

MASTER OF BUSINESS ADMINISTRATION

MBA

DUAL SPECIALIZATION

MARKETING MANAGEMENT & HUMAN RESOURCE MANAGEMENT (HRM)

DETAILED MODEL SYLLABUS

Programme duration	2 Years (4 Semesters)
Programme level	Postgraduate
Specializations	Marketing Management and Human Resource Management
Suggested credits	80 credits (20 per semester)
Document type	General university-style model syllabus

Important notice: This is an illustrative model curriculum prepared for planning and drafting. It is not an official syllabus of any named university. Subject codes, credits, marks, course titles and regulations must be checked and approved by the relevant university or competent academic authority before official use.

1. Programme Structure

The MBA programme is designed to develop foundational management knowledge in the first year and advanced competence in Marketing Management and Human Resource Management in the second year. The structure below is a suggested 80-credit model; institutions may adapt it to their academic regulations.

Semester	Core / Specialization focus	Suggested credits
I	Management foundations	20
II	Functional management and research	20
III	Marketing and HR specialization; internship	20
IV	Advanced specialization; dissertation / project	20
Total	Four semesters	80

Suggested assessment pattern per theory paper: 100 marks = End-Semester Examination 70 + Internal Assessment 30. For project, internship, seminar and viva courses, assessment may be based on report, presentation, supervisor evaluation and viva as specified in the course table.

2. Semester-wise Course List

Semester I

Code	Course title	Credits	Marks
MBA-101	Principles and Practices of Management	4	100
MBA-102	Organizational Behaviour	4	100
MBA-103	Managerial Economics	3	100
MBA-104	Accounting for Managers	3	100
MBA-105	Business Communication and Professional Skills	3	100
MBA-106	Business Statistics and Quantitative Techniques	3	100
	Semester total	20	600

Semester II

Code	Course title	Credits	Marks
MBA-201	Marketing Management	4	100
MBA-202	Human Resource Management	4	100
MBA-203	Financial Management	3	100
MBA-204	Operations and Supply Chain Management	3	100
MBA-205	Business Research Methodology	3	100
MBA-206	Management Information Systems and Business Analytics	3	100
	Semester total	20	600

Semester III

Code	Course title	Credits	Marks
MBA-301	Strategic Management	3	100
MBA-MKT-302	Consumer Behaviour	3	100
MBA-MKT-303	Sales and Distribution Management	3	100
MBA-MKT-304	Marketing Research	3	100
MBA-HR-305	Human Resource Planning and Talent Acquisition	3	100
MBA-HR-306	Industrial Relations and Labour Legislation	3	100
MBA-307	Summer Internship / Field Project and Viva	2	100
	Semester total	20	700

Semester IV

Code	Course title	Credits	Marks
MBA-401	International Business and Business Ethics	3	100
MBA-MKT-402	Advertising and Sales Promotion	3	100
MBA-MKT-403	Digital Marketing and E-Commerce	3	100
MBA-MKT-404	Brand and Product Management	3	100
MBA-HR-405	Performance and Compensation Management	2	100
MBA-HR-406	Training, Learning and Development	2	100
MBA-HR-407	Strategic HRM and HR Analytics	2	100
MBA-408	Dissertation / Major Project and Viva-Voce	2	100
	Semester total	20	800

3. Detailed Course Outlines

Each theory paper is organized into five indicative units. Teaching hours, prescribed readings, case studies and assessment rubrics should be finalized by the institution.

MBA-101: Principles and Practices of Management (4 credits)

Unit 1: Management: meaning, nature, scope, evolution of management thought; classical, behavioural and modern approaches.

Unit 2: Planning and decision-making: objectives, policies, forecasting, strategic and operational plans, decision models.

Unit 3: Organizing: organizational structures, authority, responsibility, delegation, decentralization and coordination.

Unit 4: Leading and controlling: leadership styles, motivation, communication, control systems and management by objectives.

Unit 5: Contemporary management: change, innovation, sustainability, ethics, governance and managerial challenges.

MBA-102: Organizational Behaviour (4 credits)

Unit 1: Foundations of OB: individual behaviour, personality, perception, attitudes, values and learning.

Unit 2: Motivation theories, job satisfaction, engagement, stress and well-being at work.

Unit 3: Group dynamics, teams, communication, conflict, negotiation and decision-making.

Unit 4: Leadership, power, politics, organizational culture and organizational climate.

Unit 5: Organizational change and development; diversity, inclusion, ethics and contemporary workplace behaviour.

MBA-103: Managerial Economics (3 credits)

Unit 1: Nature and scope of managerial economics; opportunity cost, marginal analysis and economic decision-making.

Unit 2: Demand analysis, elasticity, demand forecasting and consumer choice.

Unit 3: Production function, cost concepts, economies of scale and cost estimation.

Unit 4: Market structures: perfect competition, monopoly, monopolistic competition and oligopoly; pricing decisions.

Unit 5: Macroeconomic environment, inflation, interest rates, business cycles and government policy impacts.

MBA-104: Accounting for Managers (3 credits)

Unit 1: Accounting concepts, principles, accounting cycle, financial statements and basic interpretation.

Unit 2: Cost classification, cost sheet, marginal costing, break-even analysis and contribution.

Unit 3: Budgeting, standard costing, variance analysis and responsibility accounting.

Unit 4: Financial statement analysis: ratios, comparative statements, common-size statements and cash-flow analysis.

Unit 5: Management accounting for decisions; working capital, relevant costing and ethical reporting.

MBA-105: Business Communication and Professional Skills (3 credits)

Unit 1: Communication process, barriers, listening, non-verbal communication and intercultural communication.

Unit 2: Business writing: emails, letters, reports, proposals, minutes and executive summaries.

Unit 3: Oral communication, presentations, meetings, interviews and negotiation skills.

Unit 4: Digital and professional communication, collaboration tools, etiquette and responsible use of AI tools.

Unit 5: Persuasion, crisis communication, teamwork, career documentation and professional ethics.

MBA-106: Business Statistics and Quantitative Techniques (3 credits)

Unit 1: Data types, collection, tabulation, charts, measures of central tendency and dispersion.

Unit 2: Probability, probability distributions, sampling and sampling distributions.

Unit 3: Correlation, regression, time series and index numbers.

Unit 4: Hypothesis testing, confidence intervals, chi-square and analysis of variance (introductory level).

Unit 5: Linear programming, decision theory, forecasting and quantitative support for management decisions.

MBA-201: Marketing Management (4 credits)

Unit 1: Marketing concepts, value creation, marketing environment, strategic planning and marketing information.

Unit 2: Segmentation, targeting, positioning, consumer markets and business-to-business markets.

Unit 3: Product decisions, product life cycle, new product development, pricing methods and strategies.

Unit 4: Distribution channels, retailing, logistics, integrated marketing communications and promotion mix.

Unit 5: Marketing plan, services marketing, relationship marketing, metrics, ethics and sustainability.

MBA-202: Human Resource Management (4 credits)

Unit 1: HRM concepts, evolution, functions, strategic role and HR policies.

Unit 2: Job analysis, job design, human resource planning, recruitment, selection and onboarding.

Unit 3: Training needs analysis, learning methods, career development and succession planning.

Unit 4: Performance management, appraisal, feedback, compensation, rewards and employee benefits.

Unit 5: Employee engagement, grievance handling, HR audit, HR technology, diversity and ethical HR practice.

MBA-203: Financial Management (3 credits)

Unit 1: Objectives and functions of financial management; financial environment and time value of money.

Unit 2: Capital budgeting techniques, risk analysis and investment decisions.

Unit 3: Cost of capital, capital structure, leverage and financing decisions.

Unit 4: Working capital management, cash, inventory and receivables management.

Unit 5: Dividend policy, financial planning, forecasting and introduction to risk management.

MBA-204: Operations and Supply Chain Management (3 credits)

Unit 1: Operations strategy, productivity, process design and capacity planning.

Unit 2: Facility location, layout, forecasting, aggregate planning and scheduling.

Unit 3: Inventory management, purchasing, warehousing and materials management.

Unit 4: Quality management, continuous improvement, lean operations and project management.

Unit 5: Supply chain integration, logistics, sustainability, service operations and performance measures.

MBA-205: Business Research Methodology (3 credits)

Unit 1: Research meaning, types, problem formulation, literature review and research ethics.

Unit 2: Research design, qualitative and quantitative approaches, variables and measurement scales.

Unit 3: Sampling methods, questionnaire design, interviews, observation and secondary data.

Unit 4: Data preparation, descriptive analysis, hypothesis testing and interpretation using suitable software.

Unit 5: Research report writing, citations, presentation of findings and managerial implications.

MBA-206: Management Information Systems and Business Analytics (3 credits)

Unit 1: Information systems concepts, business processes, databases and decision support systems.

Unit 2: Enterprise systems: ERP, CRM, SCM, cloud systems and digital transformation.

Unit 3: Data quality, dashboards, descriptive analytics, KPIs and visualization principles.

Unit 4: Cybersecurity, privacy, access controls, information governance and responsible data use.

Unit 5: Analytics for managerial decisions, introductory predictive analytics and technology implementation.

MBA-301: Strategic Management (3 credits)

Unit 1: Strategic management process, vision, mission, goals and stakeholder analysis.

Unit 2: External and internal analysis: PESTLE, industry analysis, resources, capabilities and value chain.

Unit 3: Strategy formulation: corporate, business-level, functional and competitive strategies.

Unit 4: Strategy implementation, structure, leadership, resource allocation and change management.

Unit 5: Strategic evaluation, balanced scorecard, governance, ethics, sustainability and case analysis.

MBA-MKT-302: Consumer Behaviour (3 credits)

Unit 1: Consumer behaviour concepts, consumer research and influences on buying behaviour.

Unit 2: Psychological factors: motivation, perception, learning, attitudes and personality.

Unit 3: Social and cultural influences: family, reference groups, social class, culture and subculture.

Unit 4: Consumer decision process, involvement, post-purchase behaviour and customer experience.

Unit 5: Digital consumer behaviour, online communities, privacy, responsible marketing and applications.

MBA-MKT-303: Sales and Distribution Management (3 credits)

Unit 1: Sales management functions, sales strategy, forecasting, budgeting and territory design.

Unit 2: Recruitment, selection, training, compensation and motivation of sales personnel.

Unit 3: Personal selling, key account management, negotiation and relationship building.

Unit 4: Distribution channels, intermediaries, channel design, conflict and channel performance.

Unit 5: Retail and wholesale management, logistics, sales analytics, CRM and ethical selling.

MBA-MKT-304: Marketing Research (3 credits)

Unit 1: Marketing research role, problem definition, research brief and research proposal.

Unit 2: Exploratory, descriptive and causal research designs; qualitative methods and focus groups.

Unit 3: Survey design, scaling, sampling, fieldwork and data quality.

Unit 4: Data analysis, cross-tabulation, correlation, introductory statistical testing and interpretation.

Unit 5: Market sizing, customer satisfaction, brand research, report preparation and presentation.

MBA-HR-305: Human Resource Planning and Talent Acquisition (3 credits)

Unit 1: Workforce planning, demand and supply forecasting, skills inventory and succession planning.

Unit 2: Job analysis, job descriptions, competency frameworks and workforce design.

Unit 3: Recruitment strategy, employer branding, sourcing channels and inclusive hiring.

Unit 4: Selection methods, structured interviews, tests, assessment centres and selection decisions.

Unit 5: Onboarding, candidate experience, recruitment metrics, HR technology and ethical hiring.

MBA-HR-306: Industrial Relations and Labour Legislation (3 credits)

Unit 1: Industrial relations concepts, actors, trade unions and collective bargaining.

Unit 2: Industrial disputes, grievance procedures, negotiation, conciliation and dispute resolution.

Unit 3: Overview of Indian labour law framework and applicable central/state rules; compliance responsibilities.

Unit 4: Workplace safety, welfare, social security, standing orders and employee relations practices.

Unit 5: Discipline, domestic enquiries, dispute prevention, contemporary labour issues and case studies.

MBA-307: Summer Internship / Field Project and Viva (2 credits)

Unit 1: Internship orientation: learning objectives, workplace conduct, confidentiality and safety.

Unit 2: Organization profile, department structure and problem identification.

Unit 3: Collection of workplace evidence and application of management concepts under supervision.

Unit 4: Internship diary, analysis, recommendations and professional report preparation.

Unit 5: Presentation, viva-voce, supervisor feedback and reflection on learning outcomes.

MBA-401: International Business and Business Ethics (3 credits)

Unit 1: Globalization, international business environment, trade theories and regional integration.

Unit 2: International market entry, global strategy, cross-cultural management and international marketing.

Unit 3: Foreign exchange fundamentals, international payments and country risk awareness.

Unit 4: Business ethics, corporate governance, compliance, stakeholder responsibility and sustainability.

Unit 5: Ethical decision-making, responsible supply chains, anti-corruption principles and case analysis.

MBA-MKT-402: Advertising and Sales Promotion (3 credits)

Unit 1: Integrated marketing communication, campaign objectives, audience insight and message strategy.

Unit 2: Advertising planning, creative strategy, media selection, budgeting and scheduling.

Unit 3: Digital, print, broadcast, outdoor and emerging media; media metrics and evaluation.

Unit 4: Sales promotion, consumer offers, trade promotions, events, public relations and sponsorship.

Unit 5: Campaign effectiveness, brand safety, advertising standards, ethics and regulatory awareness.

MBA-MKT-403: Digital Marketing and E-Commerce (3 credits)

Unit 1: Digital marketing strategy, customer journey, content planning and online value proposition.

Unit 2: Search engine optimization, search advertising, website basics and conversion optimization.

Unit 3: Social media marketing, influencer campaigns, email marketing and content distribution.

Unit 4: E-commerce models, online marketplaces, customer experience, payment and fulfilment overview.

Unit 5: Web analytics, campaign measurement, attribution basics, privacy, consent and digital ethics.

MBA-MKT-404: Brand and Product Management (3 credits)

Unit 1: Product strategy, product portfolio, product life cycle and new product development.

Unit 2: Brand identity, positioning, brand equity, brand architecture and storytelling.

Unit 3: Pricing, packaging, product launch, go-to-market planning and channel coordination.

Unit 4: Brand extensions, repositioning, brand audits, customer-based brand metrics and research.

Unit 5: Brand communication, reputation, crisis response, sustainability and project-based application.

MBA-HR-405: Performance and Compensation Management (2 credits)

Unit 1: Performance management systems, goal setting, KPIs, competencies and alignment with strategy.

Unit 2: Appraisal methods, continuous feedback, coaching, calibration and performance improvement plans.

Unit 3: Job evaluation, pay structures, incentives, benefits and total rewards.

Unit 4: Pay equity, legal and ethical considerations, reward communication and retention.

Unit 5: Performance analytics, appraisal bias, documentation and case-based decision-making.

MBA-HR-406: Training, Learning and Development (2 credits)

Unit 1: Learning principles, adult learning, training strategy and learning culture.

Unit 2: Training needs analysis at organizational, task and individual levels.

Unit 3: Instructional design, learning objectives, classroom, digital and on-the-job methods.

Unit 4: Training delivery, facilitation, coaching, mentoring and leadership development.

Unit 5: Training evaluation, learning transfer, ROI concepts and development planning.

MBA-HR-407: Strategic HRM and HR Analytics (2 credits)

Unit 1: Strategic HRM, HR-business alignment, high-performance work systems and workforce strategy.

Unit 2: Talent management, employee experience, engagement, retention and succession.

Unit 3: HR metrics, data quality, descriptive analytics, dashboards and evidence-based HR decisions.

Unit 4: People analytics applications: turnover, absence, recruitment and learning; privacy and bias risks.

Unit 5: HR audit, organizational development, change management, future of work and strategic HR plan.

MBA-408: Dissertation / Major Project and Viva-Voce (2 credits)

Unit 1: Topic selection, problem statement, objectives, research questions and proposal approval.

Unit 2: Literature review, conceptual framework, research design and ethical considerations.

Unit 3: Data collection, analysis, interpretation and documentation under faculty supervision.

Unit 4: Findings, recommendations, limitations, references, appendices and final report preparation.

Unit 5: Project presentation, viva-voce, response to questions and demonstration of managerial learning.

4. Assessment and Examination Scheme

Course type	Internal assessment	End-semester / external	Total
Theory paper	30 marks	70 marks	100
Internship / field project	Supervisor assessment and report: 60 marks	Presentation and viva: 40 marks	100
Dissertation / major project	Project progress and report: 60 marks	Presentation and viva: 40 marks	100

Suggested theory examination pattern (70 marks)

- Section A: short-answer / concept questions — 10 marks.
 - Section B: descriptive questions and applied problems — 30 marks.
 - Section C: case study / analytical questions — 30 marks.
- This is a suggested format only; the university may prescribe a different paper pattern.

Suggested internal assessment pattern (30 marks)

- Class tests / quizzes — 10 marks.
 - Assignment / case study / presentation — 10 marks.
 - Attendance, participation, practical application or continuous assessment — 10 marks.
- Institutions should use their approved attendance and assessment policies and communicate them in advance.

5. Credit and Teaching Guidance

A suggested planning convention is one credit per 15 hours of theory contact or an equivalent approved workload. Practical, internship and project credits should be calculated using the institution's own credit framework. A 4-credit theory course may be delivered through lectures, cases, discussions, assignments and guided study; a 2- or 3-credit course should be scaled proportionately.

6. Suggested Learning Outcomes

- Apply core management principles and analytical tools to business decisions.
- Develop marketing strategies based on customer insight, research and measurable objectives.
- Design HR processes for workforce planning, recruitment, development, performance and retention.
- Interpret business and people data while considering ethics, privacy and responsible practice.
- Communicate professionally, work collaboratively and present evidence-based recommendations.
- Complete an applied internship or project that connects management theory with organizational practice.

7. Recommended Reference Texts

Use current editions and institution-approved readings. Suggested foundational texts include:

- Robbins, S. P. and Coulter, M. — Management.
- Robbins, S. P. and Judge, T. A. — Organizational Behavior.
- Kotler, P., Keller, K. L. and Chernev, A. — Marketing Management.
- Armstrong, G. and Kotler, P. — Principles of Marketing.
- Dessler, G. — Human Resource Management.
- Armstrong, M. and Taylor, S. — Armstrong's Handbook of Human Resource Management Practice.
- Kothari, C. R. and Garg, G. — Research Methodology: Methods and Techniques.
- Ross, S. A., Westerfield, R. and Jordan, B. D. — Fundamentals of Corporate Finance.

End of model syllabus

For official adoption, the affiliating university should verify the programme nomenclature, approved subject codes, credit framework, examination rules, statutory requirements and applicable regulatory guidance.