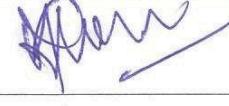
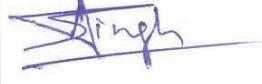
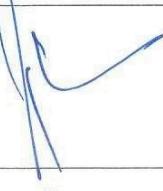
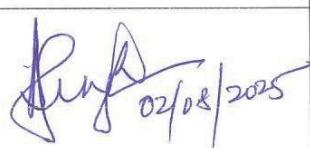
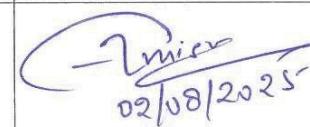
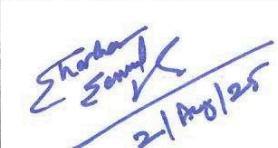
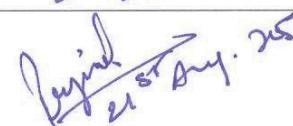
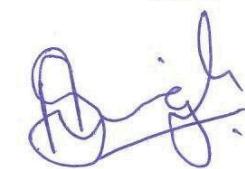


Department of Management Studies

Board of Studies 2nd August 2025

S.N	Name & Affiliation	Position	Signature
1.	Dr. Navneet Rawat Professor and Head Department of Management Studies, GEU	Convener	
2.	Dr. Mayank Dhaundiyal Dean of Jindal Global Business School (JGBS)	External Expert	
3.	Dr. Anupam Singh Lecturer in Marketing Analytics and Data Science at the Adam Smith Business School, University of Glasgow, UK	External Expert	
4.	Mr. Gaurav Lamba, Director & State Head, CII Dehradun Chapter	External Expert	
5.	Mr. Gorkhi Chandola, Socialist Entrepreneur	External Expert	
6.	Dr. Chandra Prakash, Six Sigma	External Expert	
7.	Dr. N S Bohra Professor Department of Management studies GEU	Member	
8.	Dr. M P Singh Professor Department of Management studies GEU	Member	
9.	Dr. Arvind Mohan Professor Department of Management studies GEU	Member	
10.	Dr. Sachin Ghai ,Associate Professor Department of Management studies GEU	Member	
11.	Dr. Neeraj Sharma, Professor Department of	Member	

	Management studies GEU		
12.	Dr. Ashulekha Gupta , Professor Department of Management studies GEU	Member	<i>Ashulekha 02/08/2025</i>
13.	Dr. Rajesh Tiwari , Professor Department of Management studies GEU	Member	<i>RJ</i>
14.	Dr. Vinay Kandpal , Professor Department of Management studies GEU	Member	<i>Vinay</i>
15.	Dr. Ratnakar Mishra Professor Department of Management studies GEU	Member	<i>Ratnakar 21/8/25</i>
16.	Dr. Pawan Kumar Professor Department of Management studies GEU	Member	<i>Pawan 21/8/25</i>
17.	Dr. Praveen Singh Professor Department of Management studies GEU	Member	<i>Praveen 21/8/25</i>
18.	Dr. Deepak Kaushal Professor Department of Management studies GEU	Member	<i>Deepak 21/8/25</i>
19.	Dr. Manu Sharma Professor Department of Management studies GEU	Member	<i>Manu 21/8/25</i>
20.	Dr. Sanjay Taneja Professor Department of Management studies GEU	Member	<i>Sanjay 21/8/25</i>
21.	Dr. Girish Lakhhera Associate Professor Department of Management studies GEU	Member	<i>Girish 21/8/25</i>
22.	Dr. Nagendra Sharma Associate Professor Department of Management studies GEU	Member	<i>Nagendra 21/8/25</i>
23.	Dr. Yogesh Bhatt, Associate Professor, Department of Management studies GEU	Member	<i>Yogesh 02/08/25</i>
24.	Dr. Bijesh Dhyani		<i>Bijesh</i>

	Assistant Professor Department of Management studies GEU		<u>Luyani</u>
25.	Ms. Anupama Singh Assistant Professor Department of Management studies GEU	Member	 02/08/2025
26.	Mr. Abhishek Misra Assistant Professor Department of Management studies GEU	Member	 02/08/2025
27.	Mr. Shashank Semwal Assistant Professor Department of Management studies GEU	Member	 02/08/2025
28.	Mr. Piyush ,Associate Professor Department of Management studies GEU	Member	 02/08/2025
29.	Mr. P A Anand Professor Department of Management studies GEU	Special Invitee	 02/08/2025
30.	Dr. Vishal Sagar Professor GEHU SOMS, GEHU	Special Invitee	 02/08/2025
31.	Mr. Arun Singh(MBA 2007-2009 Batch) Director Bulls eye shooting Academy GEHU, Haldwani Campus	Special Invitee	 02/08/2025
32.	Mr. Sachin Sharma (MBA 2003-2005 Batch) Founder Director Alliance Securities	Special Invitee	 02/08/2025
33.	Mr.Ghanshyam Godiyal , father of Shruti Godiyal,MBA 2024-2026 batch.	Special Invitee	 02/08/2025

Department of Management Studies

Agenda of the Meeting [Board of Studies]

held on August 02, 2025 at Board Room, Chanakya Block of Graphic Era (Deemed to be University).

MBA Program

Major highlights of the change in the curriculum proposed for review and approval are as follows:

1. To review the structure, scheme and syllabus of MBA Program.
2. There is a change in total credits of the program. Total credits in the proposed structure are 110 as compared to 102 credits in the BOS held in 2024.
3. To enhance the academic rigor the semester system is being amended to a trimester system from the academic year 2025-26. The programme will comprise of six trimesters, with three trimesters in each academic year.
4. The assessment matrix is revised to enhance academic rigor. The revised assessment matrix comprises of internal assessment (10%), continual assessment (30%), end term examination (60%). Till now the assessment comprised of internal assessment (25%), mid-term examination (25%) and end term examination (50%).
5. To enhance critical thinking and problem-solving abilities of the students, Project based learning (PBL) is being introduced from academic year 2025-26. Each term will have one course on PBL mode.
6. To encourage entrepreneurship amongst the graduates a course on Capstone Project on Venture Creation/Family Business Management has been introduced in place of Dissertation in final term.
7. Certain value-added courses have also been proposed in the new curriculum to enhance analytical skills.

Signature of the members of the BOS:



Department of Management Studies

Minutes of Meeting [Board of Studies], August 02, 2025 at Conference Hall, Chanakya Block,
Graphic Era (Deemed to be University)

The BOS for department of Management Studies was held on August 02, 2025 at 2:00 pm,
Conference Hall, Chanakya Block under the Chairmanship of Dr. Navneet Rawat, (Head of
Department of Management Studies).

PROCEEDINGS

The Chairman welcomed all the members of the BOS. The members of Departmental Faculty
Board appreciated the effort of the external stakeholders. The Academic Coordinator presented
the detailed structure of the MBA programme and moderated the proceedings of the committee.

ITEM - 01: The committee reviewed the attainment of outcomes and feedback of stakeholders.
The performance was found to be satisfactory.

ITEM - 02: The committee has reviewed the change in total credits of the program. Total credits
revision from 102 to 110 was discussed and approved.

ITEM - 03: The committee reviewed the change from semester system to a trimester system. The
dynamics of transition from a four-semester system to a six-trimester system was deliberated
and approved.

Signature of the members of the BOS:



Department of Management Studies

Minutes of Meeting [Board of Studies], August 02, 2025 at Conference Hall, Chanakya Block,
Graphic Era (Deemed to be University)

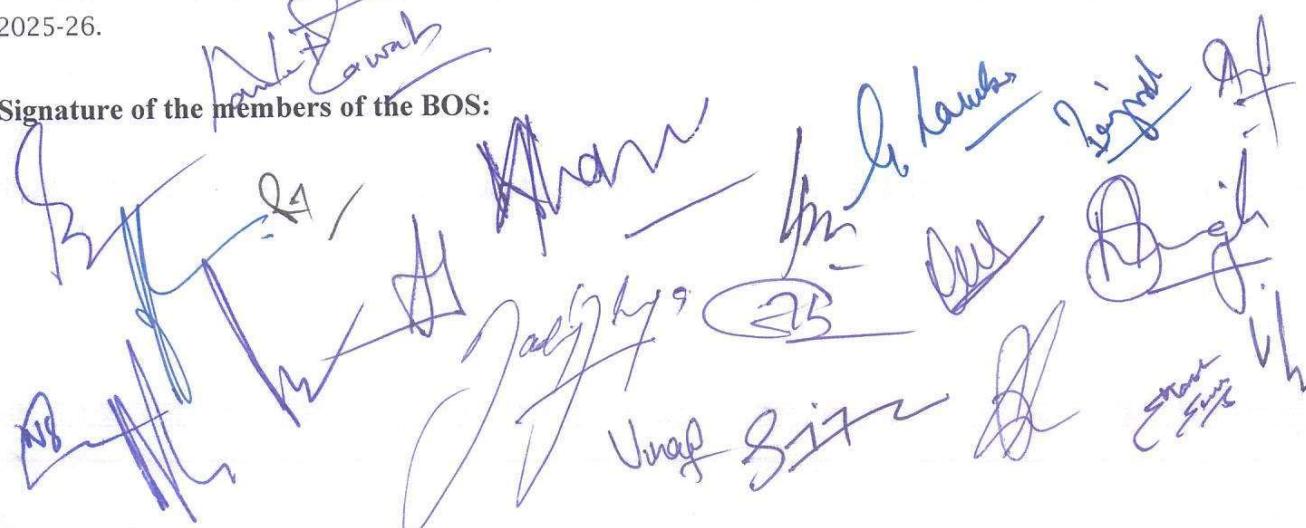
ITEM - 04: The committee examined the change from 25, 25, 50 assessment matrix to 10,30,60 assessment matrix. The revised assessment matrix comprising of internal assessment (10%), continual assessment (30%), end term examination (60%) was discussed and approved to be adopted in place of previous assessment matrix comprising of internal assessment (25%), mid-term examination (25%) and end term examination (50%).

ITEM - 05: The committee deliberated upon the proposal of introducing Project based learning in each trimester. The proposal was found to be useful to enhance critical thinking and problem-solving abilities of the students, thus Project based learning (PBL) was approved from academic year 2025-26. Each term to have one course on PBL mode.

ITEM - 06: The committee deliberated upon the current geopolitical uncertainty and the need to encourage new venture creation for sustaining economic growth in the era of technology and geopolitical disruption. To encourage entrepreneurship amongst the graduates, in addition to Capstone Project, the students were given the alternative of capstone project on Venture Creation /Family Business Management. The Capstone change was duly approved in place of Dissertation in final term.

ITEM - 07: The committee reviewed the proposal for providing a self-paced learning mode for students to enhance analytical skills. The proposal of addition of noncredit value-added courses and Mandatory Non-Graded (MNG) course was deliberated and approved for the academic session 2025-26.

Signature of the members of the BOS:





Graphic Era Deemed to be University DEHRADUN



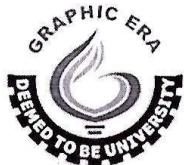
NAAC
GRADE
A+
ACCREDITED



CURRICULUM for MASTER OF BUSINESS ADMINISTRATION

*MARKETING/FINANCE/HR/BUSINESS INTELLIGENCE & ANALYTICS/ DIGITAL
MARKETING/FINTECH/HOSPITAL ADMINISTRATION/AVIATION
MANAGEMENT/ LOGISTICS & SUPPLY CHAIN MANAGEMENT/
/INTERNATIONAL BUSINESS//ENTREPRENEURSHIP/SPORTS MANAGEMENT*

(Effective from the academic year 2025-26)



DEPARTMENT OF MANAGEMENT STUDIES
GRAPHIC ERA (DEEMED TO BE UNIVERSITY)
566/6, Bell Road, Clement Town,
Dehradun, Uttarakhand 248002 INDIA
<https://www.geu.ac.in>



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1. Preamble

The role of higher education is very important in securing the gainful employment and/or providing further access to higher education comparable to the best available in the world class institutions elsewhere. The improvement in the quality of higher education, therefore, deserves to be given highest priority to enable the young generation of students to acquire skill, training and knowledge in order to enhance their thinking, comprehension and application abilities and prepare them to compete, succeed and excel globally. Sustained initiatives are required to reform the present higher education system for improving and upgrading the academic resources and learning environments by raising the quality of teaching and standards of achievements in learning outcomes in post-graduate programs. The Graphic Era (Deemed to be University) upgraded its post-graduate programmes in Master of Business Administration (MBA) in accordance with model curriculum proposed by UGC including Outcome Based Education (OBE) and Choice Based Credit System (CBCS), which makes it student-centric, interactive with well-defined aims, objectives and goals. In other words, the curriculum will be flexible, it will allow students to take up creative subject-combinations.

2. Introduction

The Department of Management Studies was established in 2003. Ranked 59 among the top management college in India by NIRF 2024 and awarded a Diamond rating by QS I-Gauge, the Department of Management Studies, at Graphic Era (Deemed to be University), is a renowned department that provides a transformative educational experience to its students and prepares them for successful careers. The department encourages a multi-disciplinary perspective by providing opportunities to learn from other departments of the University. With a focus on global business practices and international exposure, Department of Management Studies (DOMS), Graphic Era (Deemed to be University), as the top-notch management institute in India prepares students to become future leaders who can navigate and succeed in diverse cultural and economic environments.



3. Vision & Mission

3.1 Vision and Mission of the University

Vision

We visualize Graphic Era (Deemed to be University) as an internationally recognized, enquiry driven, ethically engaged diverse community, whose members work collaboratively for positive transformation in the world, through leadership in teaching, research and social action.

Mission

The mission of the university is to promote learning in true spirit and offering knowledge and skills in order to succeed as professionals. The university aims to distinguish itself as a diverse, socially responsible learning community with a high-quality scholarship and academic rigor.

3.2 Vision and Mission of the Department

Vision

We visualize Department of Management Studies, Graphic Era (Deemed to be University) as an internationally accepted center for management education, training and research which is engaged in continual evolution of managerial skills and practices enabling the inmates to contribute towards economic and social transformation and development.

Mission

M1: The mission of the department is to impart knowledge and skills through well-defined process of academic planning.

M2: Department endeavors to monitor and evaluate the process of academic delivery on continual basis

M3: Department aims at transforming the students and individuals equipped with managerial, ethical, and human skills applicable for personal and professional life.



4. Program Educational Objectives (PEOs)

PEO1. To produce graduates having knowledge, ability and skill to apply basic principles of management to plan, execute, monitor and evaluate business operations.

PEO2. To develop analytical aptitude and techno-managerial skills among students for effective coordination and communication for managing business organizations.

PEO3. To inculcate leadership qualities, interpersonal skills and professional traits among the students to work individually and in team.

PEO4. To sensitize the students towards issues like personal & professional ethics, environment conservation, culture and socio-political settings of immediate surroundings.

5. Program Outcomes (POs)

PO1. Apply knowledge of management theories and practices to solve business problems.

PO2. Foster Analytical, critical thinking and techno-managerial abilities for data-based decision making.

PO3. Ability to develop Value based Leadership ability.

PO4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects.

PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6. Ability to develop entrepreneurial skills using innovative practices.

6. Program Structure

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit
1 Credit	10 hours for the trimester

B. Nomenclature:

Code	Definitions
DSC	Discipline Specific Course
DEC	Department Elective Course
AEC	Ability Enhancement Course
SEC	Discipline-Centric Skill Enhancement Course
GEC	General Elective Course
VAC	Value Added Course
MNG	Mandatory Non-Graded Course
PBL	Project Based Learning

Definitions:

1. Courses of study – Courses of study indicates pursuance of study in a particular discipline. Every discipline shall offer various categories of courses of study, viz. Discipline Specific Courses (DSC), Department Elective Courses (DEC), Ability Enhancement Course (AEC), Discipline-Centric Skill Enhancement Course (SEC).

a) Discipline Specific Core Courses (DSC): Discipline Specific core courses are pursued by a student as a mandatory requirement of his/her programme of study. DSC shall be the core credit courses of that particular discipline which will be appropriately graded and arranged across the semesters of study, being undertaken by the student.

b) Department Specific Elective Courses (DSE): Department elective courses are an essential component of a student's academic journey, forming a foundational aspect of their chosen field of study. As mandatory requirements within a program, department elective courses, or DECs, constitute the core credit courses specific to the discipline. These courses are strategically graded and distributed across the semesters of study, providing students with a structured pathway to deepen their understanding and expertise within their major area of focus.



- c) **Ability Enhancement Course (AEC):** Ability Enhancement courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.
- d) **Discipline-Centric Skill Enhancement Course (SEC):** SE courses are skill-based courses in all disciplines and are aimed at providing hands-on-training, skills, etc.
- e) **Value Added Courses (VAC):** Value added course are non-credit designed to provide value added learning for the students.
- f) **Audit Non-Graded Course (ANG):** The course provides opportunity to develop understanding of additional courses which enhances the ability of the student to develop a holistic perspective of real-world problems. These courses do not have any credit.
- g) **Project Based Learning (PBL):** These courses provide the opportunity to develop in-depth understanding of functional domains by attempting to solve a real-world problem under the guidance of the faculty. The rigorous evaluation is further reinforced by continuous evaluation through-out the semester and viva at the end of semester by expert panel.



7. Major Features of Curriculum

1. Project based learning (PBL) for enhancing critical thinking and problem-solving ability.
2. Integration of technology with case-based teaching for preparing industry ready graduates for future needs of the business and society.
3. Flexible Choice Based System for students to pursue courses of their interest.
4. Includes Range of Courses to cover up the diversity of MBA Specializations.
5. To impart high competency in the students, the curriculum offers distinct ability enhancement and value-added courses.
6. Apart from the technical course, the program offers a range of courses that provides the students a broad range of knowledge and skill set like life skills and mentoring, soft skills, aptitude, communication skills, social and professional ethics.
7. The curriculum offers multi-disciplinary courses running in the university for other filed/areas.



Course Components of Academic Program MBA

Program Duration : 2 Years, 6 Trimesters

Total Number of Credits : 109

COURSE COMPONENT OF ACADEMIC PROGRAMME [MBA]			
Minimum Duration		2 Years	Credits
Maximum Duration		4 years	
Total Number of Credits		109	
Course Components			
Head	Sub Head	Courses	
1	1.0	Discipline Specific Core Courses (DSC)	48
2	2.0	Discipline Specific Elective Courses (DSE)	33.0
	2.1	Major Electives	21
	2.2	Minor Electives	12
	3.0	Discipline-Centric Skill Enhancement Course (SEC)	16
	3.1	Business Analytics I -Project Based Learning (PBL)	3
	3.2	Business Analytics II-Project Based Learning (PBL)	3
	3.3.	Professional Communication	3
	3.4	Career and Life Skills-I	3
	3.5	Career and Life Skills-II	3
3	3.6	Career and Life Skills- III	1
	4.0	Summer Internship & Dissertation	12.0
	4.1	Summer Internship Project	6
4	4.2	Capstone Project/Venture Creation/Family Business Management	6
	5.0	Value Added Courses (VAC)/Audit Non-Graded (ANG) Course	
	5.1	MOOCs/Coursera-Term I (ANG)	-
	5.2	Power Apps/Certification/MOOCs/COURSERA-Term II (ANG)	-
	5.3	Advanced Excel/MOOCs/Certification (VAC)-Term III	-
5	5.4	MOOCs/Certification (VAC)-Term IV	-
		Total	109



**Graphic Era (Deemed to Be University)
Department of Management Studies
MBA Trimester 2025-27 structure
with Specialization**

**MARKETING/FINANCE/HR/BUSINESS INTELLIGENCE & ANALYTICS/ DIGITAL
MARKETING/FINTECH/HOSPITAL ADMINISTRATION/AVIATION
MANAGEMENT/ LOGISTICS & SUPPLY CHAIN MANAGEMENT/
/INTERNATIONAL BUSINESS/ /ENTREPRENEURSHIP/SPORTS MANAGEMENT**
2025-27

Trimester-I								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MBA 101	Management Concepts and Organizational Behaviour	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 102	Business Environment	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 103	Managerial Economics	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 104	Financial Statement Analysis and Reporting	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 105	Marketing Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 106	Professional Communication	Discipline-Centric Skill Enhancement Course (SEC)	30	3	2	1		100
MBA 107	Business Analytics I - Project Based Learning (PBL)	Discipline-Centric Skill Enhancement Course (SEC) ##	40	3	2		1	150
	TOTAL		220	21				750

MBA 108	MOOCS/COURSERA	Audit Non-Graded (ANG) @		Qualified/Not Qualified
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- ❖ # Hours are for entire trimester. 1 Credit = 10 hours in a trimester
- ❖ Each trimester 10 weeks for the delivery, 1 week for internal assessment, 1 week for external assessment. 60 days of delivery, 6 days of internal assessment and 6 days for external assessment. Total working days= 72 in each trimester (12 weeks).

external assessment. 60 days of delivery, 6 days of internal assessment and 6 days for external assessment. Total working days= 72 in each trimester (12 weeks).

- ❖ L: Lecture, T: Tutorial, P: Practical
- ❖ MBA 106, Professional Communication: It will comprise of managerial communication of 2 credits and business aptitude of 1 credit.
- ❖ ## MBA 107, Business Analytics-I -Project Based Learning (PBL): Project Based Learning will comprise of project on problems, issues concerning organisations. 2 credits of PBL will be theory comprising 20 contact hours, and 1 credit of lab work comprising 20 contact hours.
- ❖ @ MBA 108, MOOCs/Coursera: MOOC course will be offered as an audit non graded (ANG) course. To encourage self-paced learning MOOC course, including a course from Coursera will be opted by student.





Trimester-II								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MBA 201	Human Resource Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 202	Supply Chain Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 203	Financial Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 204	International Business	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 205	Retail and E commerce Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 206	Business Analytics II-Project Based Learning (PBL)	Discipline-Centric Skill Enhancement Course (SEC)	40	3	2		1	150
MBA 207	Career and Life Skills-I	Discipline-Centric Skill Enhancement Course (SEC)	30	3	2	1		100
TOTAL			220	21				750

MBA 208	Power Apps/Certification/MOOCs/COURSERA	Audit Non-Graded (ANG)		Qualified/Not Qualified
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- ❖ MBA 206, Business Analytics II -Project Based Learning (PBL): Project Based Learning will comprise of project on problems, issues concerning organisations. 2 credits of PBL will be theory comprising 20 contact hours, and 1 credit of lab work comprising 20 contact hours.

credits of PBL will be theory comprising 20 contact hours, and 1 credit of lab work comprising 20 contact hours.

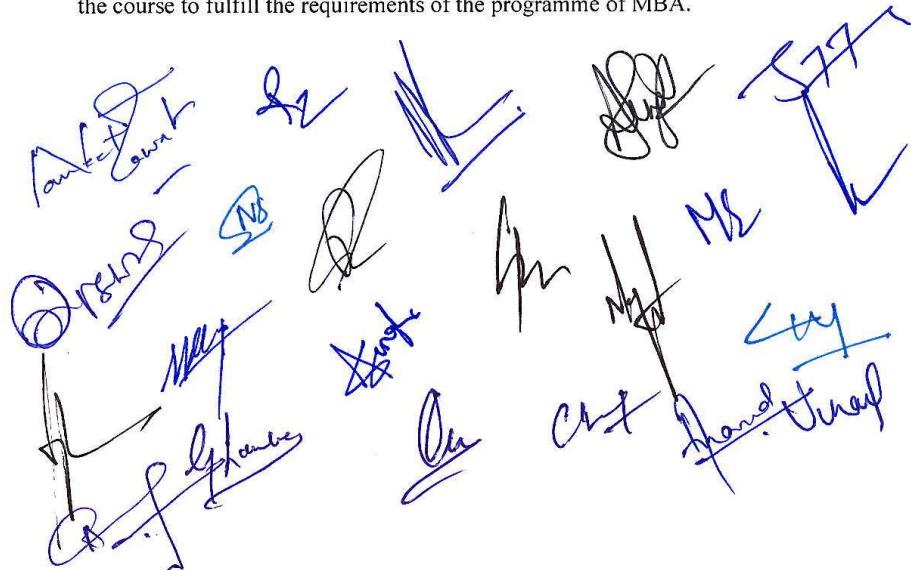


- ❖ **MBA 208, Power Apps/Certification/MOOCs/COURSERA:** It will be offered as an audit non graded (ANG) course. To encourage self-paced learning MOOC course, including a course from Coursera will be opted by student.

Trimester-III								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MBA 301	Operations Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 302	Corporate Legal Environment	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 303	Business Research & Intelligence	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 304	Specialization Elective-I (Major)	Discipline Specific Elective Course (DSE)	30	3	2	1		100
MBA 305	Specialization Elective-II (Major)	Discipline Specific Elective Course (DSE)	30	3	2	1		100
MBA 306	Specialization Elective-III (Major)- Project Based Learning (PBL)	Discipline Specific Elective Course (DSE)	30	3	2	1		150
MBA 307	Career and Life Skills-II	Discipline-Centric Skill Enhancement Course (SEC)	30	3	2	1		100
	TOTAL		210	21				750

MBA 308	Advanced Excel/MOOCs/Certification	Value Added Course (VAC)	20	Qualified/Not Qualified
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- ❖ MBA 306, Specialization Elective-III (Major)-Project Based Learning (PBL): To encourage critical thinking and problem-solving ability of the students, one major elective will be offered as a project-based learning module. The project will comprise of data driven decision making on a real-world problem faced by the organisations.
- ❖ The project will involve industry expert evaluations in addition to faculty evaluation of the project to enhance the rigor of critical analysis and development of feasible and sustainable solutions.
- ❖ MBA 308, Advanced Excel-II/MOOCs/Certification: It will be offered as a value-added course with 20 contact hours. To encourage self-paced learning MOOC course, including a course from Coursera will be opted by student. It is mandatory to qualify the course to fulfill the requirements of the programme of MBA.





Trimester-IV								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MBA 401	Strategic Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 402	Artificial Intelligence for Managers	Discipline Specific Core Courses (DSC)	10	1	1			100
MBA 403	Specialization Elective-IV (Major)	Discipline Specific Elective Course (DSE)	30	3	2	1		100
MBA 404	Specialization Elective-V (Major)-Project Based Learning (PBL)	Discipline Specific Elective Course (DSE)	30	3	2	1		150
MBA 405	Specialization Elective-I (Minor)	Discipline Specific Elective Course (DSE)	30	3	2	1		100
MBA 406	Specialization Elective-II (Minor)	Discipline Specific Elective Course (DSE)	30	3	2	1		100
MBA 407	Career and Life Skills-III	Discipline-Centric Skill Enhancement Course (SEC)	10	1	1			100
MBA 408	Summer Internship Project	Summer Project/Internship (SIP)		6				100
			170	23				850
MBA 409	MOOCs/Certification	Value Added Course (VAC)	20				Qualified/Not Qualified	

- ❖ MBA 404, Specialization Elective-III (Major)-Project Based Learning (PBL): To encourage critical thinking and problem-solving ability of the students, one major elective will be offered as a project-based learning module. The project will comprise of data driven decision making on a real-world problem faced by the organisations. The project will involve industry expert evaluations in addition to faculty evaluation of the project to enhance the rigor of critical analysis and development of feasible and sustainable solutions.
- ❖ MBA 408, Summer Internship Project: The students shall undergo a six to eight weeks Internship/Field Project of 6 Credits after the third trimester and prior to the commencement of 4th trimester. The same shall be evaluated in 4th trimester. The 100 marks evaluation of the project will be done on following basis - 25 Marks for

commencement of 4th trimester. The same shall be evaluated in 4th trimester. The 100 marks evaluation of the project will be done on following basis - 25 Marks for

Project Report, 25 Marks for Report Presentation and 50 Marks for project viva voce which will be conducted by an external expert from Academia or Industry.

- ❖ MBA 409, MOOCs/Certification: It will be offered as a value-added course with 20 contact hours. To encourage self-paced learning MOOC course, including a course from Coursera or another platform will be opted by student. It is mandatory to qualify the course to fulfill the requirements of the programme of MBA.





Trimester-V								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MBA 501	Project Management	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MBA 502	Entrepreneurship & Innovation	Discipline Specific Core Courses (DSC)	20	2	1	1		100
MBA 503	Specialization Elective-VI (Major)	Discipline Specific Elective Course (DSE)	30	3	2	1		100
MBA 504	Specialization Elective-VII (Major)- Project Based Learning (PBL)	Discipline Specific Elective Course (DSE)	30	3	2	1		150
MBA 505	Specialization Elective-III (Minor).	Discipline Specific Elective Course (DSE)	30	3	2	1		100
MBA 506	Specialization Elective-IV (Minor)	Discipline Specific Elective Course (DSE)	30	3	2	1		100
			170	17				650

- ❖ MBA 504, Specialization Elective-III (Major)-Project Based Learning (PBL): To encourage critical thinking and problem-solving ability of the students, one major elective will be offered as a project-based learning module. The project will comprise of data driven decision making on a real-world problem faced by the organisations. The project will involve industry expert evaluations in addition to faculty evaluation of the project to enhance the rigor of critical analysis and development of feasible and sustainable solutions.



Trimester-VI								
Code	Course	Type	Trimester Hrs	Credits	L	T	P	Marks
MBA 601	Capstone Project/Venture Creation/Family Business Management	Final Dissertation		6				100
	TOTAL			6				100

- ❖ MBA 601, Capstone Project/Venture Creation/Family Business Management: Students will work on a capstone project or new venture creation or family business management to earn 6 credits. The capstone project/ Venture Creation/Family Business Management: Students will be supervised by a faculty mentor/start up mentor and assessed by external examiner from Academia or Industry. 100 marks of the capstone/ Venture Creation/Family Business Management for dissertation report will be evaluated on following basis - 25 Marks for report, 25 Marks for presentation and 50 Marks for external viva voce.



MAJOR ELECTIVES:

Marketing Electives

1. Sales & Distribution Management
2. Marketing of Services
3. International Marketing
4. New Product Development using GenAI
5. Marketing Research
6. Consumer Behavior
7. Business to Business Marketing
8. Marketing of Financial Services
9. Industrial Marketing
10. Integrated Marketing Communication
11. Digital Marketing
12. Global Consumer Behavior
13. Marketing Information System
14. Strategic Marketing Management
15. Strategic Brand Management
16. Advertising and Public Relations
17. Neuro Marketing
18. Rural Marketing
19. Customer Relationship Management
20. Marketing Automation & AI

Finance Electives

1. Security Analysis & Portfolio Management
2. Cost And Management Accounting
3. Financial & Tax Planning
4. Financial Derivatives
5. Financial Institutions & Services
6. Financial Modeling
7. Strategic Financial Management
8. Financial Analytics
9. Financial Modeling
10. Entrepreneurial Finance
11. Financial Econometric Analysis
12. Business Valuation
13. Cost Analysis & Management Control System
14. International Finance Management
15. Financial Risk Management
16. Digital Technology in Finance
17. Financial Engineering
18. Behavioral Finance

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1. *Marketing*
2. *Finance*
3. *HRM*
4. *Logistics*
5. *Operations*
6. *Project Management*
7. *Supply Chain Management*
8. *Business Analytics*
9. *Strategic Management*
10. *Leadership*
11. *Marketing Research*
12. *Brand Management*
13. *Product Management*
14. *Customer Relationship Management*
15. *Industrial Marketing*
16. *Business to Business Marketing*
17. *Rural Marketing*
18. *Customer Relationship Management*
19. *Marketing Automation & AI*



- 19. Mergers & Acquisitions
- 20. Accounting Standards

Human Resource Management Electives

1. Human Resource Development
2. Performance Management System
3. Industrial Relations and Labor Laws
4. Strategic HRM
5. Compensation Management
6. Organizational Change and Development
7. International HRM
8. Human Resource Metrics & Analytics
9. Talent Management
10. Managing Conflicts and Negotiations
11. Crisis Communication & Organisational Learning
12. Global Human Resource Management
13. Cross Cultural & Diversity Management
14. Technology For HR
15. Mergers, Acquisitions and Restructuring
16. Industrial Relations and Labor Welfare
17. Competency Mapping & Assessment
18. Training & Development
19. Strategic HRM
20. Human Resource Information System

Airport and Airline Management Electives

1. Airport Planning and Management
2. Fundamentals of Airline Operations
3. Logistics and Air Cargo Management & Handling
4. Aviation Safety and Security
5. Aviation Revenue Management
6. Travel and Tourism in the Airline Industry
7. Revenue Management
8. Services Marketing for Aviation Industry
9. Aviation Demand Forecasting
10. Introduction to Aviation Industry
11. Airport Functions of Airlines
12. Airport Strategic Planning
13. Aviation Finance and Economics
14. Aerodrome Design and Operations
15. Aviation Law and Regulation
16. Airport Operation Management

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17. Aviation Safety and Security**18. Air Cargo Management****Hospital Administration Electives**

1. Introduction To Hospital and Healthcare System
2. Hospital Management and Strategies
3. Artificial Intelligence in Healthcare
4. Hospital Infrastructure and Facility Management
5. Health Informatics & Health Management Information System
6. Public Health Policy
7. Medical Terminology and Clinical Practices
8. Operations And Cost Management in Hospitals
9. Patient Care and Services
10. Law And Ethics in Hospital Administration
11. Digital Healthcare
12. Quality Assurance in Healthcare
13. Healthcare Insurance
14. Digital Healthcare & Insurance
15. Hospital Information System
16. Hospital Services Marketing
17. Hospital Operations Management
18. Legal Framework for Hospitals
19. Health Care & Hospital Environment
20. Effective Hospital Management & Administrative

Logistics & Supply Chain Management Electives

1. Supply Chain & Logistic Management
2. Artificial Intelligence in Logistic & Supply Chain
3. Operations Planning & Control
4. Supply Chain Design & Modelling
5. International Logistics
6. Reverse Logistics
7. Supply Chain Analytics & Simulation
8. Logistics In Port and Airport
9. International Logistics & Global Supply Chain Management
10. Digital Supply Chain
11. Distribution Management for Global Supply Chain
12. Containerization & Multimodal Transport
13. Applied GIS & Spatial Data Analytics
14. Supply Chain Risk Modeling & Management
15. Shipment Operations Management
16. Procurement & Sourcing Management



- 17. Warehousing & Inventory Management
- 18. Operations & Material Management
- 19. Global Trade Operations & Commercial Geography
- 20. Fundamentals of Logistics

Minor Electives:

Business Intelligence & Analytics Electives

1. Fundamental of Business Intelligence & Analytics
2. Generative Business Intelligence
3. Business Intelligence & Data Visualization
4. Decision Science
5. Data Modeling
6. Cloud Based Bi Solutions
7. Programing With Python
8. Exploratory Data Analysis
9. Artificial Intelligence for Managers
10. Machine Learning Algorithms
11. Big Data Analytics
12. Data Support System
13. Programing For Analytics
14. Predictive analytics
15. Natural Language Processing
16. Deep Learning
17. Business Intelligence Using Power Bi and Tableau
18. Web Analytics
19. Data Security and Governance
20. Regulatory Framework of Artificial Intelligence

Fintech Electives

1. Introduction to Finance Markets
2. Foundations of Fintech
3. Financial Derivatives
4. Python for Finance
5. Analytics for Finance
6. Algorithm Trading
7. Quantitative Techniques for Finance
8. Banking Analytics
9. Big Data for Finance
10. Fintech Applications in Financial Markets
11. Financial Markets and Institutions
12. Fintech In Banking
13. Cryptography And Information Securities

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14. AI, ML and its Application
15. Online Payment Systems & Platform
16. Block Chain and its Application
17. Financial Risk Analytics
18. Financial Modeling
19. Actuarial Finance
20. Insurance Risk Management

Digital Marketing Electives

1. Introduction To Digital Marketing
2. Gaming AI, AR, MR, VR
3. Gen AI In Digital Marketing
4. Social Media Marketing & Influence Marketing
5. Market Research & Analytics
6. Search & Display Marketing
7. Content Marketing
8. Campaign & E Mail Marketing
9. Video Marketing
10. Mobile App Marketing & Growth Hacks
11. Marketing Automation & AI
12. Digital Branding
13. Digital Payment System
14. Search Engine Optimization & Marketing
15. Conversion Rate Optimization and Attribution & Testing
16. Segmentation & Clustering Analysis
17. Media Plan Buying & Optimization
18. Digital Privacy and Security & Emerging Technologies
19. Inbound Marketing (Web 2.0, Semantic Web, Ai, Ubiquitous)
20. Social Media Analytics

International Business Electives

1. Global Business Environment
2. Global Strategic Management
3. Global Business Ethics
4. International Trade Law
5. India's Foreign Trade and Policy
6. Export/Import Procedures, Documentation & Logistics
7. Cross Cultural Business Management
8. Foreign Exchange and Risk Management
9. Leadership For Global Business & Politics
10. Analytics & Research Skills for International Business

11. Comparative Business & Management
12. International Business Strategy
13. Responsible & Firms Internationalization Strategies
14. Firms Merger, Acquisition & Amalgamation
15. Institutions & Firms Internationalization Strategies
16. Global Trade & Economics
17. Global Operations & Supply Chain Management
18. Political Economy of Global Business
19. World Class Manufacturing, Inventory & Supply Chain
20. International Logistics

Entrepreneurship Electives

1. Entrepreneurship & New Venture Creation
2. Enterprise Resource Planning
3. Entrepreneurship & Innovation
4. Family Business Management
5. Financing New Ventures & Businesses
6. Creativity & Innovation in Business & Entrepreneurship
7. Entrepreneurial Marketing
8. Social Entrepreneurship
9. Enterprise Growth & Succession
10. Business Incubation and Legal Framework
11. Building Entrepreneurial Culture & Team
12. Managing Innovation & Emerging Trends
13. Building Lasting Family Business
14. Competitive Strategies & Management of Family Business & Business Portfolio
15. Product Design, Development and Commercialization
16. Venture Capital & Private Equity
17. Rural Entrepreneurship & Development
18. Government Start Up Schemes & Policies
19. Digital Entrepreneurship
20. Entrepreneurship Laws and Regulations

Banking and Insurance

1. Banking and Retail Finance
2. Insurance Business Management
3. Actuarial Science
4. Risk Management
5. Agriculture & Rural Insurance
6. AI, ML for Insurance
7. Neo Banking
8. SME Banking
9. Interntional Banking

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Retail Electives:

1. Category Management and Franchising
2. International Retailing
3. Retail Logistics
4. Retail Sales and Customer Service
5. Retail Location Strategies

Branding & Advertising Electives:

1. Content Marketing and Campaign Design
2. Advertising Creativity and Execution
3. Digital Branding and Marketing
4. Corporate Branding
5. Media Planning

Entrepreneurship Electives

1. Market Opportunity Analysis
2. Business Planning and Modelling
3. Social Entrepreneurship
4. Venture Financing and Growth
5. Retailing and Franchising

Sports Management Electives

1. Sports Events & Facilities Management
2. Introduction to Sports & Sports Industry
3. Sports Entrepreneurship
4. Sports Project Management
5. Sports Marketing & Sponsorship Management
6. Sports Ventures, Innovation & CSR
7. Sports Leagues, Governance, Strategy, & Business Model
8. Digital Sports Marketing
9. Applied Sports Marketing Research
10. Sports Merchandise
11. Sports Brand Management
12. Sports Media & Public Relations Management
13. Legal & Ethics in Sports Management
14. Sports Equipment & Fitness Management
15. Statistics In Sports Management
16. Sports Franchises & Consultancy
17. Sports Health Care Management & Psychology
18. Sports Broadcasters and Celebrity Endorsement
19. Sports Equipment's Manufacturing, Logistic & Supply Chain
20. Sports Channel Broadcasting Rights

2



Trimester MBA Assessment Framework

Examinations and Assessments

The University shall follow a trimester system in MBA. Each trimester will not have less than 11 weeks. The last week of the trimester will be dedicated to end term examinations.

Trimester-Based MBA Assessment Scheme

Type of Assessment	Weightage	Component
1. Internal Assessment (IA)	10%	Assignments, Attendance, classroom performance
2. Continual Assessment (CA)	30%	Weekly class engagement: MCQs, cases, numerical problems, theory-based questions
3. End-Term Examination (ETE)	60%	Comprehensive written exam assessing full course content

1. Internal Assessment (IA – 10%)

IA Component	Weight (10%)
Assignment	50%
Attendance & Discipline	50%
Total	100%

2. Continual Assessment (CA – 30%)

Type of Question	Frequency	Description	Weekly Points
MCQs	Weekly	Conceptual and application-based questions	3
Case Analysis	Bi-weekly	Scenario-based decision-making/justification	3
Numerical	Bi-weekly	Calculation-based (Finance, Operations etc.)	2
Theoretical Problem-Solving	Weekly	Reasoned short/structured answers	2
Total per Week	—	—	10

Criteria	Excellent (4)	Good (3)	Fair (2)	Needs Improvement (1)	Weight (pts)
MCQs (Concept & Application)	All correct; excellent conceptual grasp and logic	One error; good understanding	2–3 errors; partial understanding	Several errors; weak grasp of concepts	3
Case Analysis	Clear decision-making; strong application of concepts	Logical reasoning; some application	Limited analysis; partially relevant response	Generic or off-topic; lacks clear justification	3
Numerical Problem Solving	Accurate calculations; correct steps and logic	Minor mistakes; process understood	Conceptual gaps; incomplete or partially correct steps	Major errors or no attempt	2
Theoretical Reasoning	Well-structured response; deep insight and explanation	Adequate explanation with some structure	Surface-level understanding; minimal detail	Vague, incoherent, or no relevant reasoning	2

Proposed Weekly Test Format for Continual Assessment (Max 10 points)

Section	Format	Weight (points)
MCQ	2-3 items	3
Case Question	1 mini-case	3
Numerical	1 short task	2
Theoretical	1 reasoning task	2
Total	—	10

CA Scoring Procedure

- Over 10 weeks, students can earn up to 100 points
- CA score calculated as:
$$\text{CA} = (\text{Sum of weekly scores}/100) \times 30$$

3. End-Term Examination (ETE – 60%)

Question Paper Structure: Section A (3 questions of 20 marks) of 60 marks and Section B consisting of case study of 40 marks



Type of Courses

Table 1: Trimester Wise Break Up of Courses, Credits and Contact Hours

PARTICULARS	I	II	III	IV	V	VI	TOTAL NO. OF COURSES	TOTAL CREDITS
PROGRAM CORE (3 CREDITS)	5	5	3	1	1		15	45
CORE-II (1.0 CREDITS)				1			1	1
CORE -111 (2 CREDITS)					1		1	2
PROGRAM ELECTIVE (DSE)			3	4	4		11	33
SEC -1 (1.0 CREDITS)				1			1	1
SEC-II (3.0 CREDITS)	2	2	1				5	15
SUMMÉR PROJECT (INTERNSHIP)					1		1	6
FINAL DISSERTATION (CAPSTONE PROJECT)						1	1	6
NO OF COURSES	7	7	7	8	6	1	36	
SEM CREDITS	21	21	21	23	17	6		109
CONTACT HOURS	220	220	210	190	170			1010
YEAR WISE HOURS			650			360		

Table 1a: Summary of Course Credit, Contact Hours

Type of Course		No. of Courses	Hours	Credit	% Credit
Discipline Specific Core Courses (DSC)		17	480	48	44.04%
Discipline Specific Elective Courses (DSE)		11	330	33	30.28%
Open Elective		-	-	-	
Internships/Seminars	(Discipline Specific Skill Enhancement Course (SEC-I) (3 Credit)	5	150	15	
	(Discipline Specific Skill Enhancement Course (SEC-II) (1 Credit)	1	10	1	14.68%
Summer Project		1		6	5.50%
Final Dissertation		1		6	5.50%
Any Other (Specify) (ANG-2, VAC-2)		4	40	-	
		40	1020	109	

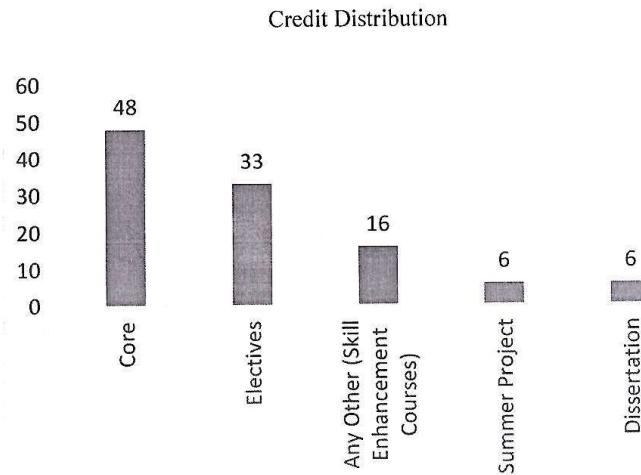


Figure 1: Core wise Credits of MBA

Programme Credit Distribution

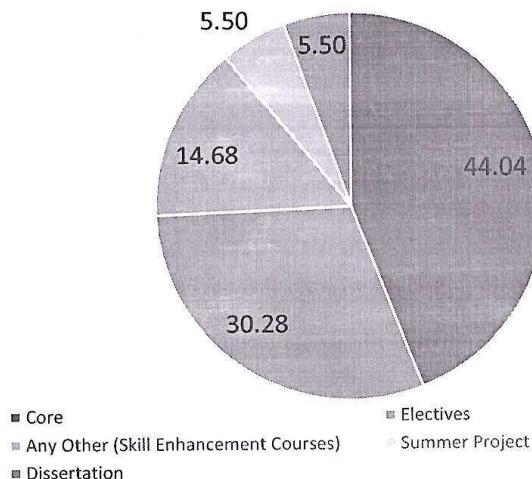


Figure 2: Programme Credit Distribution

Handwritten signatures and signatures in blue ink are visible across the bottom of the page, appearing to be signatures of faculty members or administrators.

MBA AI & DS Program

Department of Management Studies

Agenda of the Meeting [Board of Studies]

held on August 02, 2025, at Board Room, Chanakya Block of Graphic Era Deemed to be University.

MBA-AI&DS Program

Major highlights of the change in the curriculum proposed for review and approval are as follows:

1. To review the structure, scheme and syllabus of MBA-AI&DS Program.
2. To enhance the academic rigor the semester system is being amended to a trimester system from the academic year 2025-26. The programme will comprise of six trimesters, with three trimesters in each academic year.
3. There is a change in total credits of the program. Total credits in the proposed structure are 110.
4. The assessment matrix is revised to enhance academic rigor. The revised assessment matrix comprises internal assessment (10%), continual assessment (30%), end term examination (60%). Till now the assessment comprised of internal assessment (25%), mid-term examination (25%) and end term examination (50%).
5. To enhance critical thinking and problem-solving abilities of the students, Project based learning (PBL) is being introduced from academic year 2025-26. Each term will have one course in PBL mode.
6. Changes in the syllabus of various courses as aligned in context of trimester structure.

Signature of the members of the BOS:



Department of Management Studies

Minutes of Meeting [Board of Studies], August 02, 2025 at Conference Hall, Chanakya Block,
Graphic Era (Deemed to be University)

The BOS for department of Management Studies was held on August 02, 2025 at 2:00 pm,
Conference Hall, Chanakya Block under the Chairmanship of Dr. Navneet Rawat, (Head of
Department of Management Studies).

PROCEEDINGS

The Chairman welcomed all the members of the BOS. The members of Departmental Faculty
Board appreciated the effort of the external stakeholders. The Academic Coordinator presented
the detailed structure of the MBA (AI&DS) programme and moderated the proceedings of the
committee.

ITEM - 01: The committee reviewed the structure, scheme and syllabus of MBA-AI&DS Program.
The structure was found to be satisfactory.

ITEM - 02: The committee reviewed trimester system with 6 trimesters (3 per academic year)
that will replace the current semester model from AY 2025-26 which was discussed and
approved.

ITEM - 03: The Committee has approved the change in total credits of the program. Total
credits in the proposed structure are 110, which was discussed and approved.

ITEM- 04: The committee reviewed the assessment structure with: Internal Assessment (10%),
Continual Assessment (30%), End Term Examination (60%). Previous structure: Internal (25%),
Mid-term (25%), End Term (50%). which was discussed and approved.

ITEM - 05: The committee reviewed the change from semester system to a trimester system.
The dynamics of transition from a four-semester system to a six-trimester system was
deliberated and approved.

Signature of the members of the BOS:



Department of Management Studies

Minutes of Meeting [Board of Studies], August 02, 2025 at Conference Hall, Chanakya Block,
Graphic Era (Deemed to be University)

ITEM - 06: The committee deliberated upon the proposal of introducing Project based learning in each trimester. The proposal was found to be useful to enhance critical thinking and problem-solving abilities of the students, thus Project based learning (PBL) was approved from academic year 2025-26. Each term to have one course on PBL mode.

ITEM - 07: The committee deliberated upon the current geopolitical uncertainty and the need to encourage new venture creation for sustaining economic growth in the era of technology and geo-political disruption. To encourage entrepreneurship amongst the graduates, in addition to Capstone Project. The Capstone change was duly approved in place of Dissertation in final term.

ITEM - 08: The committee reviewed the proposal for providing a self-paced learning mode for students to enhance analytical skills. The proposal of addition of noncredit value-added courses and Mandatory Non-Graded (MNG) course was deliberated and approved for the academic session 2025-26.

Signature of the members of the BOS:

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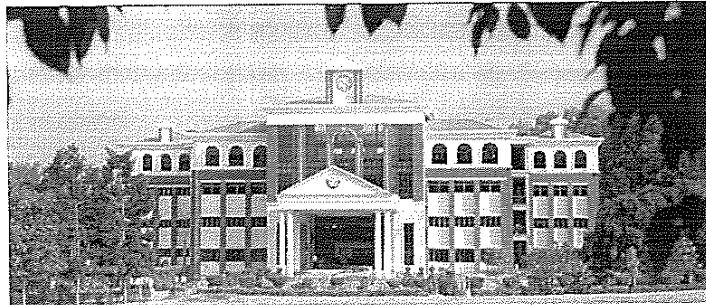
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Graphic Era
Deemed to be
University
DEHRADUN



NAAC **A+**
GRADE ACCREDITED



CURRICULUM
for
MASTER OF BUSINESS ADMINISTRATION
in
ARTIFICIAL INTELLIGENCE AND DATA SCIENCE
(Effective from the academic year 2025-26)



DEPARTMENT OF MANAGEMENT STUDIES
GRAPHIC ERA (DEEMED TO BE UNIVERSITY)
566/6, Bell Road, Clement Town,
Dehradun, Uttarakhand 248002 INDIA
<https://www.geu.ac.in>



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1. Preamble

The role of higher education is very important in securing the gainful employment and/or providing further access to higher education comparable to the best available in the world class institutions elsewhere. The improvement in the quality of higher education, therefore, deserves to be given highest priority to enable the young generation of students to acquire skill, training and knowledge in order to enhance their thinking, comprehension and application abilities and prepare them to compete, succeed and excel globally. Sustained initiatives are required to reform the present higher education system for improving and upgrading the academic resources and learning environments by raising the quality of teaching and standards of achievements in learning outcomes in post-graduate programs. The Graphic Era (Deemed to be University) upgraded its post-graduate programmes in Master of Business Administration (MBA) in accordance with model curriculum proposed by UGC including Outcome Based Education (OBE) and Choice Based Credit System (CBCS), which makes it student-centric, interactive with well-defined aims, objectives and goals. In other words, the curriculum will be flexible, it will allow students to take up creative subject-combinations.

2. Introduction

The Department of Management Studies was established in 2003. Ranked 59 among the top management college in India by NIRF 2024 and awarded a Diamond rating by QS I-Gauge, the Department of Management Studies, at Graphic Era (Deemed to be University), is a renowned department that provides a transformative educational experience to its students and prepares them for successful careers. The department encourages a multi-disciplinary perspective by providing opportunities to learn from other departments of the University. With a focus on global business practices and international exposure, Department of Management Studies (DOMS), Graphic Era (Deemed to be University), as the top-notch management institute in India prepares students to become future leaders who can navigate and succeed in diverse cultural and economic environments.



3. Vision & Mission

3.1 Vision and Mission of the University

Vision

We visualize the Graphic Era (Deemed to be University) as an internationally recognized, enquiry driven, ethically engaged diverse community, whose members work collaboratively for positive transformation in the world, through leadership in teaching, research and social action.

Mission

The mission of the university is to promote learning in true spirits and offering knowledge and skills to succeed as professionals. The university aims to distinguish itself as a diverse, socially responsible learning community with a high-quality scholarship and academic rigor.

3.2 Vision and Mission of the Department

Vision

We visualize Department of Management Studies, Graphic Era Deemed to be University as an internationally accepted center for management education, training and research which is engaged in continual evolution of managerial skills and practices enabling the inmates to contribute towards economic and social transformation and development.

Mission

The Mission of the Department is to impart knowledge and skills through a well-defined process of academic planning, delivery, monitoring and evaluation. The Department aims to transform the students into individuals equipped with managerial, human and ethical skills applicable for personal and professional life.



4. Program Educational Objectives (PEOs)

PEO1. To produce graduates having knowledge, ability and skill to apply basic principles of management to plan, execute, monitor and evaluate business operations.

PEO2. To develop analytical aptitude and techno-managerial skills among students for effective coordination and communication for managing business organizations.

PEO3. To inculcate leadership qualities, interpersonal skills and professional traits among the students to work individually and in team.

PEO4. To sensitize the students towards issues like personal & professional ethics, environment conservation, culture and socio-political settings of immediate surroundings.

5. Program Outcomes (POs)

PO1. Apply knowledge of management theories and practices to solve business problems.

PO2. Foster Analytical, critical thinking and techno-managerial abilities for data-based decision making.

PO3. Ability to develop Value based Leadership ability.

PO4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects.

PO5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6. Ability to develop entrepreneurial skills using innovative practices.

6. Program Specific Outcomes (PSOs)

PSO1. Developing resourcefulness through understanding important elements and interventions of AI&DS for data driven decision making.

PSO2. Analyzing and applying Artificial Intelligence & Data Science tools and techniques in various functional areas of management, to solve complex business problems.

PSO3. Exposure to evolving global trends in Artificial Intelligence & Data Science for effective and efficient business administration and sustainability practices.



7. Program Structure

A. Definition of Credit:

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical (P) per week	1 Credit

B. Nomenclature:

Code	Definitions
DSC	Discipline Specific Course
DEC	Department Elective Course
AEC	Ability Enhancement Course
SEC	Discipline-Centric Skill Enhancement Course
GEC	General Elective Course
VAC	Value Added Course
MNG	Mandatory Non-Graded Course
PBL	Project Based Learning

Definitions:

1. Courses of study – Courses of study indicates pursuance of study in a particular discipline. Every discipline shall offer various categories of courses of study, viz. Discipline Specific Courses (DSC), Department Elective Courses (DEC), Ability Enhancement Course (AEC), Discipline-Centric Skill Enhancement Course (SEC), and Dissertation/Research Project (PROJ)

a) Discipline Specific Core Courses (DSC): Discipline Specific core courses are pursued by a student as a mandatory requirement of his/her programme of study. DSC shall be the core credit courses of that discipline which will be appropriately graded and arranged across the semesters of study, being undertaken by the student.

b) Department Specific Elective Courses (DSE): Department elective courses are an essential component of a student's academic journey, forming a foundational aspect of their chosen field of study. As mandatory requirements within a program, department elective courses, or DECs, constitute the core credit courses specific to the discipline. These courses are strategically graded and distributed across the semesters of study, providing students with a structured pathway to deepen their understanding and expertise within their major area of focus.

c) Ability Enhancement Course (AEC): Ability Enhancement courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and



expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.

- d) **Discipline-Centric Skill Enhancement Course (SEC):** SE courses are skill-based courses in all disciplines and are aimed at providing hands-on-training, skills, etc.
- e) **Mandatory Non-Graded Course (MNG):** MNG courses are mandatory for the students, however they are non-credit and not graded.
- f) **Value Added Courses (VAC):** Value added course are non-credit designed to provide value added learning for the students.
- g) **Mandatory Non-Graded Course (MNG):** The course provides opportunity to develop understanding of additional courses which enhances the ability of the student to develop a holistic perspective of real-world problems. The MNG course will need to be qualified in order to complete the requirements of the MBA programme. These courses do not have any credit.
- h) **Project Based Learning (PBL):** These courses provide the opportunity to develop in-depth understanding of functional domains by attempting to solve a real-world problem under the guidance of the faculty. The rigorous evaluation is further reinforced by continuous evaluation through-out the semester and viva at the end of semester by expert panel.



8. Major Features of Curriculum

1. Project based learning (PBL) for enhancing critical thinking and problem-solving ability.
2. Integration of technology with case-based teaching for preparing industry ready graduates for future needs of business and society.
3. Flexible Choice Based System for students to pursue courses of interest.
4. Includes Range of Courses to cover up the diversity of MBA Specializations.
5. To impart high competency in the students, the curriculum offers distinct ability enhancement and value-added courses.
6. Apart from the technical course, the program offers a range of courses that provides the students with a broad range of knowledge and skill set like life skills and mentoring, soft skills, aptitude, communication skills, social and professional ethics.
7. The curriculum offers multi-disciplinary courses running in the university for other field/areas.



Course Components of Academic Program

MBA-AI&DS

Program Duration : 2 Years 6 Trimesters
Total Number of Credits : 110

COURSE COMPONENT OF ACADEMIC PROGRAMME [MBA - AI&DS]			
Minimum Duration		2 Years	Credits
Maximum Duration		4 years	
Total Number of Credits		110	
Course Components			
Head	Sub Head	Courses	
1	1.0	Discipline Specific Core Courses (DSC)	86
2	2.0	Discipline-Centric Skill Enhancement Course (SEC)	4
	2.1	PDP and Business Aptitude I#	1
	2.2	PDP and Business Aptitude II#	1
	2.3	PDP and Business Aptitude-III#	1
	2.4	PDP and Business Aptitude-IV#	1
	2.5	Summer Internship & Dissertation	18
	2.6	Summer Internship Project	6
	2.7	Capstone Project (Dissertation/On Job Project/Freelancing/Incubator)	12
3	3.0	Value Added Courses (VAC)/Mandatory Non-Graded (MNG) Course	2
	3.1	MOOCs/Coursera-I	-
	3.2	MOOCs/Coursera-II	-
	3.3	MOOCs/Coursera-III	-
	3.4	MOOCs/Coursera-IV	-
	3.5	MOOCs/Coursera-V	-
	3.6	SAP/ERP Lab (Operations/Finance Module)	2
Total			110



Graphic Era (Deemed to Be University)
Department of Management Studies
MBA-AI&DS Trimester 2025-27 structure

Trimester-I								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MAI 101	Foundation of Data Science	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 102	Managerial Economics	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 103	Management Concepts and Organizational Behaviour	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 104	Statistical Analysis Using Python	Discipline Specific Core Courses (DSC)	30	4	3		1	100
MAI 105	Database Management and Data Warehousing-PBL	Discipline Specific Core Courses (DSC)	40	4	3		1	150
MAI 106	PDP and Business Aptitude-I [#]	Skill Enhancement Course (SEC)	30	1	1			100
MAI 107	MOOC/Certification-I*	Value-Added Course (VAC)	MNG (Mandatory Non-Graded)					
TOTAL			190	18	16	2	650	

*Mapped to Coursera License

#It includes Business Communication and Technical PDP



Trimester-II								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MAI 201	Marketing Management	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 202	Financial Statement Analysis and Reporting	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 203	Big Data Analytics	Discipline Specific Core Courses (DSC)	30	3	2	1		100
MAI 204	Machine Learning-I	Discipline Specific Core Courses (DSC)	40	4	3	1		100
MAI 205	Cloud Computing	Discipline Specific Core Courses (DSC)	40	4	3	1		100
MAI 206	Project I (PBL)	Discipline Specific Core Courses (DSC)	20	2			2	150
MAI 207	PDP and Business Aptitude-II	Skill Enhancement Course (SEC)	10	1	1			100
MAI 208	MOOC/Certification-II*	Value-Added Course (VAC)	MNG (Mandatory Non-Graded)					
TOTAL			200	20	15	5		750

* Mapped to Coursera License

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Trimester-III								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MAI 301	Corporate Finance	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 302	Strategic Management	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 303	Business Research Methods	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 304	Machine Learning-II (PBL)	Discipline Specific Core Courses (DSC)	40	4	3	1		100
MAI 305	Business Intelligence	Discipline Specific Core Courses (DSC)	40	4	3	1		100
MAI 306	Project II (PBL)	Discipline Specific Core Courses (DSC)	20	2			2	150
MAI 307	PDP and Business Aptitude-III	Skill Enhancement Course (SEC)	10	1	1			100
MAI 308	MOOC/Certification-III*	Value-Added Course (VAC)	MNG (Mandatory Non-Graded)					
TOTAL			200	20	16	4	750	

*Mapped to Coursera License

Trimester-IV

Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MAI 401	Human Resource Management	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 402	Financial Engineering	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 403	Leveraging GEN AI and Prompt Engineering	Discipline Specific Core Courses (DSC)	40	4	3		1	100
MAI 404	Data Engineering (PBL)	Discipline Specific Core Courses (DSC)	40	4	3		1	150
MAI 405	AI in Business Transformation	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 406	Summer Internship Program	Summer Internship Program	60	6			6	100
MAI 407	PDP and Business Aptitude-IV	Skill Enhancement Course (SEC)	10	1	1			100
MAI 408	MOOC/Certification-IV*	Value-Added Course						
TOTAL				240	24	16	8	750

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Trimester-V

Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MAI 501	Data Governance and Ethics	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 502	BlockChain for Managers	Discipline Specific Core Courses (DSC)	30	3	3			100
MAI 503	NoSQL (PBL)	Discipline Specific Core Courses (DSC)	40	4	3		1	150
MAI 504	Project Management for Business Excellence	Discipline Specific Core Courses (DSC)	40	4	3		1	100
MAI 505	SAP/ERP Lab (Operations/Finance Module)	Value Added Course (VAC)	20	2			2	100
MAI 506	MOOC/Certification-V*	Value-Added Course (VAC)						MNG (Mandatory Non-Graded)
TOTAL				160	16	12	4	550

*Mapped to Coursera License



Trimester-VI								
Code	Course	Type	Trimester Hrs#	Credits	L	T	P	Marks
MAI 601	Capstone Project (Dissertation/On Job)	PRJ	120	12			12	150



Project/ Freelancing/Incubator (PBL)						
TOTAL	120	12		12	150	

D. St. G. Smith
L. Dennis
J. G. H. P.
D. G. Smith
S. J.
J. G. H. P.
S. J.
J. G. H. P.