

**OUTLINES OF TESTS  
SYLLABI AND COURSES OF READING  
FOR**

**Course Code: MBAM2PUP**

**M.B.A(2 Years Regular Programme)**

**(Semester System)**

**(Session 2025-26, 2026-27)**



**PUNJABI UNIVERSITY, PATIALA**

(Established under Punjab Act No. 35 of 1961)

# SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA

## ORDINANCES

### **MASTER OF BUSINESS ADMINISTRATION**

### **Session 2025-2026 & 2026-2027**

1. (a) The examination for the degree of Master of Business Administration shall be held in two parts to be called MBA Part-I and MBA Part-II. Each part shall consist of two semesters, viz. semester 1st and 2nd in Part-I and semester 3rd and 4th in Part-II. The examination shall be held in the months of December/January for 1st and 3rd semester and April/May for 2nd and 4th semester or on such other dates as may be fixed by the University.

(b) (i) The amount of examination admission fee, to be paid by a candidate per semester for the external examinations, shall be as prescribed.

(ii) Last date by which the admission forms and fee for the external examinations must reach the Registrar shall be as Punjabi University regulations

The MBA Part-I shall be open to any person who has passed a degree/post-graduate degree examination in any stream with at least 50% marks in the aggregate from this University or any other examination recognised as equivalent thereto.

2. The assessment in the first and second semester of MB.A. Part-I will be 50% internal and 50% external for each paper. The result for the internal examinations, to be conducted by the Department, shall be conveyed to the students/Examinations Branch by the Head of the Department as per approved schedule, failing which the result of concerned candidates will be shown as RL.
3. M.B.A. Part-II shall be open to any person who has passed M.B.A. Part-I examination or has cleared at least **50% of total papers prescribed for first and second semesters of M.B.A. courses.**
4. The assessment in the 3rd and 4th semesters of M.B.A. Part-II will be 50% internal and 50% external for each paper. The result for the internal examinations, to be conducted by the Department, shall be conveyed to the students/Examinations Branch by the Head of the Department as per approved schedule failing which the result of concerned candidates will be shown as RL.
5. The syllabus for the session shall be such as prescribed by the University from time to time.
- a. The Project Report shall be evaluated jointly by the external and internal examiners. The topic for the Project Report will be approved by the Department. The Project Report shall be submitted along with prescribed fee as per prescribed as under:

<b><i>IIIrd Semester (MRP-I)</i></b>	<b><i>IVth Semester (MRP-II)</i></b>
<i>Upto 15 November (Without Late Fee)\</i> <i>16<sup>th</sup> November To 30<sup>th</sup> November (With Late Fee Of Rs. 500/- )</i> <i>1<sup>st</sup> December To 15<sup>th</sup> December (With Late Fee Of Rs. 1000/- )</i>	<i>Upto 30 April (Without Late Fee)\</i> <i>1<sup>st</sup> May To 31<sup>st</sup> May (With Late Fee Of Rs. 500/- )</i> <i>1<sup>st</sup> June To 15<sup>th</sup> June (With Late Fee Of Rs. 1000/- )</i>

after that examination branch shall be informed accordingly and re-appear shall be declared in Project Report Paper.

In case the difference of marks awarded by two examiners is more than 10 marks, the report shall be referred to the third examiner whose award shall be final,

b. Training Report would be evaluated internally. The result would be communicated to the examination branch by the Head of the Department.

6. M.B.A. examination is open only to a candidate who:

Has been on the rolls of the University/College throughout the academic semester preceding the examination; Has his name submitted to the Registrar by the Head/Principal of having attended not less than 75% of the total number of lectures delivered in each paper/subject and 75% of the periods held in practical's/map work in each paper/ subject during the Academic semester. The Department/College shall be required to deliver at least 75% of the total number of lectures prescribed for each paper/subject. Provided that deficiency in the number of lectures can be condoned for special reasons subject to Ordinance framed on the subject.

7. The medium of instruction and examination shall be **English**.

8. (i) The minimum number of marks required to pass shall be 40% in the external examination and aggregate of internal assessment and external examination in each paper. There is no pass percentage for internal part of the assessment.

(ii) (a) In the event of a candidate failing to secure the requisite 40% marks in terms of clause (i) above, he shall be placed under reappear in that paper. Such a candidate would carry the internal assessment marks secured by him for his reappear examination.

(b) However, if any candidate has secured less than 40% marks in the internal assessment in any one or more papers and is placed under reappear in that paper(s), he may, at his option, attend regular classes of that paper(s), after his fourth semester examination. The candidate would be required to attend such classes in a semester in which that paper(s) is offered by the department subsequently and thus, improve his internal assessment score in the concerned paper(s). In case such a candidate improves upon the earlier internal assessment score, the revised internal assessment will replace the old internal assessment. **The external marks secured by the candidate will remain the same i.e. will carry the external pass marks secured by him/her.** In case he fails to improve upon his earlier internal assessment in that paper(s), his original internal assessment marks would stand.

In case such a paper is dropped from the course of study as a result of any revision the Department would indicate a suitable substitute paper in lieu thereof.

9. A candidate who joins first semester for M.B.A. Part-I may, on completing attendance requirement, appear in the first semester examination and join the second semester course and appear in the second semester examination on completing attendance requirements on the dates prescribed for each examination. Even if he does not clear any paper of the first semester, he will be eligible to join the second semester and take the examination. But, he will not be eligible to join the third semester unless he has cleared at least 50% of total papers prescribed for both the first and second semester examinations. He can take the third semester examination on completing the required attendance. He may be allowed to join the 4th semester, even if he has not cleared any of the aforesaid papers namely, reappear papers of first and second semester of Part-I examination and all the papers of III semester examination. On attending the required

number of lectures of IV semester, he will be eligible to appear in the IV semester examination. A candidate, placed under reappear in any paper, will be allowed two chances to clear the reappear, which should be availed within consecutive two years/chances i.e. to pass in a paper the candidate will have a total of three chances, one as regular student and two as reappear candidate. The examination of reappear papers of odd semester will be held with regular examination of the odd semester and reappear examination of the even semester will be held with regular examination of even semester. But, if a candidate is placed under reappear in the last semester of the course, he will be provided chance to pass the reappear with the examination of the next semester, provided his reappear of lower semester does not go beyond next semester. Provided that he shall have to qualify in all the papers prescribed for the M.B.A. course within a period of four years from the date he joined the course. In case he fails to do so within the prescribed period as aforesaid, he shall be declared fail. He may, however, seek fresh admission to the first semester on merit with the new applicants. It is understood that a reappear or failed candidate shall be allowed to take the examination in papers not cleared by him according to the date-sheets of the semester examinations in which such papers may be adjusted. After completing two years of studies (i.e. four semester courses), he shall not be admitted to any semester of the same course and will not have any privileges of a regular student.

10. Viva-voce/Practical examination shall be conducted by a Committee consisting of the following:-

1. Two external experts
2. One internal examiner (to be nominated by the Head of the Department)
3. Head of the Department OR his nominee.

The quorum of Committee meeting would comprise one external and one internal examiner.

11. As soon as possible after the completing of each semester, the Registrar shall publish a list of successful candidates showing their result. Each candidate shall be supplied with a card containing his/her detail of marks. The list of successful candidates on the completion of M.B.A. Part-II shall be arranged in three divisions and the division obtained by the candidate will be stated in the degree. Successful candidates who obtain 75% marks or more of the aggregate marks in Part-I and Part-II examination taken together shall be declared to have passed the examination with distinction and who obtain 60% or more of the aggregate marks shall be placed in first division. Those, who obtain 50% or more but less than 60%, shall be placed in the second division and all below 50% shall be placed in the third division.

12. The grace marks shall be allowed according to the general ordinances relating to 'Award of Grace Marks'. These Ordinances will apply to all the examinations.

- (i) Up to 1% of the total marks of Part-I and II examination shall be added to the aggregate of both Part-I and Part-II examinations to award a higher division/55% marks, to a candidate.

- (ii) Grace marks to be given shall be calculated on the basis of 1% of total aggregate marks of all the written and practical papers of the examination concerned. Marks for viva-voce/internal assessment/sessional work/skill in teaching/any additional/optional subject shall not be taken into account for this purpose. If a fraction works out to half or more, it shall count as one mark and fraction less than half shall be ignored.
- (iii) To pass in one or more written papers or subjects, and/or to make up the aggregate to pass the examination but not in practical, sessional work, internal assessment, viva-voce and skill in teaching.

14. The old students who have passed M.B.A. from this University will be eligible to seek admission for purpose of additional specialization by qualifying the required examination under the Scheme of Additional Specialization on the pattern of M.B.A. (Distance Education) Programme on the terms and conditions as may be notified by the Head of the Department.
15. The candidate shall have to qualify in all the papers prescribed for MBA course within a period of four years from the date he joins the course. In case, he fails to do so within the prescribed period of four years as aforesaid, he shall be declared fail.

**SCHOOL OF MANAGEMENT STUDIES, PUNJABI UNIVERSITY, PATIALA**

**Punjabi University, Patiala/Scheme of Examination**

**MBA Two Year Regular Programme**

**Under Choice Based Credit system**

**Session 2025-2026 & 2026-2027**

SEMESTER-I		SEMESTER- II	
CORE SUBJECTS		CORE SUBJECTS	
101	Principles of Management	201	Management Information Systems & Decision Support Systems
102	Accounting for Management	202	Business Statistics & Research Methodology
103	Business Environment	203	Financial Management
104	Managerial Economics	204	Management of Human Resources
105	Management Science	205	Marketing Management
106	Organisational Behaviour	206	Operations Management
107	Seminar on Environment & Business	207	Seminar on International Business Environment & Management
108	Viva-Voce	208	Viva-Voce
* Foreign Language		* Foreign Language	
* Students may enroll for Foreign Language course as a Value Added Course.			
*Students passing the course will get a certificate.			
SEMESTER-III			
CORE SUBJECTS		TWO ELECTIVES EACH ELECTIVES FROM THE FOLLOWING TWO MAJOR OR MINOR SPECIALISATIONS	
301	Project Management	Marketing Management 303 Advertising & Sales Management 304 Marketing Research	
302	Business Analytics	Human Resources Management 305 Management of Industrial Relations 306 Human Resources Planning & Development	
317(a) Summer Training Report (b) Seminar on Summer Training		Financial Management 307 Management of Financial Institutions 308 Financial Services and Markets	
318	Viva Voce	Operations Management/ Materials Management 309 Production Planning & Control 310 Inventory Management	
319	Project Report in Major Areas of Specialisations	Information Technology 311 Database Management 312 Business Applications of Cloud Computing	
		International Business 313 Multinational Financial Management 314 International Marketing	
		Retail Management 315 Management of Retail Organisation 316 Retail Consumer Behaviour	
		**Elective – Allied Non-Allied Course	

<b>SEMESTER-IV</b>	
<b>CORE SUBJECTS</b>	<b>THREE ELECTIVES FROM THE FOLLOWING MAJOR AREA OF SPECIALISATION</b>
401 Strategic Management	<b>Marketing Management</b> 406 Consumer Behaviour 407 Digital Marketing 408 Marketing of Services 409 Management of Logistics 410 Rural Marketing
402 Organisational Development & Change	<b>Information Technology</b> 411 Strategic Information Systems 412 System Analysis & Design 413 Software Engineering 414 Business Process & Re-engineering 415 Enterprise Resource Planning
<b>403 Project Report in Major Areas of Specialisations</b>	<b>Financial Management</b> 416 Security Analysis & Portfolio Management 417 Derivatives and Risk Management 418 Management Control Systems 419 Management of Working Capital 420 Corporate Tax Planning 441 International Financial Management
404 Seminar on Business Ethics & Values	<b>Operations Management/Material Management</b> 421 Purchasing Management 422 Management of Logistics 423 Plant Design & Layout 424 Statistical Quality Control 425 Service Operation Management
405 Viva on Project Report	<b>Human Resources Management</b> 426 Compensation Management 427 Labour Laws 428 Industrial Psychology 429 Cross Cultural & Global Management 430 Management of Training & Development
	<b>INTERNATIONAL BUSINESS</b> 431 Regional Blocks 432 International Economic Organisations 433 Export-Import Procedures, Documentation & Logistics 434 Global Human Resources Management 435 Foreign Language for Business
	<b>Retail Management</b> 436 Supply Chain Management 437 Merchandising Planning and Strategies 438 Retail Strategies 439 Store Management 440 Customer Relationship Essentials in Retailing

### **Under Choice-Based Credit System**

**Student can opt any one course from the following open electives in lieu of electives of Semester III<sup>rd</sup> and Semester IV<sup>th</sup> of MBA Programme.**

***While selecting an elective from any other Department, the student must make sure that the time table of the selected paper does not clash with the time table applicable in SMS.***

<b>1.</b>	E-Business	M.Tech. (CE) Regular/Part-Time MCE-213
<b>2.</b>	Business Intelligence	M.Tech. (CE) Regular/Part-Time MCE-222
<b>3.</b>	Public Relations & Corporate Communication	M.A. (Journalism & Mass Communication) (III <sup>rd</sup> Semester)
<b>4.</b>	Inter-cultural & International Communication	M.A. (Journalism & Mass Communication) (IV <sup>th</sup> Semester)
<b>5.</b>	Financial Administration	M.A. (Public Administration) Paper-IV
<b>6.</b>	Indian Administration	M.A. (Public Administration) Paper-I
<b>7.</b>	Data Communications & Computer Networks	M.C.A. (III <sup>rd</sup> Semester)
<b>8.</b>	Decisions Support Systems	M.C.A. (IV <sup>th</sup> Semester)