



School of Digital Humanities and Liberal Arts (SoDiHLA)

MBA Curriculum 2023

Master of Business Administration (MBA)

2023 Admission

Program Summary

The Master's program in Business Administration, which is the world's flagship management qualification that creates professionals who 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 foundational substrate of management concepts, the DUK's MBA program will offer a range of electives in functional areas as well as in application domains like business analytics, digital governance, technology management, information security management, and digital transformation. The program will emphasise the development of cognitive capacities for 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):

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 enabling 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 MBA Program is as follows

| Program courses | | University courses | | Internship | Additional credits beyond mandatory course work and internship | | |
|-----------------------------|----------------------------------|--------------------------------|-------------------------------|---------------------------|--|--------------------------|----------------------------------|
| Program Core (Mandatory) | Program electives (Mandatory) | University Core (Mandatory) | Open electives (Mandatory) | Internship (Mandatory) | Activities (Mandatory) | Activities (Optional) | Additional courses (Optional) |
| 16 credits | 15 credits | 5 credits | 15 credits | 15 credits | 5 credits | 5 credits | 4 credits |

The definition of credit is calculated based on the 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.

Total credit: Program Core (PC) 16 credits + Program Electives (PE) 15 credits + University Core (UC) 5 credits + Open Electives (OE) 15 credits + Internship/project 15 credits + Activity credits 5 = 71 mandatory. Optional addition: activities 5 + courses 4 = 9.

Minimum of 71 credits for the total course. A program allows students to take a maximum of 80 credits to be included in the program.

| University Core and activities | | |
|---------------------------------------|--|----------------|
| Type of Course | Title of the Course | Credits |
| University Core | Digital Access for Community Empowerment | 5 |
| Activities | Leadership Mindset | 5 |
| Total Credits | | 10 |

List of Courses- Program Core, Open electives and Program Electives

| Category | Nos | Courses | Credit | Level | Open Course | Program Elective | Semester |
|---|------------|---------------------------|---------------|--------------|--------------------|-------------------------|-----------------|
| Program Core (8nos) (S1 &S2) All courses 2 credits each 16 credits | 1 | Organisational Behaviour | 2 | 300 | ✓ | | S1 |
| | 2 | Accounting for Managers | 2 | 300 | ✓ | | S1 |
| | 3 | Marketing Management | 2 | 300 | ✓ | | S1 |
| | 4 | Human Resource Management | 2 | 300 | ✓ | | S2 |
| | 5 | Operations Management | 2 | 300 | ✓ | | S1 |
| | 6 | Managerial Economics | 2 | 300 | ✓ | | S1 |
| | 7 | Strategic Management | 2 | 300 | ✓ | | S1 |
| | 8 | Corporate Finance | 2 | 300 | ✓ | | S2 |

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|---|----|--|---|-----|---|---|----|
| | | | | | | | |
| Electives (63 nos) S1, S2, S3 Courses can be for 2 or 3 credits From which PE and OE to be selected for 15 credits each Students are free to fulfil the 15 OE credits from one or more of the schools in the university including the home school. | 9 | Performance Management | 3 | 300 | ✓ | ✓ | S2 |
| | 10 | Training and Development | 3 | 300 | ✓ | ✓ | S2 |
| | 11 | Interpersonal and Group processes | 3 | 300 | ✓ | ✓ | S3 |
| | 12 | Strategic HRM | 3 | 300 | | ✓ | S3 |
| | 13 | Leadership and Change Management | 3 | 300 | ✓ | | S3 |
| | 14 | Supply Chain Management | 3 | 300 | | ✓ | S3 |
| | 15 | Project Management | 3 | 300 | ✓ | ✓ | S2 |
| | 16 | Security Analysis and Investment Management / Portfolio Management | 3 | 300 | | ✓ | S2 |
| | 17 | International Finance Management | 3 | 300 | | ✓ | S2 |
| | 18 | Financial Derivative | 3 | 300 | | ✓ | S3 |
| | 19 | Financial Risk Management | 3 | 300 | | ✓ | S3 |
| | 20 | Public Finance Management | 3 | 300 | | ✓ | S3 |
| | 21 | Fintech and Financial Blockchain | 3 | 300 | ✓ | ✓ | S3 |
| | 22 | Financial Services Management | 3 | 300 | | ✓ | S3 |
| | 23 | Consumer Behaviour | 3 | 300 | ✓ | ✓ | S2 |
| | 24 | Integrated Marketing Communication | 3 | 300 | ✓ | ✓ | S2 |
| | 25 | Product Management | 3 | 300 | ✓ | ✓ | S2 |
| | 26 | Sales Force Management | 3 | 300 | ✓ | ✓ | S3 |

| | | | | | | |
|----|--|---|-----|---|---|----|
| 27 | Brand Management | 3 | 300 | ✓ | ✓ | S3 |
| 28 | Services Management | 3 | 300 | ✓ | ✓ | S3 |
| 29 | Retailing Management | 3 | 300 | ✓ | ✓ | S3 |
| 30 | Social Media Marketing | 3 | 300 | ✓ | ✓ | S3 |
| 31 | Data as a strategic asset | 3 | 300 | ✓ | | S2 |
| 32 | Culture and people in Digital Transformation | 3 | 300 | ✓ | | S2 |
| 33 | Leveraging AI and Analytics for Digital Transformation | 3 | 300 | ✓ | | S2 |
| 34 | Managing eBusiness | 3 | 300 | ✓ | ✓ | S3 |
| 35 | Information Security Management | 3 | 300 | ✓ | | S3 |
| 36 | Business Process Reengineering | 3 | 300 | ✓ | ✓ | S3 |
| 37 | System Analysis and Design | 3 | 300 | ✓ | | S3 |
| 38 | Management Information Systems | 3 | 300 | ✓ | ✓ | S2 |
| 39 | IT Project management | 3 | 300 | ✓ | ✓ | S3 |
| 40 | Digital Healthcare | 3 | 300 | ✓ | | S3 |
| 41 | Entrepreneurship | 3 | 300 | ✓ | ✓ | S3 |
| 42 | Strategic Analysis | 3 | 300 | | ✓ | S3 |
| 43 | Strategic Leadership | 3 | 300 | | ✓ | S2 |
| 44 | Data Science for Business | 3 | 400 | ✓ | ✓ | S2 |
| 45 | Business Analytics for Decision making | 3 | 400 | | ✓ | S2 |

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|----|---|---|-----|---|---|----|
| 46 | Big Data Analytics | 3 | 400 | | ✓ | S2 |
| 47 | Forecasting methods for management | 3 | 400 | | ✓ | S2 |
| 48 | Digital Government architecture | 3 | 300 | ✓ | | S3 |
| 49 | Cybersecurity and Data Governance | 3 | 300 | ✓ | | S4 |
| 50 | Technology services and infrastructure management | 3 | 300 | ✓ | | S3 |
| 51 | Digital Strategy and Leadership | 3 | 300 | ✓ | | S4 |
| 52 | Technology, Innovation and New product management | 3 | 300 | ✓ | | S3 |
| 53 | Managing Intellectual Property | 3 | 300 | ✓ | | S2 |
| 54 | Strategies for Digital Transformation | 3 | 300 | ✓ | | S2 |
| 55 | Governance, Risk and Compliance | 3 | 300 | ✓ | | S3 |
| 56 | Cyber-law and regulations | 3 | 300 | ✓ | | S4 |
| 57 | Data protection and privacy | 3 | 300 | ✓ | | S2 |
| 58 | Cyber Analytics | 3 | 300 | ✓ | | S3 |
| 59 | Cyber-security Audit | 3 | 300 | ✓ | | S2 |
| 60 | Soft Skills and Communication | 3 | 400 | ✓ | | S2 |
| 61 | Transformational Leadership | 3 | 300 | ✓ | | S2 |
| 62 | Information Management | 2 | 100 | ✓ | | S1 |
| 63 | Data Analysis for Decisions | 2 | 200 | ✓ | | S1 |
| 64 | Legal environment of Business | 2 | 300 | ✓ | | S3 |

| | | | | | | | |
|--|----|---|---|-----|---|---|----|
| | 65 | Decision Analysis | 3 | 300 | ✓ | | S2 |
| | 66 | Integrated Simulation | 2 | 400 | | ✓ | S3 |
| | 67 | Lifelong Learning and Critical Thinking | 3 | 300 | ✓ | | S2 |
| | 68 | Professional Ethics and Values | 3 | 300 | ✓ | | S3 |
| | 69 | IR 4.0 | 2 | 400 | ✓ | | S1 |
| | 70 | Sustainability in the digital era | 2 | 400 | ✓ | | S3 |

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

Program planning for MBA 2023 admission course

The semester wise limits for the courses are

| Semester | University Core | Program Core (maximum) | Program/Open Elective courses | Capstone Project/thesis |
|---|---|------------------------|-------------------------------|--------------------------|
| <i>Semester 1 (Range 15-18 credits)</i> | University core 0-5 credits Activities 0-5 credits | PC 0-16 credits | PE+OE 0-15 credits | 0 credits |
| <i>Semester 2 (Range 15-18 credits)</i> | University core 0-5 credits Activities 0-5 credits | PC 0-16 credits | PE+OE 0-15 credits | 0-3 credits |
| <i>Semester 3 (Range 15-18 credits)</i> | Activities 0-5 credits | 0 credits | PE+OE 0-15 credits | 0-15 credits |
| <i>Semester 4 (Range 15-18 credits)</i> | Activities 0-5 credits | 0 credits | PE+OE 0-9 credits | Internship 15 Credits |

*The students are allowed to take a maximum of 20 Credits in a semester

| Internship - Semester 4 | | | |
|--------------------------------|----------------------------|----------------|--------------|
| Type of Course | Title of the Course | Credits | Level |
| Internship | Internship | 15 | 400 |
| Total Credits | | 15 | |

During the 4th semester, the students are required to work on a summer internship in an organisation for a full semester. The internship will be evaluated by the organisation and by the faculty based on a case study report that the interns prepare. 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.

Semester wise break up of courses for 4 semesters

| Semester 1 | | | |
|---------------------------------------|----------------------------|----------------|--------------|
| Type of Course | Title of the Course | Credits | Level |
| University Core (DACE) and Activities | | 3 | |
| Activities | | * | |
| Program Core 1 | Organisational Behaviour | 2 | 300 |
| Program Core 2 | Accounting for Managers | 2 | 300 |
| Program Core 3 | Marketing Management | 2 | 300 |
| Program Core 4 | Managerial Economics | 2 | 300 |
| Program Core 5 | Operations Management | 2 | 300 |
| Program Core 6 | Human Resource Management | 2 | 300 |
| Open Elective 1 | Information Management | 2 | 400 |
| Total Credits- UC+PC+OE | | 17 | |

*Activities will happen in all Semesters

| Semester 2 | | | |
|------------------------|----------------------------|----------------|--------------|
| Type of Course | Title of the Course | Credits | Level |
| University Core (DACE) | | 2 | |
| Activities | | * | |
| Program Core 7 | Strategic Management | 2 | 300 |
| Program Core 8 | Corporate Finance | 2 | 300 |
| Open Electives | | | |
| Program Electives | | | |
| Total Credits: 6+12 | | 18 | |

*Activities will happen in all Semesters

| Semester 3 | | | |
|-----------------------|----------------------------|----------------|--------------|
| Type of Course | Title of the Course | Credits | Level |
| Activities | | | |
| Open Electives | | | |
| Program Electives | | | |
| Total Credits | | 16 | |

*Activities will happen in all Semesters

| Semester 4 | | | |
|-----------------------|----------------------------|----------------|--------------|
| Type of Course | Title of the Course | Credits | Level |
| Activities | | 5 | |
| Internships | Internship | 15 | 400 |
| Total Credits | | 20 | |

*Students will be provided with a platter of open electives and program electives where they can opt for courses in their areas of interest. Semesters 1 and 2 will focus on Program Core courses; Program Electives and Open Electives will be provided in semesters 1, 2 and 3. Elective courses will be offered subject to the availability of faculty and the required minimum enrollment. SWAYAM courses under Management can be included as Program Elective or Open Elective