

Savitribai Phule Pune University

(Formerly University of Pune)



Centre for Distance and Online Education

(CDOE)

Online Master of Business Administration

(MBA)

As per NEP 2020 | Faculty of Commerce & Management |

Curriculum Pattern 2024

Master of Business Administration (Online Mode)
– Revised Curriculum 2025 Pattern
2-year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern
Aligned with NEP

1.0 Preamble

The Online Master of Business Administration (MBA) Programme offered by the Centre for Distance and Online Education (CDOE), Savitribai Phule Pune University (SPPU), is designed in accordance with the National Education Policy (NEP) 2020 and the Faculty of Commerce and Management Curriculum 2024 Pattern. The programme aims to develop professionally competent, ethically grounded, and socially responsible management graduates equipped with analytical, digital, and leadership skills required in a dynamic global business environment. The programme leverages online learning technologies, continuous evaluation, and outcome-based education to ensure academic rigor and industry relevance.

2.0 Credit Structure

The Online MBA programme follows a Choice Based Credit System (CBCS) aligned with NEP 2020. Each semester carries 24 credits, and the complete MBA programme consists of 96 credits spread over four semesters.

2.1 Session

The academic year shall be divided into two semesters:

- Semester I & II: July – December
- Semester III & IV: January – June

2.2 Course Announcement

Courses for each semester shall be announced by CDOE before the commencement of the semester through the official SPPU/CDOE portal.

2.3 Course Registration

Learners must register for courses at the beginning of each semester within the stipulated schedule as notified by CDOE. Registration shall be mandatory for appearing in assessments and examinations.

3.0 MBA Programme Focus

The programme focuses on building managerial competence, decision-making ability, leadership qualities, digital orientation, and research aptitude among learners.

3.1 Programme Educational Objectives (PEOs)

PEO1: To develop competent management professionals with strong conceptual and analytical skills.

PEO2: To nurture ethical values, social responsibility, and sustainability orientation in business decisions.

PEO3: To enhance learners' ability to adapt to dynamic business environments using digital and analytical tools.

PEO4: To prepare learners for professional careers, entrepreneurship, and higher education.

3.2 Programme Outcomes (POs)

PO1: Apply management concepts and theories to solve business problems.

PO2: Analyze organizational issues using quantitative and qualitative techniques.

PO3: Demonstrate effective communication, teamwork, and leadership skills.

PO4: Use digital tools and information systems for managerial decision-making.

PO5: Practice ethical, legal, and socially responsible business behavior.

PO6: Engage in lifelong learning and professional development.

3.3 Programme Specific Outcomes (PSOs)

PSO1: Apply functional domain knowledge in chosen specialization areas.

PSO2: Integrate cross-functional knowledge for strategic decision-making.

PSO3: Utilize analytical, financial, and digital tools relevant to business contexts.

4.0 PG Degree (MBA) Programme Structure as per NEP

- After completion of 48 credits (First Year), learners may exit with a PG Diploma in Management.
- After completion of 96 credits (Two Years), learners shall be awarded the MBA Degree.

4.1 Course Types

- Foundation Courses (FC)
- Program Core Courses (PC)
- Specialization Core Courses (SC)
- Open Electives (OE)
- Ability Enhancement / Skill Enhancement Courses
- Cafeteria Courses
- Project / Internship (if applicable)

Semester	No of Courses	Credits
Semester I	06	24
Semester II	06	24
Semester III	06	24
Semester IV	06	24
	Total Credit	96

5.0 Specializations Offered

1. Marketing Management
2. Human Resource Management
3. Finance Management
4. Operations & Supply Chain Management
5. Business Analytics
6. International Business

(Subject to approval and minimum learner enrolment)

6.0 Open Elective(s)

Learners may choose Open Electives from a pool of courses offered by other management disciplines or allied areas as notified by CDOE, enabling interdisciplinary learning.

7.0 Assessment Pattern

7.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE)

FA/CCE shall include:

- Online quizzes
- Assignments
- Case studies
- Presentations
- Project work
- Discussion forum participation

7.2 Rubrics

The course teacher shall design and publish rubrics for each FA/CCE component to ensure transparency, consistency, and outcome-based evaluation.

8.0 End Semester Evaluation (ESE) / Summative Assessment (SA)

- ESE shall be conducted at the end of each semester through online proctored or approved examination modes as per SPPU/CDOE guidelines.
 - The ESE shall assess conceptual understanding, application, and analytical ability.
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9.0 Credit Transfer for MOOCs

Learners may earn credits through MOOCs offered on SWAYAM or other platforms approved by SPPU, subject to credit equivalence and university norms.

10.0 Additional Specialization

Learners may opt for an additional specialization by completing the prescribed number of credits as per university rules.

11.0 Passing Standards

- Minimum 40% marks in each course.
 - Separate passing for FA/CCE and ESE as per university norms.
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12.0 Grading System

The grading system shall follow the SPPU credit-based grading framework with letter grades and grade points.

13.0 Miscellaneous

13.1 Scaling Down of CCE/FA Score

CCE/FA scores shall be scaled down proportionately as per university regulations.

13.2 Degree Requirements

Completion of prescribed credits, successful passing of all courses, and compliance with academic regulations.

13.3 Maximum Attempts per Course

As per SPPU examination rules applicable from time to time.

13.4 Maximum Duration for Completion of the Programme

Maximum duration shall be double the minimum prescribed duration, i.e., **2+2 years**.

13.5 Attendance

Attendance requirements shall be fulfilled through active participation in online learning activities.

13.6 Medium of Instruction

The medium of instruction shall be English.

13.7 Grade Improvement

Learners may apply for grade improvement as per SPPU rules.

Annexures

Annexure I – Semester-wise Course List

Semester I

Sr. No.	Subject Code	Subjects	Credits	Marks
1	MGTE501FC	Principles and Practices of Management & Organizational Behaviour	4	100
2	MGTE502FC	Managerial Economics	4	100
3	MGTE503FC	Management Accounting	4	100
4	MGTE504FC	Business Statistics and Research Methodology	4	100
5	MGTE505FC	Legal Aspects of Business	4	100
6	MGTE536SC	Business Communication Skills	4	100

Semester II

Sr. No.	Subject Code	Subjects	Credits	Marks
1	MGTE551PC	Marketing Management	4	100
2	MGTE552FC	Information Systems and Digital Business	4	100
3	MGTE553FC	Financial Management	4	100

4	MGTE554FC	Manufacturing & Operations Management	4	100
5	MGTE555FC	Human Resource Management	4	100
6	MGTE586SC	Business Analytics	4	100

Semester III

Sr. No.	Subject Code	Subjects	Credits	Marks
01	MGTE601PC	Business Policy & Strategic Management	4	100
02	MGTE602PC	Business Environment & Managing for Excellence	4	100
03	MGTE611PE	Functional Specialization Program Elective – I	4	100
04	MGTE612PE	Functional Specialization Program Elective – II	4	100
05	MGTE613PE	Functional Specialization Program Elective - III	4	100
06	MGTE631ELP	Case studies in Management, writing and Development (Project)	4	100

Semester IV

Sr. No.	Subject Code	Subjects	Credits	Marks
01	MGTE651PC	Entrepreneurship Development and Project Management	4	100
02	MGTE652PC	International Business Management	4	100
03	MGTE661PE	Functional Specialization Program Elective– IV	4	100
04	MGTE662PE	Functional Specialization Program Elective – V	4	100
05	MGTE663PE	Functional Specialization Program Elective - VI	4	100
06	MGTE686SC	Cafeteria – III (Internal Assessment)	4	100
07	MGTE681ELP	Project	4	100

Annexure II – Detailed Syllabus

PRINCIPLES AND PRACTICES OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course Code: MGTE501FC

Course objectives:

- ✓ *To introduce students to the fundamental principles and functions of management.*
- ✓ *Foster an appreciation of management as a way of approaching problem-solving and decision-making.*
- ✓ *Study the basic elements of organizational behavior and their interrelationships.*
- ✓ *Explore the inputs required for personality and attitudinal development, and their impact on behavior in organizational settings.*
- ✓ *Emphasize the importance of group dynamics and team building in achieving organizational goals.*

Course Syllabus

Principles and Practices of Management:

1. Introduction to Management

Define management and its scope, including its role in achieving organizational goals.

- The evolution of management theories and practices over time, highlighting key contributors and their contributions.

2. Core Management Functions

Essential management functions such as planning, organizing, decision making, motivation, leadership, and controlling techniques.

Organizational Behaviour:

1. Foundations of Organizational Behaviour

- Define organizational behaviour and its scope, including its impact on organizational effectiveness.
- Perception process and its role in shaping individual behaviour within an organizational context.
- Personality and attitudes, and their impact on individual and organizational behaviour.

2. Behavioral Dynamics in Organizations

Learning processes and its impact on individual and organizational behaviour.

- Group dynamics and teams, and their importance in achieving organizational goals.
- Organizational culture and its impact on individual and organizational behaviour.

3. Organizational Change and Conflict Management

Organizational change and its management, including strategies for managing change effectively.

- Conflict management and strategies for resolving conflicts in the workplace, emphasizing the importance of effective communication and negotiation skills.

MANAGERIAL ECONOMICS

Course Code: MGTE502FC

Course Objectives -

- ✓ *Understand the fundamental principles and concepts of managerial economics.*
- ✓ *Apply economic analysis tools to make effective managerial decisions.*
- ✓ *Analyze market dynamics, including supply and demand, elasticity, and market structures.*
- ✓ *Apply economic analysis to real-world business cases for problem-solving.*
- ✓ *Enhance communication and presentation skills in conveying economic concepts.*
- ✓ *Develop critical thinking skills for strategic decision making in a competitive market.*

1. Introduction to Managerial Economics

- Definition, nature, and scope of Managerial Economics
- Relationship between Managerial Economics, Microeconomics, and Macroeconomics
- Types of business organizations, including non-profit organizations
- Organization goals: profit maximization, wealth maximization, sales maximization, satisfying theory, enhancing value of the firm

2. Demand Analysis

- Determinants of Market Demand
- The Law of Demand and its implications
- Elasticity of Demand: measurement and its use in decision making
- Techniques of Demand Forecasting

3. Supply Analysis

- Production and Costs: Law of Variable Proportions
- The Law of Supply and Elasticity of Supply
- Cost and Cost Functions: determinants of costs
- Break-even analysis

4. Pricing and Output Determination

- Pricing decisions under different market forms: perfect competition, monopoly, oligopoly
- Pricing Methods and strategies

5. Government and Business

- Need for Government intervention in the market
- Price Controls: support prices and administered prices
- Prevention and control of monopoly
- Protection of consumers' interests
- Globalization and Economic Liberalization
- Process of disinvestments
- Applications of economic principles in managerial decision making

MANAGEMENT ACCOUNTING

Course Code: MGTE503FC

Course Objectives -

- ✓ *To understand the fundamentals of financial accounting relevant to managers.*
- ✓ *To explore the implications of cost accounting for managerial decision-making.*
- ✓ *To study the use of accounting concepts in managerial decision making.*

Course Syllabus

1. Double Entry Accounting:

- Conventions, concepts, and rules for journalizing.
- Primary and secondary books of accounts.
- Preparation of Trial Balance.
- Final Accounts for profit-making organizations.
- Introduction to company final accounts.

2. Cost Concepts and Cost Accounting:

- Types and classification of costs.
- Fixed, variable, and direct costs.
- Elements of Cost.
- Preparation of Cost Sheet.
- Valuation of inventory using accounting standards (FIFO, Weighted Average).
- Overheads.

3. Marginal Costing and Decision Making:

- Cost Volume Profit Analysis.
- Break-Even Point analysis.
- Application of marginal costing in decision making, including key factor considerations.

4. Budgetary Control:

- Types of budgets: functional, flexible, and cash budgets.

5. Standard Costing:

- Materials Cost and Labour Cost Variances.

Note: Problem-solving exercises will be covered in the following areas:

- Preparation of ledger accounts, trial balance, and final accounts.

- Cost Sheet preparation.

- Inventory Valuation.

- Problems on concepts and applications of Marginal Costing.

- Budgeting exercises: cash, functional, and flexible budgets.

- Analysis of Materials Cost and Labour Cost Variances.

BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Course Code: MGTE504FC

Module I- BUSINESS STATISTICS

Course Objective:

- ✓ *Highlight the importance of a quantitative approach in managerial decision-making.*
- ✓ *Introduce basic statistical tools for analyzing business problems.*
- ✓ *Demonstrate the application of statistical methods in various management functions.*

Course Syllabus

1. Arranging data to convey meaning:

- Learn how to effectively present data using tables, graphs, and frequency distribution.

2. Measures of central tendency and dispersion:

- Understand how to calculate and interpret measures such as mean, median, mode, variance, and standard deviation.

3. Simple and multiple regression and correlation:

- Explore the concepts of regression and correlation analysis, including simple and multiple regression models.

4. Association of attributes:

- Study the techniques for analyzing the association between attributes or categorical variables.

5. Probability and Probability distributions:

- Gain an understanding of probability theory and probability distributions, with a focus on the binomial, Poisson, and normal distributions

MODULE II - RESEARCH METHODOLOGY

Course Objective:

- ✓ *Develop a clear understanding of the concept and process of conducting research in a business context.*
- ✓ *Familiarize students with fundamental research methods and techniques used in conducting business research projects.*
- ✓ *Highlight the significance of research in informing and guiding managerial decision-making processes.*

Course Syllabus

1. Understand research basics:

- Learn the meaning, objectives, and motivation of research.
- Explore different types of research and approaches.
- Understand the research process and the importance of validity and reliability.

2. Develop research design skills:

- Learn about research design, including sampling design.
- Understand measurement and scaling techniques.

3. Master data collection and analysis:

- Gain knowledge of various data collection methods.
- Learn hypothesis testing, sample testing, and statistical tests like chi-square, analysis of variance, and covariance.
- Explore multivariate analysis techniques.

4. Interpret and report findings:

- Develop skills in interpreting data and writing reports.
- Utilize computers for research, including creating databases and conducting statistical analysis.

LEGAL ASPECT OF BUSINESS

COURSE CODE: MGTE505FC

Course Objectives:

- ✓ Study essential laws relevant to managers.
- ✓ Gain an understanding of legal concepts for managerial decision-making.
- ✓ Apply legal concepts to make informed and ethical managerial decisions.
- ✓ Analyze and evaluate legal issues and risks in business scenarios.

Course Syllabus

- I. The Contract Act, 1872: Understand and apply contract law principles in business scenarios.
- II. Sales of Goods Act, 1930: Gain knowledge of the legal framework governing the sale of goods and resolve related legal issues.
- III. The Negotiable Instruments Act, 1881: Learn about negotiable instruments and interpret legal requirements for their negotiation and discharge.
- IV. The Companies Act, 2013 (up to first 122 sections): Understand the legal framework for companies and their management.
- VI. The Consumer Protection Act, 1986: Gain knowledge of consumer rights and resolve consumer disputes using legal provisions.
- VII. The Information Technology Act, 2000: Understand the legal framework for electronic transactions and data protection.

BUSINESS COMMUNICATION SKILLS

COURSE CODE- MGTE536SC

BUSINESS POLICIES AND STRATEGIC MANAGEMENT

COURSE CODE (MGTE601PC)

Course Objectives:

- ✓ *To familiarize participants with concepts of strategy and strategic management*
- ✓ *To introduce participants to multiple perspectives on strategic management*
- ✓ *To hone strategic thinking skills*
- ✓ *To develop systematic approach towards formulation and implementation of strategy*

Unit 1:

Business Policy and Strategic Management – Introduction - Meaning - 5Ps of Strategy – Intended & Emergent Strategies - Strategy Levels (corporate, business, functional strategies), Strategic management process and its component

Unit 2:

Business Models and its Building Blocks, Disruptive Innovation

Unit 3:

Strategic Thinking - Strategy Formulation Framework - Strategic Intent, Mission, Vision, Policy, Goals, Objectives, Budget

Unit 4:

Environmental Scanning - External and Internal – PESTEL - Industry analysis - Porter's Five Forces model, Value Net Framework - Organisational Capability Profile, Strategic Advantage Profile

Unit 5:

Competitive Strategy, Competitive Advantage, VRIO framework and Sustainable Competitive Advantage, Core Competence, Value Chain Analysis & Design

Unit 6:

Portfolio Analysis - BCG matrix - GE-9 cell - Ansoff Matrix
Blue Ocean & Red Ocean Strategies, Possibilities Based Approach to Strategy Choice

Unit 7:

Strategy implementation - Issues – McKinsey 7S Model with emphasis on Structure, Systems, Style and Culture – Translating Goals in to KRAs & KPIs
Strategy Evaluation and Control - Need and Importance - Symptoms of Strategy Malfunctioning
-Strategic, Tactical and Operational controls, Performance Parameters and measurement - variance analysis.

Unit 8:

Globalisation strategies, E-commerce Strategies and Models - Key Success Factors in E-commerce.

Notes:

- (i) At least 10 cases in strategic management, a mix of contemporary and classic covering aforementioned topics
- (ii) The examination papers should have mix of both concepts and applications using case studies / case examples
- (iii) Broad overview of financial statements is desirable to link concepts of revenue, contribution margin, gross and net profit, cash flow, net worth, market capitalization to strategic management

Books Recommended

1. Abell, D. F. (1980). *Defining the Business: The Starting Point of Strategic Planning*. Prentice Hall
2. Andrews, K.T. (1980). *The Concept of Corporate Strategy*. New York: Richard Irwin.
3. Barney, J. B. and Hesterly, W. S. (2006). *Strategic Management & Competitive Advantage*. New Delhi: Prentice Hall
4. Brandenburger, A M and (Author), Nalebuff, B J. (1997). *Co-opetition*.
5. Conway, M. (2014). *Strategic Thinking: What it is and how to do it*.
6. Drucker, P. (September – October, 1994). 'The Theory of Business.' *Harvard Business Review*.
7. Hamel, G. and C.K. Prahalad. (2002), *Competing For The Future*. New Delhi: Tata McGraw-Hill.
8. Kazmi, A. (2008). *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill.
9. Lafley, A. G, and Martin, R. (2013), *Playing to Win*.
10. Mintzberg, H. (Fall, 1988). 'Generic Strategies: Towards a Comprehensive Framework' in *Advances in Strategic Management*, Vol. 5.
11. Mintzberg, H. (Fall, 1997). 'The Strategy Concept I: The 5Ps of Strategy.' *California Management Review*.
12. Osterwalder, A. and Pigneur, Y. (2016). *Business Model Generation*. New Delhi: Wiley India.
13. Peters, T.J and Waterman, R.H., Jr. (1984). *In Search of Excellence*. Warner Books.
14. Porter, M. E. (1980). *Competitive Strategy*. New York: The Free Press
15. Porter, M. E. (1985). *Competitive Advantage*. New York: The Free Press
16. Thompson, Strickland, Gamble and Jain, *Crafting and Executing Strategy by*, Tata McGraw Hill, India.
17. Wheelen and Hunger, *Concepts in Strategic Management and Business policy*, Pearson.

BUSINESS ENVIRONMENT & MANAGING FOR EXCELLENCE

COURSE CODE (MGTE602PC)

Course Objectives:

- ✓ *To make the student aware of some of the contemporary business imperatives*
- ✓ *To facilitate better decision-making in the competitive business environment*

Module-I

Unit 1:

Business Environment studies and its impact on modern management thought

“Built to Last” and “In Search of Excellence”, Benchmarking / Best in industry/ World class Transformational leadership

Unit 2:

Ethics in management & values & standards (creating an ethical and value-based corporation) CSR (historic / strategic perspective, triple bottom line, current/proposed csr policies & practice s in India /abroad)

Unit 3:

Corporate governance concepts, global & Indian evolution perspectives - Cadbury committee, OECD report, Hampel report, Birla committee, Narayana Murty committee etc., external & internal regulatory structure in India/abroad (SEBI/sox act), board of directors, functional committees of the board, whistle blower policy), governance deficit issues

Unit 4:

Blue ocean strategy

Leveraging it for excellence in management

(BPR, knowledge management, business intelligence & business analytics)

Unit 5:

Global competitiveness, hyper competition, competitor analysis, competing by collaboration

Unit 6:

Green” concepts in management, sustainability reporting and global reporting initiative

Unit 7:

Innovation management as strategy for survival, growth & profit

Module-II

Unit 1:

Managing for excellence and its relevance for modern managers

Unit 2:

QM / TPM / Lean Management

Six sigma as a strategy for competitive advantage

Unit 3:

Quality awards (European / Malcom Baldrige awards/overview of “tben”)

Quality & customer (changing quality perspectives in market economic- sat / kano diagram / customer delight)

Books Recommended

1. *Quality Management - K. Shridhara Bhat*
2. *Innovation Management - Shlomo Maital and D.V.R. Seshadri*
3. *Corporate Governance - ICSI*
4. *The Toyota Way – Jeffery Liker*
5. *In Search of Excellence - Tom Peters*
6. *Built to Last - Jim Collins*
7. *CI-EXIM Bank Business Excellence Guide*
8. *Kaizen*
9. *Shyama Sharan (boards)*

CASE STUDIES WRITING AND DEVELOPMENT (PROJECT)

Course Code: MGTE631ELP

Course Objectives:

- ✓ This course focuses on the principles and practices of writing and developing case studies in the cafeteria context. Students will explore various methodologies, analyze successful case studies, and develop their own case studies based on real-life cafeteria scenarios.

Unit 1:

Introduction to Case Studies Definition and purpose of case studies Importance in the cafeteria industry Types of case studies

Unit 2:

Research Methodologies Qualitative vs. quantitative methods Data collection techniques Ethical considerations in research

Unit 3:

Structure of a Case Study Key components: introduction, background, analysis, and conclusion Writing style and tone Use of visuals and data

Unit 4:

Analysing Existing Case Studies Review of successful cafeteria case studies Critical analysis and discussion Lessons learned and best practices

Unit 5:

Developing Your Own Case Study Selecting a topic and defining objectives Conducting research and gathering data Writing and formatting the case study

Unit 6:

Presenting Case Studies Effective presentation techniques Engaging stakeholders and audience Feedback and revision process