RV Institute of Management®

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MBA SYLLABUS REVISION

Comparative Analysis of 2023 Scheme vs 2026 Scheme | Course-wise Revision Summary

94	23	71	76.1%	16
Total Courses (2026 Scheme)	New Courses Introduced	Courses Revised	Average % Revision	Courses Discontinued

Revision Status Breakdown

Revision Status	No. of Courses	Share of Total
NEW COURSE	23	24%
MAJOR REVISION	41	44%
MODERATE REVISION	23	24%
MINOR REVISION	7	7%
TOTAL	**94**	**100%**

Revision classification: Major ≥ 70% • Moderate 45-69% • Minor < 45% • New Course = 100%

Top 12 Revised Courses (by % of Revision)

#	Course	% Revision
1	Risk Management And Derivatives	95%
2	Logistics Design And Management	94%
3	Strategic Human Resource Management	94%
4	Economics For Decision Making	93%
5	Application Of Operations Research & Project	91%
6	Fintech & Financial Analytics	89%
7	World Class Manufacturing	89%
8	Behavioral Finance	88%
9	Service And Retail Marketing	87%
10	International Business	87%
11	Values -Ethics -Esg	86%
12	Business Valuation And Mergers &	86%

Course-wise Revision Analysis - 2023 Scheme vs 2026 Scheme

Sl. No.	2026 Code	Course Title (2026 Scheme)	2023 Code	Course Title (2023 Scheme)	Revision Status	% of Revision	Revision Made (Syllabus / Module-wise)
1	26MBA111	Marketing Management	21MBA111	Marketing Management	MODERATE REVISION	62%	New/revised modules - M1: Foundations Of Marketing (9; M2: Consumer Behaviour And Strategic Marketing (7 Hours); M4: Marketing Metrics And Customer Relationships (5 Hours) | New-age topics added: artificial, intelligence, machine
2	26MBA121	Digital Marketing	23MBA121	Digital Marketing	MINOR REVISION	34%	New/revised modules - M1: Introduction To Digital Marketing | New-age topics added: did-the-pandemic-change-digital-, digital-marketing-specialist-email-marketing-and-, movies-are-embracing-digital-marketing-, prompt
3	26MBA131	Sales And Distribution Management	23MBA131	Sales And Distribution Management	MODERATE REVISION	65%	New/revised modules - M1: Introduction To Sales Management 8 Hours; M2: Sales Force Management 8 Ho; M3: Introduction To Distribution Management 6 Hours | New-age topics added: automation-
4	26MBA132	Business And Social Marketing	23MBA135	Business And Social Marketing	MAJOR REVISION	81%	New/revised modules - M1: B2B Market Fundamentals And Organizational Buying; M2: Strategic B2B Management (9 Hours); M3: Digital B2B Marketing (8 Hour; M4: Social Marketing: Principles And Behavior Change Models | New-age topics added: automation, digital-first, sustainability, sustainable
5	26MBA133	Service And Retail Marketing	23MBA133	Service And Retail Marketing	MAJOR REVISION	87%	New/revised modules - M2: Service Marketing Mix And New Service Development 10 Hours | New-age topics added: analytics-, digital, sustainable
6	26MBA134	Business Analytics For Marketing	23MBA134	Business Analytics For Marketing	MAJOR REVISION	73%	New/revised modules - M1: Analytical Foundation And Core Metrics; M2: Customer-Centric Predictive Modeling; M3: Digital, Web, And Social Media Analytics; M4: Advanced Marketing Mix Modelling | New-age topics added: analytical, artificial, intelligence, sustain
7	26MBA135	Consumer Behavior And Neuromarketing	23MBA132	Consumer Behaviour And Neuro Marketing	MAJOR REVISION	77%	Title revised from 'Consumer Behaviour And Neuro Marketing' | New/revised modules - M1: Introduction To Consumer Behaviour 04 Hours; M2: Factors Influencing Consumer Behaviour; M3: Customer Experience Journey; M5: Influence Of Technology On Consumer Behavior | New-age topics added: analytics, digital, neuroeconomics, neurons, python, what-is-neuromarketing-vs-
8	26MBA136	International Marketing	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme (replaces Application Of Digital Marketing)
9	26MBA137	E-Commerce And Digital Supply Chain	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: E-Commerce Business Models And Strategy (8 Hours); Digital Marketing For Conversion And Acquisition (10 Hours); Customer Retention And Loyalty In E-Commerce (6 Hours)
10	26MBA141	Integrated Marketing Communication	23MBA141	Integrated Marketing Communication	MAJOR REVISION	72%	New/revised modules - M4: Digital & Social Media Imc 8; M5: Ai & Technological Trends In Imc 8 Hour; M1: Foundations & Strategic Role Of Imc 6 Hours; M2: Advertising, Creative Strategy & Message Design Hours: 6 | New-age topics added: analytics, automation, digital, digital-first
11	26MBA142	Rural And Green Marketing	23MBA143	Rural And Green Marketing	MAJOR REVISION	74%	New/revised modules - M1: The Evolving Rural Indian Market; M2: Customizing The Rural Marketing Mix; M4: Sustainable Strategy And Circular Economy; M5: Contemporary Trends And Future Outlook | New-age topics added: analytics, digital, fintech, green-, greenbacks, greenwashing
12	26MBA143	Product And Brand Management	23MBA142	Product And Brand Management	MODERATE REVISION	59%	New-age topics added: artificial-intelligence, digital-first, sustainability
13	26MBA144	Customer Experience Management	23MBA144	Customer Experience Management	MAJOR REVISION	74%	New/revised modules - M1: Foundations Of The Experience Economy And Value Co-Creation (6; M2: Cx Research And Customer Journey Mapping; M3: Media Planning, Event Marketing & Image Marketing Hours: 8; M4: Cx Measurement And Governance | New-age topics added: digitally, metaverse

Sl. No.	2026 Code	Course Title (2026 Scheme)	2023 Code	Course Title (2023 Scheme)	Revision Status	% of Revision	Revision Made (Syllabus / Module-wise)
14	26MBA211	Application Of Statistics In Business	23MBA211	Application Of Statistics In Business	MAJOR REVISION	75%	New/revised modules - M1: Introduction To Statistics; M2: Measures Of Dispersion, Skewness And Kurtosis (8 Hours); M3: Correlation & Regression Analysis (10 Hours; M5: Testing Of Hypotheses And Contemporary Developments In Statistics
15	26MBA212	Economics For Decision Making	23MBA212	Economics For Managers	MAJOR REVISION	93%	Title revised from 'Economics For Managers' | New/revised modules - M1: Consumer Behavior And Demand Analysis: 12; M2: Theory Of Production And Analysis Of Cost: 10 Hrs.; M3: Market Structures And Pricing: 12 Hrs.; M5: Macro Economic Policies And Global Economic Environment | New-age topics added: analytics
16	26MBA213	Business Research Methods	23MBA213	Business Research Methods	MODERATE REVISION	66%	New/revised modules - M3: Costs And Cost Sheet; M4: Costs Management Tools & Techniques; M5: Ai And Emerging Technologies In Accounting | New-age topics added: artificial, automation, blockchain, digital, intelligence, sustainable
17	26MBA221	New Age Entrepreneurship	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Entrepreneurship And Innovation; Entrepreneurial Stages- Idea Generation, Prototyping & Feasibility; Product Development And Entrepreneurial Planning (10 Hours)
18	26MBA231	Strategic Management & Corporate	21MBA231	Strategic Management & Corporate Governance	MAJOR REVISION	72%	Title revised from 'Strategic Management & Corporate Governance' | New/revised modules - M2: Environmental Analysis 07 Hours | New-age topics added: analytical, digital, sustainability, sustainable
19	26MBA232	Social Entrepreneurship And Innovation	23MBA232	Social Entrepreneurship And Innovation	MODERATE REVISION	52%	New/revised modules - M1: Introduction To Social Entrepreneurship (06 Hours); M2: Forms Of Social Entrepreneurship (04 Hours) | New-age topics added: sustainability
20	26MBA233	Business Model Canvas & Business Plan	23MBA233	Business Model Canvas & Business Plan Development	MODERATE REVISION	61%	Title revised from 'Business Model Canvas & Business Plan Development' | New/revised modules - M1: Business Model; M2: Introduction To Business Planning
21	26MBA234	Entrepreneurship In Action Part I	23MBA234	Entrepreneurship In Action Part I (Practice Based	MODERATE REVISION	48%	Title revised from 'Entrepreneurship In Action Part I (Practice Based' | New/revised modules - M1: Entrepreneurial Aptitude And Skill; M2: Building The Business Model; M3: Market Sizing; M4: Feasibility Analysis
22	26MBA235	Green And Agri-Tech Entrepreneurship	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Foundations Of Green & Agri-Tech Entrepreneurship (06 Hours); Agri Value Chains, Innovation Opportunities & Ecosystem; Product Development, Mvp & Technology Applications (10 Hours)
23	26MBA236	Entrepreneurial Leadership	23MBA235	Entrepreneurial Leadership	MINOR REVISION	38%	New/revised modules - M1: The Start-Up Leadership A New Way Of Thinking; M2: New Worldview For An Entrepreneur; M3: Self And Social Awareness; M4: Entrepreneurial Leader | New-age topics added: analytics, intelligence, sustainability
24	26MBA237	Technology For Startups And Family	23MBA236	Technology For Start-Ups And Family Businesses	MINOR REVISION	9%	Title revised from 'Technology For Start-Ups And Family Businesses'
25	26MBA238	Corporate Entrepreneurship	23MBA237	Corporate Entrepreneurship	MINOR REVISION	25%	New/revised modules - M1: Introduction To Corporate Entrepreneurship; M2: Building Organisation; M3: Entrepreneurial Leadership
26	26MBA241	International Business	23MBA241	International Business	MAJOR REVISION	87%	New/revised modules - M3: Foreign Trade, Policy And Documentation; M4: Emerging Economies And Business Ethics In International; M1: Universal Values; M2: Ethics In Business Management | New-age topics added: artificial, crypto-currencies, digital, fulfillment, intelligence, sustainability
27	26MBA242	Values -Ethics -Esg	23MBA242	Values -Ethics -Esg	MAJOR REVISION	86%	Content updated: cases, references and CO-PO alignment refreshed
28	26MBA243	Entrepreneurship Ecosystem In India	23MBA243	Entrepreneurship Ecosystem In India	MAJOR REVISION	76%	New/revised modules - M1: Introduction To Ecosystem; M2: Players In The Ecosystem; M3: Entrepreneurship Ecosystem In India | New-age topics added: digital
29	26MBA244	Entrepreneurship In Action Part- Ii	23MBA244	Entrepreneurship In Action Part- Ii (Practice	MINOR REVISION	18%	Title revised from 'Entrepreneurship In Action Part- Ii (Practice'

Sl. No.	2026 Code	Course Title (2026 Scheme)	2023 Code	Course Title (2023 Scheme)	Revision Status	% of Revision	Revision Made (Syllabus / Module-wise)
30	26MBA245	Managing And Growing Family Business	23MBA245	Managing And Growing Family Business	MINOR REVISION	14%	Content updated: cases, references and CO-PO alignment refreshed
31	26MBA246	Financial Management For Entrepreneurs	23MBA246	Financial Management For Entrepreneurs	MODERATE REVISION	46%	New/revised modules - M1: Introduction To Derivatives 04 Hours; M2: Hedging With Futures And Forwards 08 Hours; M3: Hedging Using Options | New-age topics added: crypto-linked
32	26MBA321	Financial Management	23MBA321	Financial Management	MODERATE REVISION	61%	New/revised modules - M1: Introduction To Operations Research (12 Hrs.); M2: Transportation And Assignment Models (10 Hrs.); M3: Sequencing And Replacement Problems (10 Hrs.); M4: Dividend Policy And Leverages (6 Hours) | New-age topics added: analytical, artificial, fintech, intelligence, machine, machines
33	26MBA332	Business Valuation And Mergers &	23MBA332	Business Valuation And Financial Modeling	MAJOR REVISION	86%	Title revised from 'Business Valuation And Financial Modeling' | New/revised modules - M5: Ai & Contemporary Issues In Valuation
34	26MBA333	Tax Management	23MBA333	Tax Management	MODERATE REVISION	45%	New-age topics added: analytical
35	26MBA334	Fintech & Financial Analytics	23MBA335	Financial Analytics	MAJOR REVISION	89%	Title revised from 'Financial Analytics' | New/revised modules - M1: Introduction To Fintech & Cyber Security 6 Hours; M2: Emerging Technologies In Fintech 6 Hou; M3: Predictive Analytics & Time Series Modelling 8 Hours; M4: Portfolio Analytics & Risk Modelling 8 Ho | New-age topics added: analytical, automation, blockchain, digital
36	26MBA335	Investment Banking And Financial Services	23MBA334	Merchant Banking And Financial Services	MAJOR REVISION	80%	Title revised from 'Merchant Banking And Financial Services' | New/revised modules - M1: Introduction To Investment Banking 4 Hours; M2: Issue Management; M3: Financial Services -1; M4: Financial Services -2 | New-age topics added: analytical
37	26MBA336	Cost Management	23MBA336	Cost Management	MAJOR REVISION	86%	New/revised modules - M1: Introduction To Cost Management; M2: Classification, Distribution And Absorption Of Overheads 6 Hours; M3: Marginal Costing; M4: Standard Costing And Budgetary Control 10 Hours | New-age topics added: analytical, analytics, automation, digital, sustainability
38	26MBA337	Forensic Accounting And Auditing	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Fundamentals Of Forensic Accounting & Fraud Auditing (6 Hours); Fraud And Audit; Fraud Detection
39	26MBA341	Risk Management And Derivatives	23MBA341	Risk Management And Derivatives	MAJOR REVISION	95%	New/revised modules - M4: Valuation Of Option Contracts
40	26MBA342	International Financial Management	23MBA342	International Financial Management	MAJOR REVISION	76%	New/revised modules - M1: Indian Banking System & Operations; M3: Analyzing Parity Theories And Exchange Rate Exposure 8 Hours; M4: Foreign Exchange Risk Management 8 Hours; M5: Contemporary Issues In Global Finance 8 Hours | New-age topics added: blockchain, cryptocurrencies, digital, fintech, sustainable
41	26MBA343	Banking And Insurance	23MBA344	Banking And Insurance	MAJOR REVISION	80%	New/revised modules - M2: Banking Risk Management & Digital Transformation (9 Hours); M3: Life Insurance Concepts & Practices; M4: General Insurance & Emerging Trends; M5: Ai And Contemporary Issues In Bfsi | New-age topics added: analytics, automation, blockchain, digital, sustainable
42	26MBA344	Behavioral Finance	23MBA343	Behavioral Finance	MAJOR REVISION	88%	New/revised modules - M2: Dimensions Of Behavioural Finance And Market Anomalies 8 Hours; M3: Heuristics & Behavioral Biases 8 Hou; M4: Understanding Investor'S Behaviour 8 Hou; M5: Contemporary Issues In Behavioural Finance 6 Hours | New-age topics added: digital, neurofinance
43	26MBA421	Application Of Operations Research & Project	23MBA421	Application Of Operations Research In Business	MAJOR REVISION	91%	Title revised from 'Application Of Operations Research In Business' | New-age topics added: analytics, impact-of-artificial-intelligence-on-
44	26MBA422	Supply Chain Management	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme (replaces Lean Management)

Sl. No.	2026 Code	Course Title (2026 Scheme)	2023 Code	Course Title (2023 Scheme)	Revision Status	% of Revision	Revision Made (Syllabus / Module-wise)
45	26MBA431	World Class Manufacturing	23MBA441	World Class Manufacturing	MAJOR REVISION	89%	New/revised modules - M1: Philosophy Of World Class Manufacturing: (08 Hours); M2: Contemporary Practices (Basic Introduction): (06 Hours); M3: Lean Production Practices; M4: Six Sigma: (08 Hour | New-age topics added: sustainability, sustainable
46	26MBA432	Demand And Supply Management	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme (replaces Operations And Supply Chain Management)
47	26MBA433	Logistics Design And Management	23MBA434	Logistics Management	MAJOR REVISION	94%	Title revised from 'Logistics Management' | New/revised modules - M1: Foundational Concepts In Logistics; M2: Transportation Planning And Management; M3: Logistics Network Design; M5: New Trends And Ai In Logistics | New-age topics added: blockchain, digital, machine, sustainability
48	26MBA434	Scm Technology And Analytics	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Foundations Of Scm And Digitalization; Erp Applications And Transactions; Data Analytics And Modelling
49	26MBA435	Service Operations Management	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Foundations Of Service Operations; Service System Design And Layout; Demand Management And Capacity Planning For Services (8 Hours)
50	26MBA436	Project Management For Operational	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Fundamentals Of Project Management; Scope, Time, And Quality Management; Cost, Resource, And Risk Management
51	26MBA437	Operations Strategy And Network Design	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Operations Foundations And Strategic Alignment; Process And Capacity Strategy; Global Supply Chain Network Design
52	26MBA441	Strategic Sourcing And Supplier Relationship	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Introduction And Supplier Relationship Management; Strategic Sourcing Process; Negotiation And Contract Management
53	26MBA442	E-Commerce And Digital Supply Chain Management	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Introduction To E-Commerce Supply Chain And Its Business Models; E-Scm Hosting And Managing The Platform (8 Hrs.); Supplier Relationships And Sourcing Logistics (6 Hrs.)
54	26MBA443	Quality Management And Lean Six Sigma	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme (replaces It Risk Management And Data Security)
55	26MBA444	Cross-Functional Integration For Scm	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: The Foundations Of Functional Alignment; The Scm-Finance Interface; The Scm-Marketing Interface
56	26MBA531	Generative Artificial Intelligence For Business	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Introduction To Generative Ai; Generative Ai In Business; Tools, Prompts, And Practice
57	26MBA532	Predictive Analytics Using R	23MBA531	Predictive Analytics Using R	MODERATE REVISION	61%	New/revised modules - M1: Data Preprocessing & Visualization | New-age topics added: analytical, digital
58	26MBA533	Data Visualization And Story Telling Using	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Getting Started With Tableau; Building And Customizing Visualizations; Analysis Through Tableau
59	26MBA534	Database Management Using Mysql	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Introduction To Databases And Mysql 8 Hours; Sql Fundamentals 8; Sql Queries And Constraints 8 Hour
60	26MBA535	Analytics Applications In Functional Areas	23MBA535	Analytics Applications In Functional Areas	MODERATE REVISION	54%	New-age topics added: digital, fintech, machine
61	26MBA536	Data Warehousing And Data Mining	23MBA534	Data Warehousing And Data Mining	MODERATE REVISION	62%	New/revised modules - M1: Introduction To Big Data & Ecosystems And Its Applications | New-age topics added: analytical, analytics, cloud-based, digital, machine, python
62	26MBA537	Big Data Analytics	23MBA533	Big Data Analytics	MAJOR REVISION	70%	New/revised modules - M3: Hive Basics 6 Hours

Sl. No.	2026 Code	Course Title (2026 Scheme)	2023 Code	Course Title (2023 Scheme)	Revision Status	% of Revision	Revision Made (Syllabus / Module-wise)
63	26MBA538	Applications Of Generative Ai	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Video Creation Using Generative Ai; Research Using Ai; Designing Using Ai
64	26MBA541	Machine Learing Using Python	23MBA541	Machine Learing Using Python	MODERATE REVISION	61%	New-age topics added: analytical
65	26MBA542	Emerging Technologies	23MBA542	Emerging Technologies	MAJOR REVISION	74%	New/revised modules - M4: Artificial Intelligence And Data Science 6 Hours | New-age topics added: automation, blockchain-enabled, cryptography, digitalization, genai-driven, generative
66	26MBA543	Cybersecurity Fundamentals: Risk, Governance &	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Fundamentals Of It Risk And Cyber Security (Cs); Fundamentals Of It Risk Management; Risk Management Tools And Techniques
67	26MBA544	Analytics For E-Commerce And Retail	23MBA544	Analytics For E-Commerce And Retail	MODERATE REVISION	65%	New/revised modules - M1: (Aarrr) And Module 3; M2: Introduction To Google Analytics; M3: (Ads Analytics). Mooc | New-age topics added: analytical, analytics-driven, digital, intelligence, micro-fulfillment, sustainable
68	26MBA611	Management And Organisational Behaviour	23MBA611	Management And Organisational Behaviour	MAJOR REVISION	83%	New/revised modules - M1: Introduction To Management (8 Hours; M2: Introduction To Ob & Fundamentals Of Individual Behaviour (8 Hours); M3: Motivation And Leadership (10 Hours); M4: Organisation Culture & Development | New-age topics added: digital
69	26MBA621	Human Resource Management	23MBA621	Human Resource Management	MODERATE REVISION	52%	New/revised modules - M4: Training | New-age topics added: analytics, automation, digital, generative, sustainability, sustainable
70	26MBA631	International Human Resource Management	23MBA636	International Human Resource Management	MODERATE REVISION	67%	New/revised modules - M3: International Training & Development
71	26MBA632	Performance Management And Competency Mapping	23MBA632	Performance Management And Competency Mapping	MAJOR REVISION	77%	New/revised modules - M1: Foundations Of Performance Management; M2: Performance Management System; M3: Performance Appraisal; M4: Competency Mapping | New-age topics added: analytics, digital
72	26MBA633	Industrial Relations And Employment Laws	23MBA633	Industrial Relations And Employment Laws	MAJOR REVISION	85%	New/revised modules - M1: Introduction To Industrial Relations (07 Hours); M2: Collective Bargaining & Negotiation & Trade Unions (9 Hours); M3: Employment Laws & Labour Codes (10 Hours); M4: Grievance Handling And Discipline Management: (05 Hours) | New-age topics added: digital
73	26MBA634	Ai And Hr Analytics	23MBA634	Hr Analytics	MAJOR REVISION	77%	Title revised from 'Hr Analytics' | New/revised modules - M1: Foundations Of Ai And Hr Analytics; M2: Hra Frameworks; M3: Predictive Analytics Based On Regression; M4: Insight Into Data Driven Hra | New-age topics added: analytic, artificial, automation, digital, intelligence, intelligent
74	26MBA635	Compensation And Reward Management	23MBA635	Compensation And Reward Management	MAJOR REVISION	77%	New/revised modules - M1: Foundations Of Compensation Management; M2: Job Evaluation, Pay Structures And Incentive Schemes; M3: Payroll, Ctc Structure & Taxation | New-age topics added: analytics, esg-linked
75	26MBA636	Talent Management And Employee Engagement	23MBA631	Talent Management And Employee Engagement	MAJOR REVISION	86%	New/revised modules - M1: Introduction To Talent Management; M2: Talent Planning & Acquisition; M3: Developing & Retaining Talent; M4: Employee Engagement | New-age topics added: blocks, cloud-based, digital, metaverse, sustainable
76	26MBA637	Strategic Human Resource Management	23MBA444	Strategic Quality Management	MAJOR REVISION	94%	Title revised from 'Strategic Quality Management' | New/revised modules - M1: Evolution & Concept Of Shrm; M2: Hr Strategy Formulation And Alignment; M3: Strategic Workforce Planning; M4: Shrm In Mergers, Acquisitions, And Restructuring (8 Hours) | New-age topics added: automation, digital, sustainability, sustainable
77	26MBA641	Leadership And Change Management	23MBA643	Leadership And Change Management	MAJOR REVISION	76%	New/revised modules - M1: Foundations Of Leadership; M2: Theories Of Leadership; M3: Organizational Change - Concepts & Dynamics; M4: Leading & Implementing Change | New-age topics added: digital, sustain, sustaining

Sl. No.	2026 Code	Course Title (2026 Scheme)	2023 Code	Course Title (2023 Scheme)	Revision Status	% of Revision	Revision Made (Syllabus / Module-wise)
78	26MBA642	Learning Organisations And Knowledge Management	23MBA642	Learning Organisations And Knowledge Management	MODERATE REVISION	59%	New-age topics added: analytics, digital, sustainability, sustainable, sustaining
79	26MBA643	Managing Teams	23MBA641	Managing Teams	MODERATE REVISION	63%	New/revised modules - M1: Introduction To Team Management; M2: Forming, Leading And Developing Teams | New-age topics added: digitally
80	26MBA644	Learning And Development	23MBA644	Learning And Development	MODERATE REVISION	68%	New/revised modules - M2: Training, Training Design & Training Methods; M3: Training Evaluation And Roi; M4: Learning And Career Development | New-age topics added: analytics, artificial, intelligence
81	26MBA711	It Skills For Managers	23MBA711	It Skills For Managers	MAJOR REVISION	76%	New/revised modules - M1: Building Proficiency In Ms Word; M2: Building Proficiency In Powerpoint; M4: Building Proficiency In Online Business Tools And Generative Ai | New-age topics added: analytical, analytically, analytics-excel, chatgpt, digital, generative
82	26MBA712	Communication And Soft Skills	23MBA712	Communication And Soft Skills	MAJOR REVISION	83%	New/revised modules - M1: Foundations, Verbal, And Listening Excellence; M2: Written & Digital Communication; M3: Aptitude Skills For Assessment And Problem-Solving (10 Hrs.); M4: Interpersonal, Professionalism, And Negotiation | New-age topics added: analytical, digital-social, prompt
83	26MBA721	Business Analytics Skills	23MBA721	Business Analytics Skills	MODERATE REVISION	53%	New-age topics added: automation, intelligence
84	26MBA722	Employability Skills	23MBA722	Employability Skills	MAJOR REVISION	78%	New/revised modules - M3: Business Aptitude & Critical Thinking; M5: Behavioural And Technical Interview Skills | New-age topics added: analytical, digital, digital-social
85	26MBA811	Open Elective- I	23MBA822	Open Electives I	MINOR REVISION	33%	Title revised from 'Open Electives I'
86	26MBA812	Creative Expression And Visual Thinking	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Introduction & Induction (5 Hou; Freeing Hand-Eye-Mind Coordinated Exploration (5 Hours); Visual Dialogue & Creative Thinking (5 Hours)
87	26MBA821	Business Immersion Programme	23MBA831	Business Immersion	MAJOR REVISION	79%	Title revised from 'Business Immersion'
88	26MBA822	Open Elective- Ii	23MBA833	Open Elective Ii	MODERATE REVISION	53%	Content updated: cases, references and CO-PO alignment refreshed
89	26MBA823	Open Elective- Iii (During Bip)	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme - modules: Human Anatomy & Physiology (Basics) (4 Hours); Holistic Wellness: (4 Hour
90	26MBA824	Health And Wellness	23MBA823	Health And Wellness	MAJOR REVISION	79%	New/revised modules - M3: Philosophy & Practice Of Ashtanga Yoga (16 Hours) | New-age topics added: fintech, generative, tableau
91	26MBA825	Creativity And Design Thinking For Business	23MBA832	Design Thinking And Creativity For Business	MAJOR REVISION	85%	Title revised from 'Design Thinking And Creativity For Business' | New-age topics added: chatgpt, generative, machine
92	26MBA831	Social Immersion Programme	23MBA821	Social Immersion Programme	MODERATE REVISION	58%	New-age topics added: analytical, digital, sustainability
93	26MBA832	Open Elective- Iv	—	—	NEW COURSE	100%	New course introduced in 2026 Scheme
94	26MBA841	Managerial Research Skills Lab	23MBA841	Managerial Research Skills Lab	MAJOR REVISION	85%	New/revised modules - M1: Foundations & Strategic Role Of Imc 6 Hours; M2: Advertising, Creative Strategy & Message Design 6 Hours; M3: Media Planning, Event Marketing & Image Marketing 8 Hours | New-age topics added: analytics, automation, digital

Courses of 2023 Scheme Discontinued / Replaced in 2026 Scheme

Sl. No.	2023 Code	Course Title
1	23MBA136	Application Of Digital Marketing
2	23MBA221	Entrepreneurship And Start-Up Management
3	23MBA311	Managerial Accounting
4	23MBA331	Investment Analysis And Portfolio Management
5	23MBA431	Operations And Supply Chain Management
6	23MBA432	Supply Chain Designing,Sourcing
7	23MBA433	Scm For E -Commerce
8	23MBA435	Business Process Modeling (Bpm) And
9	23MBA436	Business Dynamics Modeling And Simulation
10	23MBA437	Lean Management
11	23MBA442	Business Process Improvement
12	23MBA443	Business Analytics For Scm
13	23MBA532	Descriptive Analytics And Data
14	23MBA536	Business Intelligence
15	23MBA543	It Risk Management And Data Security
16	23MBA731	Domain Specific Skill