Kanya Maha Vidyalaya, Jalandhar City
(An Autonomous College)

(Under Credit Based Continuous Evaluation Grading System)

Minutes of 2nd Meeting of Board of Studies
PG Department of Commerce & Business Administration

Master of Business Administration (MBA)

Date: 12.06.2026
Time: 11:00 a.m.

Online: Zoom Platform

Proceedings of the Second Meeting of Board of Studies

Master of Business Administration (MBA)

The second meeting of the board of studies was held online on 12.06.2026 at 11:00 a.m. through ZOOM platform. The following members attended the meeting:

External Expert Members:

1.Dr. Vikram
Professor & Head, University Business School,
Guru Nanak Dev University, Amritsar
(Parent University Nominee)

2. Dr. Tejinderpal Singh
Professor, University Business School,
Panjab University, Chandigarh
(Outside Parent University Nominee)

3. Dr. Saloni Pawan Diwan
Associate Professor, University School of Management,
Kurukshetra University, Kurukshetra
(Outside Parent University Nominee)

4. Dr. Girish Sapra
Founder & CEO, Green Brigade Pvt. Ltd.
Jalandhar
Industry Partner (Special Invitee)

Internal Expert Members:

Dr. Rashmi Sharma, Associate Professor, P.G. Dept. of Commerce and Business Administration, **Dean, MBA**, KMV Technical Institute, Kanya Maha Vidyalaya, Jalandhar, **Chairperson**

Dr. Nidhi Gaba Sachdeva, Assistant Professor, KMV Technical Institute, Kanya Maha Vidyalaya, Jalandhar

PROCEEDINGS:

At the outset, Dr. Rashmi Sharma welcomed all the members of the Board of Studies and expressed her gratitude for their valuable presence. She informed the house that the MBA programme was introduced at Kanya Maha Vidyalaya (KMV) in the previous academic year under the affiliation of Guru Nanak Dev University, Amritsar. She highlighted that KMV is the only college in the region to have been granted permission by GNDU to offer the MBA programme.

Dr. Sharma further apprised the members that the programme is being successfully conducted under the aegis of KMV Technical Institute. To ensure holistic and industry-oriented learning, the department regularly organizes industrial visits, field visits, workshops, expert lectures, and sessions on contemporary business issues, enabling students to stay abreast of the latest developments in the fields of Marketing, Finance, Human Resource Management, Business Analytics, innovation, entrepreneurship and related domains.

She also informed the house that the MBA programme offers three functional specializations, namely Marketing, Finance, and Human Resource Management, providing students with opportunities to develop expertise in their chosen areas of interest.

After this, the agenda items were taken up for discussion and the Board decided/ recommended as under:

Item: MBA 02: 2026: 1
To approve the proceedings of the Board of Studies (BOS) meeting held on 17.05.2025. **(Annexure A)**

Proceedings
BOS members considered and approved the proceedings of the BOS meeting held on 17.05.2025.

Item: MBA 02: 2026: 2
To discuss Action Taken Report of Board of Studies (BOS) meeting held on 17-05-2025. **(Annexure B)**

Proceedings

Action Taken Report (ATR)
on
Board of Studies Meeting held on 17.05.2025

Sr. No.	Agenda Item	Decision taken in Meeting	Action Taken
Item: MBA 01: 2025: 1	To discuss the Scheme, syllabus and ordinance of New Programme **Master of Business Administration (AICTE Approved)** (Semester I-II) under Credit Based Continuous Evaluation Grading	The BoS Experts recommended the following- **1.Accounting for Management and Reporting** Reporting component deferred to later semesters for non-commerce students. Budgeting with **MS Excel** integrated into the course. Computer-based accounting using	BoS recommendations are **implemented, streamlined, and documented** for academic record and circulation. The course is being run as per the course scheme and course outcomes approved by the Board.

	System to be started from the session 2025-26.	Excel introduced. **2.Management Principles & Organisation Behaviour** Course bifurcated into two separate subjects. **Organisation Behaviour** scheduled for Semester III. **3.Supply Chain Management** Added to Semester II as a functional area alongside Production & Operations Management. **4.Management of Corporate Finance** Course renamed to Financial Management/Corporate Finance and Policy. **5. Business Ethics & CSR** Shifted to Semester IV for better sequencing. **6. Seminar on Case Studies** Deleted from Semester II. Case studies embedded across all courses and semesters with student presentations. **7. Data Visualisation & Tools** Fundamentals of Computers replaced with courses on **AI, Tableau, Advanced Excel, Power BI** across semesters. **8. AI & Digital Tools Continuity** AI, Advanced AI, Excel, Power BI integrated across all semesters for continuous learning. **9.Managerial Economics & Course Volume** Syllabus reduced for accessibility to non-commerce students. All syllabi revised to be application-oriented and less voluminous. **10. Cost Behaviour & Budgeting Applications** Inclusion of CVP analysis, cost drivers, cost objects, profit planning, master budget with managerial orientation. **11.Recommended Readings** Books by foreign authors (Robert Anthony, T. Horngren) prescribed for conceptual clarity. **12.Case Studies Integration**	

		Case studies scaled across syllabi for better comprehension of technical concepts.	
Item: MBA 01: 2025: 2	To approve the Examiners and Evaluators for Master of Business Administration (AICTE Approved) (Semester I-II)	The list of proposed examiners was duly approved by the BOS members.	List of Examiners was submitted to COE office. (**Annexure C)**
Item: MBA 01: 2025: 3	To discuss research inputs and plans of the department for the session 2025-26.	The departmental research plans were thoroughly discussed and noted for future implementation.	The house highly appreciated the efforts of the department for the practical and skill enrichment of the students. Experts also commended the research contributions of the faculty. 01 Research Paper Published in Peer reviewed journal as lead article. 06 Papers Presented in various national & international conferences. Completed MOOC with A grade. (**Annexure-D)**
Item: MBA 01: 2025: 4	To discuss innovative methods of teaching and evaluation adopted in department and inputs required to upgrade the same.	Innovative teaching and evaluation methods of the department were thoroughly discussed.	**Teaching Methods Adopted** ICT-enabled lectures and presentations. Use of LMS for blended learning models. Practical sessions in Labs to strengthen application-oriented learning. **Evaluation Methods Adopted** Online submission of assignments and tests via LMS. Continuous performance tracking by faculty to ensure students meet milestones. Assessment through practical projects, presentations, and ICT-based tools. (**Annexure-E)**

Proceedings

The Board expressed its satisfaction with the Action Taken Report on the various decisions taken in meeting held on 17.05.2025.

Item: MBA 02: 2026: 3

To discuss the course scheme of Master of Business Administration (Semester-I, II, III & IV) under Credit Based Continuous Evaluation Grading System (CBCEGS) for the session 2026-27. **(Annexure-C)**

Proceedings

It was proposed to:

1) Delete the course titled "Business Management" (MBAL-1095) from Master of Business Administration (Semester-I).

2) Add the course titled "Management Principles and Organizational Behaviour" (MBAL-1325) in Master of Business Administration (Semester-I).

3) Delete the course titled "Organisational Behaviour" (MBAL-2092) from Master of Business Administration (Semester-II).

4) Add the course titled "Managerial Effectiveness Lab" (MBAP-2327) in Master of Business Administration (Semester-II)

The course scheme of Master of Business Administration (Semester-I, II, III & IV) under Credit Based Continuous Evaluation Grading System (CBCEGS) for the session 2026-27, was duly approved by the Board.

Item: MBA 02: 2026: 4

To discuss the course outcomes and syllabus of Master of Business Administration (Semester-I, II, III & IV) under Credit Based Continuous Evaluation Grading System (CBCEGS) for the session 2026-27. **(Annexure-C)**

Proceedings

The following table summarizes the changes proposed by the department and the suggestions of the BoS experts:

Changes Proposed by the Department	Suggestions of the BoS Experts
1. 1. It was proposed to rationalize the syllabus of Course titled "**Production and Operations Management"** of MBA Sem-II by removing certain topics due to the extensive course content and the limited time available for effective coverage. The proposal also included restructuring some topics to improve the distribution of content across units.	1. The Board members suggested that the identified topics should not be deleted entirely. Instead, they recommended retaining them in the syllabus by providing only an overview of these topics. The Board also reviewed the unit-wise content distribution and suggested shifting certain topics from **Unit-III to Unit-II** to achieve a more balanced and manageable workload across all units.
2. The proposed Scheme and Syllabi for MBA Semester-III and Semester-IV were placed before the Board of Studies for detailed review and approval as follows:	2. The Board appreciated the overall structure and curriculum design. Following suggestions were made regarding the content of a few subjects, while the remaining scheme and syllabi were found appropriate:
i. The subject title "**Services Marketing"** in MBA Semester-III was proposed as part of	i. The Board members suggested changing the title of the course from "**Services Marketing"**

	the scheme and syllabus.		to “**Service Marketing”** to maintain consistency and appropriateness in nomenclature.
ii.	A course titled “**Emerging Technologies in Business”** was proposed in MBA Semester-IV.	ii.	The Board members suggested renaming the course as “**Artificial Intelligence in Business”** to better reflect its focus and contemporary relevance. They also recommended restructuring the syllabus by shifting certain topics from **Unit-III to Unit-I** to improve the logical flow and sequencing of content.
iii.	A course titled “**Emotional Intelligence and Managerial Competencies”** was proposed under the Human Resource Management specialization in MBA Semester-IV.	iii.	The Board members observed that the topic of Emotional Intelligence would already be covered under the **Management Principles and Organizational Behaviour** course in Semester-I. To avoid content overlap and strengthen the HR specialization, they suggested replacing the course with a more specialized subject such as **Compensation Management**, **Reward Management**, or **Labour Legislation**.
iv.	A course titled “**Brand and Retail Management”** was proposed under the Marketing specialization in MBA Semester-IV.	iv.	The Board members suggested replacing the course with “**Sales and Distribution Management”**. The members observed that students appearing for placements and interviews as fresh graduates should possess a strong understanding of sales and distribution concepts, as these are fundamental areas of marketing and highly valued by recruiters.
v.	A course titled “**Cross Cultural and Global Management”** was proposed under the Human Resource Management specialization in MBA Semester-IV.	v.	The Board members suggested renaming the course as “**Cross Cultural and Global HRM”** to make it more specialization-specific and aligned with the objectives of the HRM specialization. The members felt that the revised title would better reflect the course content and enhance its relevance to the field of Human Resource Management.
vi.	A course titled “**Strategic and Advanced Human Resource Management”** was proposed under the Human Resource Management specialization in MBA Semester-IV.	vi.	The Board members suggested renaming the course as “**Strategic Human Resource Management”** as the revised title is more widely recognized in academia and industry and better reflects the strategic orientation of the course.
vii.	It was proposed that all MBA Semester-IV students shall complete either a MOOC-based course or a Research Project as a compulsory component of the programme.	vii.	The Board members observed that a Research Project and a MOOC course are not equivalent in terms of academic rigor, learning outcomes, and research exposure. Therefore, they recommended that the **Research Project should be made compulsory for all students**, rather than offering it as an alternative to a MOOC course.

Item: MBA 02: 2026: 5

To approve the list of Examiners and Evaluators for Master of Business Administration (Semester-I, II, III, & IV) for the session 2026-27**. (Annexure-D)**

Proceedings

The proposed list of examiners was duly approved by the Board of Studies.

Item: MBA 02: 2026: 6

To discuss research inputs and plans of the programme for the session 2026-27. **(Annexure-E)**

Proceedings

The following research inputs and plans of the programme for the session 2026-27 were discussed:

Research Inputs

Emerging Trends in Management Research

- AI-driven decision-making in finance, marketing, and HR.
- Sustainability and ESG (Environmental, Social, Governance) practices in business.
- Digital entrepreneurship and innovation ecosystems.

Sectoral Studies

- MSMEs and women-led enterprises in Punjab.
- Comparative studies on traditional vs. modern retail practices.
- Case studies on Indian startups and unicorns.

Pedagogical Research

- Impact of experiential learning (live projects, internships).
- Effectiveness of case-based and simulation-based teaching.
- Integration of MOOCs and blended learning in MBA pedagogy.

Research Plans

Faculty-Led Projects

- Encourage UGC/ICSSR-funded projects in marketing, entrepreneurship, and innovation culture.
- Collaborative research with industry partners for applied outcomes.

Student-Centric Initiatives

- Mandatory research paper submission in Sem-IV linked to specialization.
- Innovation-driven capstone projects.
- Research workshops on data analytics, SPSS, and AI tools.

Institutional Collaborations

- Tie-ups with local industries for live case studies.

Publication & Dissemination

- Encourage publication in Scopus/UGC Care-listed/Peer Reviewed journals.
- Student research presentations in national seminars and conferences.

Item: MBA 02: 2026: 7

To discuss innovative methods of teaching and evaluation adopted for the programme and inputs required to upgrade the same for the session 2026-27. **(Annexure-F)**

Proceedings

The following innovative methods of teaching and evaluation for the session 2026-27 were discussed:

Innovative Teaching Methods

- **Case Studies**: Incorporated across courses to strengthen analytical and decision-making skills. Students are required to present solutions and recommendations based on real-world scenarios.
- **Flip Teaching**: Students prepare in advance through assigned readings/videos, while classroom sessions focus on discussions, problem-solving, and application.
- **Presentations**: Regular student-led presentations on course topics, industry practices, and research findings to enhance communication and confidence.
- **Group Discussions**: Structured discussions on contemporary issues in management to foster collaborative learning and critical thinking.
- **Role Plays**: Simulated business situations to develop negotiation, leadership, and interpersonal skills.
- **Idea Pitching Seminars**: Platforms for students to showcase entrepreneurial ideas and receive peer and faculty feedback.

Innovative Evaluation Methods

- **Quizzes**: Conducted periodically to assess conceptual clarity and application, including surprise quizzes for continuous engagement.
- **Google Form Quizzes**: Technology-enabled evaluation for quick feedback and analytics, ensuring transparency and efficiency.
- **Presentation-Based Evaluation**: Marks awarded for clarity, content, creativity, and delivery of student presentations.
- **Case Study Evaluation**: Assessment based on problem identification, analysis, and practical recommendations.
- **Role Play Evaluation**: Performance assessed on realism, creativity, and application of management concepts.
- **Continuous Assessment**: Combination of quizzes, assignments, and presentations ensures holistic evaluation beyond traditional examinations.

Kanya Maha Vidyalaya, Jalandhar (Autonomous)

SCHEME AND CURRICULUM OF EXAMINATION OF TWO-YEAR DEGREE PROGRAMME

Master of Business Administration

(Under Credit Based Continuous Evaluation Grading System)

SESSION:2026-27

Semester-I										
Course Code	**Course Title**	**Course Type**	**Hours Per Week L-T-P**	**Credits L-T-P**	**Total Credits**	**Marks**				**Examination Time (in Hours)**
						Total	**Th**	**P**	**CA**	
MBAL-1171	Managerial Economics	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1172	Quantitative Methods for Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1323	Accounting for Management and Reporting	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1324	Legal and Business Environment	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-1325	Management Principles and Organizational Behaviour	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAM-1126	Automated Spreadsheet Management	Core Theory	2-0-4	2-0-2	4	100	40	30	30	3
MBAP-1327	Workshop on Business Communication	Practical	0-0-4	0-0-2	2	50	-	35	15	3
TOTAL					**26**					

UNIQUE FEATURE OF THIS PROGRAMME

All Saturdays to be dedicated exclusively for the Holistic Development of our Aspiring Managers through Industry Interface, Workshops on Business Communication, Corporate Etiquettes and Entrepreneurial Development.

Live Projects and Internships will be an integral component of the Course Curriculum.

Kanya Maha Vidyalaya, Jalandhar (Autonomous)

SCHEME AND CURRICULUM OF EXAMINATION OF TWO-YEAR DEGREE PROGRAMME

Master of Business Administration

(Under Credit Based Continuous Evaluation Grading System)

SESSION:2026-27

Semester-II										
Course Code	**Course Title**	**Course Type**	**Hours Per Week L-T-P**	**Credits L-T-P**	**Total Credits**	**Marks**				**Examination Time (in Hours)**
						Total	**Th**	**P**	**CA**	
MBAL-2171	Business Research Methodology	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2322	Financial Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2323	Marketing Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2324	Human Resource Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2325	Production and Operations Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-2326	Entrepreneurship Development	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAP-2327	Managerial Effectiveness Lab	Practical	0-0-4	0-0-2	2	50	-	35	15	3
**VACH-2401	Human Rights and Constitutional Duties	VAC	2-0-0	2-0-0	2	50	35	-	15	3
TOTAL					**28***					

VAC- Value Added Course

** In case, students admitted to Post Graduate Programme have not studied compulsory value added courses such as Drug Abuse, Environmental Studies and Human Rights and Constitutional Duties in any under graduate programme, they will have to take compulsory value added course at PG Level.

* The credits will be reduced proportionately for the students who have studied compulsory value added course such as Drug Abuse, Environmental Studies, Human Rights and Constitutional Duties and Universal Human Values in under graduate programme.

Summer Training- On completion of the first two semesters in the first year and before the commencement of the third Semester-In the second year, a student is required to undergo summer training of 4 -6 weeks in an organisation. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester.

Kanya Maha Vidyalaya, Jalandhar (Autonomous)

SCHEME AND CURRICULUM OF EXAMINATION OF TWO-YEAR DEGREE PROGRAMME

Master of Business Administration

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SESSION:2026-27

Semester-III										
Course Code	**Course Title**	**Course Type**	**Hours Per Week L-T-P**	**Credits L-T-P**	**Total Credits**	**Marks**				**Examination Time (in Hours)**
						Total	**Th**	**P**	**CA**	
MBAL-3171	Business Analytics	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-3322	Business Ethics and Sustainability	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
Discipline Specific Courses (16 Credits)										
MBAL-3323 to MBAL-3328	Discipline Specific Courses	Core Theory			16					
MBAI-3329	Viva Voce (Based on Industrial Training)	Practical	0-0-4	0-0-2	2	50	-	50	-	3
MBAL- 3401	Universal Human Values: Understanding Harmony-II	VAC	3-0-0	3-0-0	3	100	70	-	30	3
**VACE-3221	Environmental Studies	VAC	2-0-0	2-0-0	2	50	35	-	15	3
TOTAL					**31***					

VAC- Value Added Course

Note: The students shall select any two of the following groups, each having two papers-

Course Code	Course Title	Course Type	Hours Per Week L-T-P	Credits L-T-P	Total Credits	Marks				Examination Time (in Hours)
						Total	Th	P	CA	
Group A: Finance										
MBAL-3323	Financial Risk Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-3324	Capital Markets and Investment Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
Group B: Marketing										
MBAL-3325	Consumer Behaviour	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-3326	Service Marketing	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
Group C: Human Resource Management										
MBAL-3327	Organisational Change and Development	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-3328	Talent Acquisition and Workforce Planning	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3

**In case, students admitted to Post Graduate Programme have not studied compulsory value added courses such as Drug Abuse, Environmental Studies and Human Rights and Constitutional Duties in any under graduate programme, they will have to take compulsory value added course at PG Level.

* The total credits will be reduced proportionately for the students who have studied compulsory value added course such as Drug Abuse, Environmental Studies, Human Rights and Constitutional Duties and Universal Human Values in under graduate programme.

Kanya Maha Vidyalaya, Jalandhar (Autonomous)
SCHEME AND CURRICULUM OF EXAMINATION OF TWO-YEAR DEGREE PROGRAMME
Master of Business Administration
(Under Credit Based Continuous Evaluation Grading System)
SESSION:2026-27

Semester-IV										
Course Code	**Course Title**	**Course Type**	**Hours Per Week L-T-P**	**Credits L-T-P**	**Total Credits**	**Marks**				**Examination Time (in Hours)**
						Total	**Th**	**P**	**CA**	
MBAL-4111	Artificial Intelligence in Business	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
Discipline Specific Courses (12 Credits)										
MBAL-4322 to MBAL-4324	Discipline Specific Courses	Core Theory			12					
MBAP-4325	Design Thinking & Innovation Lab	Practical	0-0-4	0-0-2	2	50	-	35	15	3
MBAP-4326	Functional Specialization Lab	Practical	0-0-4	0-0-2	2	50	-	35	15	3
MBAD-4320	Research Project	SEC	0-0-8	0-0-4	4	100	-	100	-	3
VACD-4161	**Drug Abuse: Problem, Management and Prevention	VAC	2-0-0	2-0-0	2	50	35	-	15	3
TOTAL					**26***					

SEC- Skill Enhancement Course
VAC- Value Added Course

Note: The students must choose one specialization (three papers) only from the two specializations they selected in Semester-III.

Course Code	Course Name	Course Type	Hours Per Week L-T-P	Credits L-T-P	Total Credits	Marks				Examination Time (in Hours)
						Total	Th	P	CA	
				Group A: Finance						
MBAL-4322 (opt. AI)	International Financial Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-4322 (opt. AII)	Financial Markets and Financial Services	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-4322 (opt. AIII)	Security Analysis and Portfolio Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
				Group B: Marketing						
MBAL-4323 (opt. BI)	Sales and Distribution Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-4323 (opt. BII)	Global Marketing	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-4123 (opt. BIII)	Digital and Social Media Marketing	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
				Group C: Human Resource Management						
MBAL-4324 (opt. CI)	Strategic Human Resource Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-4324 (opt. CII)	Compensation and Reward Management	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3
MBAL-4324 (opt. CIII)	Cross Cultural and Global HRM	Core Theory	4-0-0	4-0-0	4	100	70	-	30	3

**In case, students admitted to Post Graduate Programme have not studied compulsory value added courses such as Drug Abuse, Environmental Studies and Human Rights and Constitutional Duties in any under graduate programme, they will have to take compulsory value added course at PG Level, which will be taught over and above the value of minimum credit requirement of PG Programme.

* The total credits will be reduced proportionately for the students who have studied compulsory value added course such as Drug Abuse, Environmental Studies, Human Rights and Constitutional Duties and Universal Human Values in under graduate programme.