

## **School of Digital Humanities and Liberal Arts (SoDiHLA)**

### **MBA Curriculum 2026**

#### **Master of Business Administration (MBA)**

**2026 Admission**

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#### **Program Summary**

The Master's program in Business Administration, the world's flagship management qualification that prepares professionals to become business leaders, has never seemed more relevant than now, as technology creates ever-new possibilities in business, innovation, and entrepreneurship. The 2-year, campus-based MBA program of Digital University Kerala (DUK) will draw on the institution's two decades of experience in digital technologies and management. On-campus immersive experience and peer learning are the most vital aspects of an MBA program, augmented by online components, not only for their richness and diversity but also for equipping students with the digital platform skills necessary for success in the digital era. Building on a strong foundation of management concepts, the DUK's MBA program will offer a range of electives across functional areas and application domains such as business analytics, digital governance, technology management, information security management, and digital transformation. The program will emphasise the development of cognitive capacities in systems thinking, creativity, empathy, leadership, cultural agility, emotional intelligence, dynamic decision-making, and the ability to drive transformation.

#### **Program Educational Objectives (PEOs):**

The educational objectives of the MBA program at DUK will be:

PEO1: To nurture socially responsible, globally competent talent capable of developing innovative and sustainable solutions for the digital world.

PEO2: To enable graduates to pursue higher education, research, professional certifications, and independent lifelong learning in areas related to management

PEO3: To enable graduates to solve complex business and societal problems, in advisory and executive capacities, through collaboration, communication, critical thinking, and creativity

### Program Specific Outcomes (PSOs):

The MBA Program will be able:

PSO1: To inculcate the practice of sustainability, social inclusion, and ethical application of technology-based solutions.

PSO2: To impart multidisciplinary knowledge through simulated problems, case analysis, community studies, and internships.

PSO3: To develop a mindset for change and enable the students to leverage the power of digital technologies

### Program Outcomes (POs):

The graduates of the MBA program will be able to:

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

**PO2:** Foster Analytical and critical thinking abilities for data-driven decision making

**PO3:** Develop Value-based leadership capability

**PO4:** Analyse and address global economic, legal, and ethical aspects of business

**PO5:** Provide leadership in the achievement of organisational goals, contributing effectively to a team environment

### Program Structure

The credit distribution for the MBA Program is as follows

Programme courses (55 credits)			University courses (5 credits)	Final year Projects (20 credits)	Additional credits
Programme Core	Programme electives	Open electives	University Core	Capstone Project/Thesis	Program courses/projects
			DACE		
25 credits (Mandatory credits)	18 credits (Mandatory credits)	12 credits (Mandatory credits)	5 credits (Mandatory credits)	20 credits (Mandatory credits)	10 credits (Optional credits)

**All courses are required to be at the 400 and 500 levels, distributed as follows:**

Curricular Components		Two-Year PG Programme (Generic and Professional) Course level and Minimum Credits				
		Course Level	Course credits	Type of Courses	Internship / Capstone Project/ Thesis	Total Credits
1st Year (S1 and S2)		400	24	Course type and credits ----- Program Core (5+2) – 21 Program Elect (1) – 3 ----- Total <b>24</b>	--	<b>40</b>
		500	16	University Core - 5 (DACE) Program Core (1) - 2 Program/Open Electives (3) - 9 ----- Total <b>16</b>		
2nd Year (S3 and S4)	Coursework & Project/Thesis	500	20	Program Core (1) - 2 Program/Open Elective (6) - 18 Open Electives (2) - 6 ----- Total <b>20</b>	20	<b>40</b>

The credit definition is calculated based on classroom or contact hours. 1 credit in a course is defined as 15 hours of interaction between student and instructor OR it is considered equivalent to 30 hours of classroom or laboratory or field activity.

**Semester 1 (Total 20 credits)**

S.No	Course Name	Credits	Level
1	Organisational Behaviour (PC)	3	400
2	Accounting for Managers (PC)	3	400
3	Marketing Management (PC)	3	400
4	Operations Management (PC)	3	400
5.	Managerial Economics (PC)	3	400
6.	DACE (PC)	5	500

**Semester 2 (Total 20 credits)**

S.No	Course Name	Credits	Level
1	Human Resource Management (PC)	3	400
2	Strategic Management (PC)	3	400
3	Business Data Analysis (PC)	2	500
4	Program Elective1/Open Elective 1	3	400
5	Program Elective2/Open Elective 2	3	500
6	Program Elective3/Open Elective 3	3	500
7	Program Elective4/Open Elective 4	3	500

**Semester 3 (Total 20 credits)**

S.No	Course Name	Credits	Level
1	AI for Managers (PC)	2	500
2	Program Elective5/Open Elective 5	3	500
3	Program Elective6/Open Elective 6	3	500
4	Program Elective7/Open Elective 7	3	500
5	Program Elective8/Open Elective 8	3	500
6	Program Elective9/Open Elective 9	3	500
7	Program Elective10/Open Elective 10	3	500

The credit definition is calculated based on classroom or contact hours. 1 credit in a course is defined as 15 hours of interaction between student and instructor, or it is considered equivalent to 30 hours of classroom, laboratory, or field activity.

<b>Internship - Semester 4 (Total 20 credits)</b>			
<b>Type of Course</b>	<b>Title of the Course</b>	<b>Credits</b>	<b>Level</b>
Internship	Semester Internship	20	500
<b>Total Credits</b>		<b>20</b>	

During the 4th semester, students are required to complete a full-semester internship with an organisation. The internship will be evaluated by the organisation and the faculty based on an internship study report prepared by the interns. A satisfactory rating on the evaluation is mandatory to complete the requirements for awarding the degree. The evaluation will be conducted at the end of the fourth semester.

#### **List of Program Core (PC) Courses**

<b>No.</b>	<b>Subject Name</b>	<b>Credits</b>	<b>Level</b>
<b>1</b>	Organisational Behaviour	3	400
<b>2</b>	Accounting for Managers	3	400
<b>3</b>	Marketing Management	3	400
<b>4</b>	Operations Management	3	400
<b>5</b>	Managerial Economics	3	400
<b>6</b>	Human Resource Management	3	400
<b>7</b>	Strategic Management	3	400
<b>8</b>	Business Data Analysis	2	500
<b>9</b>	AI for Managers	2	500

**Total 25 Credits**

### List of Program Elective (PE) and Open Elective (OE) Courses

Courses	Credit
Data Modelling for Business Analytics	3
Business Analytics for Decision Making	3
Advanced Business Analytics	3
Decision Analysis	3
Entrepreneurship	3
Soft Skills and Communication	3
Strategic Leadership	3
Governance, Risk and Compliance	3
Legal environment of Business	3
Professional Ethics and Values	3
Lifelong Learning and Critical Thinking	3
Performance Analytics and Workforce Development	3
Future-ready skills and competency development	3
HR Analytics	3
Strategic HRM	3
Transformational Leadership and Change Management	3
Supply Chain and Logistics Management	3
Project Management	3
Technology Change Management	3
Sustainable Business Process Reengineering	3
Technology, Innovation and New Product Management	3
IR 4.0 Management	3

Consumer Behaviour	3
Integrated Marketing Communication	3
Product and Brand Management	3
Digital Marketing	3
Marketing Research	3
Managing eBusiness	3
Security Analysis and Portfolio Management	3
Corporate Finance	3
International Finance Management	3
Financial Derivative and Financial Risk Management	3
Fintech and Financial Blockchain	3
Financial Services Management	3
Leveraging AI and Analytics for Digital Transformation	3
System Analysis and Design	3
Management Information Systems	3
IT Project management	3
Cyber Security and Data Governance	3
Cyber Analytics	3
Information Management	3

- Course names are subject to change.
- A few additional open electives may be offered later in addition to the ones listed.
- Program electives and open electives are offered subject to the availability of resources and the minimum student enrollment number for each course.
- SWAYAM courses under Management can be included as Program Elective or Open Elective with prior approval.

\*Students will be provided with a bouquet of open electives and program electives where they can opt for courses in their areas of interest.

Semester 1 will focus on Program Core courses. Program Electives and Open Electives will be offered in semesters 2 and 3, but this may be flexible depending on the situation. Elective courses will be offered subject to faculty availability and the required minimum enrolment. SWAYAM courses under Management can be included as Program Elective or Open Elective

**All courses have to follow these given instructions**

#### **Class Specific Policies**

**Plagiarism policy:** All student submissions shall be checked using Turnitin. If the similarity score exceeds 20%, such submissions will be marked as failed. Although 20% is the maximum limit for similarity index on Turnitin, the final decision on aspects of plagiarism in assignments and reports will be made by the concerned faculty or faculty committee, as the case may be.

**Class attendance:** 10% weightage will be given to class attendance in the internal formative assessment. Students must attend 70% of the lectures to be eligible to write the final exam.

**Cheating:** Any form of cheating during exams will result in automatic failure of the course. All cases of cheating will be referred to the school disciplinary committee, and the relevant university policy regarding this will apply.

**Lecture recording:** All lectures delivered online shall be recorded and provided to the students