



**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2019-21**

1.	OBJECTIVE	To provide the students: Conceptual knowledge of business along with a sound understanding of management theory and practice. Corporate exposure to the methods of business and best business practices. Building interpersonal skills and leadership qualities.			
2.	DURATION (IN MONTHS)	24 (Full Time)			
3.	INTAKE	180			
4.	RESERVATION	I. Within the sanctioned intake	a) SC (In Percentage)	b) ST (In Percentage)	c) Differently abled (In Percentage)
			15	7.5	3
		II. Over and above the sanctioned intake	a) Kashmiri Migrants (In Seats)	b) International Students (In Percentage)	
			2	15	
5.	ELIGIBILITY	Graduate from any recognised University/ Institution of National Importance with a minimum of 50% marks or equivalent grade (45% marks or equivalent grade for Scheduled Caste / Scheduled Tribes).			
6.	SELECTION PROCEDURE	Symbiosis Nation Aptitude Test Score, Group Exercise, Personal Interaction and Writing Ability Test (GE-PIWAT)			
7.	MEDIUM OF INSTRUCTION	English			
8.	PROGRAMME PATTERN	Semester			
9.	COURSE & SPECIALIZATION	As per Annexure A Students should not exceed 30 internal credits out of 100 credits during entire programme.			
10.	FEE		Academic Fee p.a	Institute Deposit	Total
		Indian Students	793000	20000	813000
		International Students (USD equivalent to INR)	1190000	20000	1210000
11.	ASSESSMENT	All Internal Courses will have 100% component as internal evaluation at the Institute level. All external courses will have 60% internal component and 40% component as external [University] examination.			
12.	STANDARD OF PASSING	The assessment of the student for each examination is done, based on relative performance. Maximum Grade Point (GP) is 10 corresponding to O (Outstanding). For all courses, a student is required to pass both internal and external examination separately with a minimum Grade Point of 4 corresponding to Grade P. Students securing less than 40% absolute marks in each head of passing will be declared FAIL. The University awards a degree to the student who has achieved a minimum			

		CGPA of 4 out of maximum of 10 CGPA for the programme.					
13.	AWARD OF DEGREE/ DIPLOMA/ CERTIFICATE	Master of Business Administration will be awarded at the end of semester IV examination by taking into consideration the performance of all semester examinations after obtaining minimum 4 CGPA out of 10 CGPA.					
14.	NATURE WISE DISTRIBUTION OF CREDITS						
Semester	Generic Core	Generic Elective	Specialization Core	Specialization Elective	Open Elective	Audit	Total
1	25	2	0	0	0	1*	27
2	13	0	0	0	16	0	29
3	16	0	0	0	14	0	30
4	8	0	0	0	6	1*	14
Total	62	2	0	0	36	0	100

* Satisfactory completion of the non letter- grade courses 'Integrated Disaster Management' and 'Research Publication' is mandatory for award of degree.

The revised programme structure supersedes the previously approved programme structure dated 21/12/2020 for the programme.

Programme Structure is approved by the Academic Council subject to its norms & conditions. Any provision in the Programme Structure which violates the basic rules & regulations is deemed to be termed "Null & Void".

Head-Academics

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Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
Semester : 1							
Generic Core Courses							
T2239	020341101	Business Communication		2	60	40	100
T2216	020341102	Business Statistics		2	60	40	100
T2114	020341103	Essentials of Marketing Management		2	60	40	100
T2572	020341104	Human Resource Management		2	60	40	100
T2035	020341105	Introduction to Financial Management		2	60	40	100
T2777	020341106	Management Accounting		2	60	40	100
T2528	020341107	Management of Operations		2	60	40	100
T2220	020341108	Operations Research		2	60	40	100
T2573	020341109	Organizational Behaviour		2	60	40	100
T2225	020341110	Research Methodology		2	60	40	100
T6075	020341111	Managerial Economics		2	60	40	100
T3152	020341112	Advanced Excel		1	50	0	50
T2214	020341113	Mathematical Prerequisites		1	50	0	50
T2801	020341114	Project		1	50	0	50
T4005	020341115	Integrated Disaster Management *		0	0	0	Non Letter Grade
Total				25	810	440	1250
Generic Elective Courses Group							
T6012	020341116	Basic German I		2	100	0	100
T6014	020341117	Basic French I		2	100	0	100
T6016	020341118	Basic Spanish I		2	100	0	100
T6018	020341119	Basic Chinese I		2	100	0	100
Total Required Credits				2	100	0	100
Semester : 2							
Generic Core Courses							
T2891	020341201	Business Research Methods		3	90	60	150
T2227	020341202	Business Analytics		2	60	40	100
T2034	020341203	Financial Management		2	60	40	100
T1140	020341204	Legal Aspects of Business		2	60	40	100
T6074	020341205	Macroeconomics for Managers		2	60	40	100
T2237	020341206	Corporate Social Responsibility		1	50	0	50
T2712	020341207	Design Thinking		1	50	0	50
Total				13	430	220	650
Open Elective Courses							



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2139	020341208	Digital Marketing		2	100	0	100
T2148	020341209	Retail Marketing		2	60	40	100
T2136	020341210	Sales Force and Channel Management		2	60	40	100
T2141	020341211	Rural Marketing		2	60	40	100
T2130	020341212	Brand Management		2	60	40	100
T2152	020341213	Business to Business Marketing		2	100	0	100
T2284	020341214	Learning and Development		2	60	40	100
T2296	020341215	Compensation and Reward Management		2	100	0	100
T2281	020341216	Talent Acquisition		2	60	40	100
T2577	020341217	HRD Instruments		2	100	0	100
T2576	020341218	Performance Management System		2	60	40	100
T2574	020341219	Employment Related Laws		2	60	40	100
T2059	020341220	Advanced Corporate Finance		2	60	40	100
T2011	020341221	Commercial Banking		2	60	40	100
T2013	020341222	Derivative Markets		2	100	0	100
T2498	020341223	Financial Statement Analysis		2	60	40	100
T2073	020341224	International Finance		2	60	40	100
T2015	020341225	Introduction to Financial Markets and Institutions		2	60	40	100
T2051	020341226	Financial Modeling		2	100	0	100
T2169	020341227	Warehouse Management		2	60	40	100
T3076	020341228	Enterprise Resource Planning		2	100	0	100
T2165	020341229	Lean Six Sigma		2	60	40	100
T2527	020341230	Logistics Management		2	60	40	100
T2176	020341231	Procurement Management		2	60	40	100
T2193	020341232	Project Management		2	60	40	100
T3312	020341233	Project Management Suite		2	100	0	100
T2187	020341234	Service Operations Management		2	60	40	100
T2827	020341235	Supply Chain Management		2	60	40	100
T2607	020341236	Venture and Private Equity Funding		2	60	40	100
T2353	020341237	Entrepreneurship		2	60	40	100
T6068	020341238	Basic Econometrics		2	60	40	100
Total Required Credits				16	600	200	800
GIP							



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
G2004	020341239	Global Immersion Programme		4	0	200	200

Note: For students under Global Immersion Programme (020341239), courses "Macroeconomics for Managers" (020341205), "Corporate Social Responsibility" (020341206), "Design Thinking" (020341207) will be waived off.

Audit Courses

T2139	020341240	Digital Marketing *		0	0	0	Non Letter Grade
T2152	020341241	Business to Business Marketing *		0	0	0	Non Letter Grade
T2136	020341242	Sales Force and Channel Management *		0	0	0	Non Letter Grade
T2013	020341243	Derivative Markets *		0	0	0	Non Letter Grade
T2498	020341244	Financial Statement Analysis *		0	0	0	Non Letter Grade
T2073	020341245	International Finance *		0	0	0	Non Letter Grade
T2165	020341246	Lean Six Sigma *		0	0	0	Non Letter Grade
T2827	020341247	Supply Chain Management *		0	0	0	Non Letter Grade
T2353	020341248	Entrepreneurship *		0	0	0	Non Letter Grade
T6068	020341249	Basic Econometrics *		0	0	0	Non Letter Grade

Semester : 3

Generic Core Courses

T2906	020341301	Summer Internship		6	180	120	300
T2209	020341302	Business Forecasting		2	100	0	100
T2244	020341303	Innovation Management		2	100	0	100
T6003	020341305	Indian Kaleidoscope-Culture and Communication		2	60	40	100
T2595	020341306	Concepts and Applications in Sustainability		1	50	0	50
T2801	020341307	Project - I		1	50	0	50
T2253	020341304	Strategic Management		2	60	40	100
Total				16	600	200	800

Open Elective Courses

T2118	020341308	Consumer Behaviour		2	100	0	100
T2127	020341309	Integrated Marketing Communication		2	60	40	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2143	020341310	Services Marketing		2	60	40	100
T2144	020341311	Sports and Entertainment Marketing		2	60	40	100
T2145	020341312	Sustainable Marketing		2	60	40	100
T2154	020341313	Marketing Simulation		2	100	0	100
T2153	020341314	International Marketing		2	100	0	100
T2294	020341315	Conflict and Negotiation		2	60	40	100
TM2001	020341316	Economics of Human Resources		2	100	0	100
T2283	020341317	Talent Management		2	60	40	100
T2297	020341318	HRD Audit and Scorecard		2	100	0	100
T2578	020341319	Organizational Development and Change		2	100	0	100
T2290	020341320	Leadership and Capacity Building		2	60	40	100
T2300	020341321	HR Analytics		2	60	40	100
T2286	020341322	Industrial Relations		2	60	40	100
T2303	020341323	Empirical Research in Human Resource Management		2	60	40	100
T3143	020341324	ERP - HCM		2	60	40	100
T2056	020341325	Financial Risk Management		2	100	0	100
T2019	020341326	Fixed Income Markets		2	60	40	100
T2674	020341327	Investment Banking		2	60	40	100
T2043	020341328	Security Analysis and Portfolio Management		2	100	0	100
T2684	020341329	Financial Analytics		2	100	0	100
T2179	020341330	Supply Chain Modeling and Design		2	60	40	100
T2181	020341331	Supply Chain Strategy		2	100	0	100
T2182	020341332	Technology in Supply Chain		2	60	40	100
T3532	020341333	Machine learning		2	60	40	100
T2190	020341334	Operations Planning and Scheduling		2	100	0	100
T3082	020341335	IT Consulting		2	60	40	100
T2029	020341336	Operations in Financial Services		2	60	40	100
T2159	020341337	International Trade and Logistics		2	60	40	100
T2354	020341338	Social Entrepreneurship		2	60	40	100
T2693	020341339	Visual Analytics		2	60	40	100
Total Required Credits				14	500	200	700



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Semester : 4							
Generic Core Courses							
T2236	020341401	Corporate Governance and Ethics		2	100	0	100
T2254	020341402	Game Theory for Strategic Thinking		2	100	0	100
T2387	020341403	Global Business Environment		2	60	40	100
T2802	020341404	Project		2	100	0	100
T0100	020341421	Research Publication *		0	0	0	Non Letter Grade
Total				8	360	40	400
Open Elective Courses							
T2125	020341405	Marketing Strategy		2	100	0	100
T2121	020341406	Customer Relationship Management		2	100	0	100
T2155	020341407	Marketing Models		2	100	0	100
T2156	020341408	Marketing Innovation		2	100	0	100
T2760	020341409	Strategic Human Resource Management		2	100	0	100
T2298	020341410	Coaching, Counseling and Mentoring		2	100	0	100
T2289	020341411	Management of Diverse Work Force		2	100	0	100
T2759	020341412	Psychological Issues at Work		1	50	0	50
T2299	020341413	Emotional Intelligence at Workplace		1	50	0	50
T2021	020341414	Insurance Management		2	100	0	100
T2055	020341415	Behavioral Finance		2	100	0	100
T2037	020341416	Direct Taxation		2	100	0	100
T3288	020341417	Business Process Management		2	100	0	100
T2189	020341418	Operations Strategy and Control		2	100	0	100
T2797	020341419	Probability Model for Simulation and Analytics		2	100	0	100
T2170	020341420	Sustainable Supply Chain		2	100	0	100
Total Required Credits				6	300	0	300
Audit Courses							
T2118	020341422	Consumer Behaviour		0	0	0	Non Letter Grade
T2144	020341423	Sports and Entertainment Marketing		0	0	0	Non Letter Grade



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T2145	020341424	Sustainable Marketing		0	0	0	Non Letter Grade
T2153	020341425	International Marketing		0	0	0	Non Letter Grade
T2294	020341426	Conflict and Negotiation		0	0	0	Non Letter Grade
TM2001	020341427	Economics of Human Resources		0	0	0	Non Letter Grade
T2283	020341428	Talent Management		0	0	0	Non Letter Grade
T2297	020341429	HRD Audit and Scorecard		0	0	0	Non Letter Grade
T2290	020341430	Leadership and Capacity Building		0	0	0	Non Letter Grade
T2300	020341431	HR Analytics		0	0	0	Non Letter Grade
T2056	020341432	Financial Risk Management		0	0	0	Non Letter Grade
T2674	020341433	Investment Banking		0	0	0	Non Letter Grade
T2043	020341434	Security Analysis and Portfolio Management		0	0	0	Non Letter Grade
T2684	020341435	Financial Analytics		0	0	0	Non Letter Grade
T2179	020341436	Supply Chain Modeling and Design		0	0	0	Non Letter Grade
T2159	020341437	International Trade and Logistics		0	0	0	Non Letter Grade
T2354	020341438	Social Entrepreneurship		0	0	0	Non Letter Grade
T2693	020341439	Visual Analytics		0	0	0	Non Letter Grade
T2125	020341440	Marketing Strategy		0	0	0	Non Letter Grade
T2121	020341441	Customer Relationship Management		0	0	0	Non Letter Grade
T2760	020341442	Strategic Human Resource Management		0	0	0	Non Letter Grade
T2298	020341443	Coaching, Counseling and Mentoring		0	0	0	Non Letter Grade
T2759	020341444	Psychological Issues at Work		0	0	0	Non Letter Grade
T2299	020341445	Emotional Intelligence at Workplace		0	0	0	Non Letter Grade



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T2021	020341446	Insurance Management		0	0	0	Non Letter Grade
T2055	020341447	Behavioral Finance		0	0	0	Non Letter Grade
T2037	020341448	Direct Taxation		0	0	0	Non Letter Grade
T3288	020341449	Business Process Management		0	0	0	Non Letter Grade



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Semester	Internal Credits	External Credits	Total Credits	Total Marks
Semester1	5	22	27	1350
Semester2	6	23	29	1450
Semester3	10	20	30	1500
Semester4	12	2	14	700
Total	33	67	100	5000