics	70	30	-	100	3-1-0									
27IMEI203DS18	Fundamental of Econometrics	70	30	-	100	3-1-0									
27IMEI203DS19	Predictive Business Analytics	70	30	-	100	3-1-0									
Skill-Enhancement Course (SEC3)															
27IMEI203SE01	Digital Marketing	-	100	-	100	2-0-2									
Project Work 1															
27IMEI203PD01	Project Report	-	-	100	100	4									
<p>Note:</p> <ol style="list-style-type: none"> Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of TWENTY students are required to offer any specialization area from any two groups. The specialization area opted for in the 3rd Semester would remain the same in the 4th semester also. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">GROUP A</th> <th style="width: 33%;">GROUP B</th> <th style="width: 33%;">Group C</th> </tr> </thead> <tbody> <tr> <td>Human Resource Management</td> <td>Marketing Management</td> <td>Finance</td> </tr> <tr> <td>Operations Management</td> <td>Business Analytics</td> <td>Information Technology Management</td> </tr> </tbody> </table> <ol style="list-style-type: none"> The students are required to choose either SEC3 or Project Work 1. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR. 							GROUP A	GROUP B	Group C	Human Resource Management	Marketing Management	Finance	Operations Management	Business Analytics	Information Technology Management
GROUP A	GROUP B	Group C													
Human Resource Management	Marketing Management	Finance													
Operations Management	Business Analytics	Information Technology Management													
Total Credits						24									

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
27IMEI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Research Thesis/Project						
27IMEI204PD01	Research Thesis/Project	--	--	500	500	20
Note: In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (24+24+24+24) for 2-Year MBA (Executive)						96

Option 3: (Only Research Work-only the students who have completed 3 years Bachelor's Programme)

Second Year: Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 3)						
27IMEI203SE01	Digital Marketing	-	100	-	100	2-0-2
Research Thesis/ Project						
27IMEI203PD01	Research Thesis/ Project	--	--	500	500	20
Note: 1. Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. 2. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits						24

Second Year: Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
27IMEI204SE01	Data Analysis using Excel	-	100	-	100	2-0-2
Research Thesis/Project						
27IMEI204PD01	Research Thesis/Project	--	--	500	500	20
Note: 1. Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. 2. The student should continue the research work in the fourth semester based on the project work/synopsis submitted at the end of the third semester. The final thesis/project report will be evaluated by the internal and external examiners. 3. In case of the Project reports/ Dissertation/ Research Project, the assessment shall be jointly carried out by the internal and external examiners. There shall be no Internal assessment component for Dissertation/ Project Report. External examiners shall be invited from amongst the panel of examiners (ordinarily not below the rank of Associate Professor) recommended by PG BOS of IMSAR.						
Total Credits (24+24+24+24) for 2-Year MBA (Executive)						96