

**Symbiosis Centre for Management and Human Resource Development,  
Pune  
Master of Business Administration  
Programme Structure 2018-20**

1.	<b>OBJECTIVE</b>	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.	<b>DURATION (IN MONTHS)</b>	24 (Full Time)			
3.	<b>INTAKE</b>	180			
4.	<b>RESERVATION</b>	<b>I. Within the sanctioned intake</b>	<b>a) SC (In Percentage)</b>	<b>b) ST (In Percentage)</b>	<b>c) Differently abled (In Percentage)</b>
			15	7.5	3
		<b>II. Over and above the sanctioned intake</b>	<b>a) Kashmiri Migrants (In Seats)</b>	<b>b) International Students (In Percentage)</b>	
			2	15	
5.	<b>ELIGIBILITY</b>	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.	<b>SELECTION PROCEDURE</b>	Symbiosis Nation Aptitude Test Score, Group Exercise, Personal Interaction and Writing Ability Test (GE-PIWAT)			
7.	<b>MEDIUM OF INSTRUCTION</b>	English			
8.	<b>PROGRAMME PATTERN</b>	Semester			
9.	<b>COURSE &amp; SPECIALIZATION</b>	As per Annexure A Students should not exceed 30 internal credits out of 100 credits during entire programme.			
10.	<b>FEE</b>		<b>Academic Fee p.a</b>	<b>Institute Deposit</b>	<b>Total</b>
		<b>Indian Students</b>	721000	20000	741000
		<b>International Students (USD equivalent to INR)</b>	1085000	20000	1105000
11.	<b>ASSESSMENT</b>	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.	<b>STANDARD OF PASSING</b>	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.	<b>AWARD OF DEGREE/ DIPLOMA/ CERTIFICATE</b>	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.	<b>NATURE WISE DISTRIBUTION OF CREDITS</b>						
Semester	Generic Core	Generic Elective	Specialization Core	Specialization Elective	Open Elective	Audit	Total
1	24	3	0	0	0	1*	27
2	14	16	0	0	0	0	30
3	15	14	0	0	0	0	29
4	8	6	0	0	0	0	14
<b>Total</b>	<b>61</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
* Satisfactory completion of the non letter- grade courses 'Integrated Disaster Management' and is mandatory for award of degree.							
The revised programme structure supersedes the previously approved programme structure dated 30/12/2019 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
<b>Semester : 1</b>							
<b>Generic Core Courses</b>							
T2239	020341101	Business Communication		2	100	0	100
T2216	020341102	Business Statistics		2	100	0	100
T2353	020341103	Entrepreneurship		2	100	0	100
T2114	020341104	Essentials of Marketing Management		2	60	40	100
T2572	020341105	Human Resource 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	100	0	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
T4005	020341114	Integrated Disaster Management *		0	0	0	Letter Grade
<b>Total</b>				<b>24</b>	<b>920</b>	<b>280</b>	<b>1200</b>
<b>Choose any 1 Group</b>							
<b>Generic Elective Courses</b>							
T2801	020341115	Project		1	50	0	50
T6014	020341116	Basic French I		2	100	0	100
T6016	020341117	Basic Spanish I		2	100	0	100
T6018	020341118	Basic Chinese I		2	100	0	100
T6012	020341119	Basic German I		2	100	0	100
<b>Generic Elective Courses</b>							
T6722	020341120	Developing Writing and Speaking Skills in English		3	150	0	150
<b>Total Required Credits</b>				<b>3</b>	<b>150</b>	<b>0</b>	<b>150</b>
<b>Semester : 2</b>							
<b>Generic Core Courses</b>							
T6074	020341201	Macroeconomics for Managers		2	60	40	100
T2253	020341202	Strategic Management		2	60	40	100
T2035	020341203	Introduction to Financial Management		2	60	40	100
T2891	020341204	Business Research Methods		3	90	60	150
T2237	020341205	Corporate Social Responsibility		1	50	0	50
T1140	020341206	Legal Aspects of Business		2	60	40	100
T2227	020341207	Business Analytics		2	60	40	100
<b>Total</b>				<b>14</b>	<b>440</b>	<b>260</b>	<b>700</b>
<b>Open Elective Courses</b>							
T2136	020341208	Sales Force and Channel Management		2	60	40	100
T2139	020341209	Digital Marketing		2	100	0	100
T2148	020341210	Retail Marketing		2	60	40	100
T2130	020341211	Brand Management		2	60	40	100
T2152	020341212	Business to Business Marketing		2	60	40	100
T2051	020341213	Financial Modeling		2	60	40	100
T2011	020341214	Commercial Banking		2	60	40	100
T2073	020341215	International Finance		2	60	40	100
T2015	020341216	Introduction to Financial Markets and Institutions		2	60	40	100
T2013	020341217	Derivative Markets		2	100	0	100
T2059	020341218	Advanced Corporate Finance		2	60	40	100
T2281	020341219	Talent Acquisition		2	60	40	100
T2284	020341220	Learning and Development		2	60	40	100
T2296	020341221	Compensation and Reward Management		2	100	0	100

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T2576	020341222	Performance Management System		2	60	40	100
T2577	020341223	HRD Instruments		2	60	40	100
T2574	020341224	Employment Related Laws		2	60	40	100
T2222	020341225	Advanced Operations Research		2	60	40	100
T2193	020341226	Project Management		2	60	40	100
T2527	020341227	Logistics Management		2	60	40	100
T3312	020341228	Project Management Suite		2	100	0	100
T2163	020341229	Quality Management		2	60	40	100
T2827	020341230	Supply Chain Management		2	60	40	100
T6068	020341231	Basic Econometrics		2	60	40	100
T2607	020341232	Venture and Private Equity Funding		2	60	40	100
<b>Total Required Credits</b>				<b>16</b>	<b>520</b>	<b>280</b>	<b>800</b>
<b>Semester : 3</b>							
<b>Generic Core Courses</b>							
T2801	020341301	Project - I		1	50	0	50
T2209	020341302	Business Forecasting		2	60	40	100
T2712	020341303	Design Thinking		1	50	0	50
T2906	020341304	Summer Internship		6	180	120	300
T2595	020341305	Concepts and Applications in Sustainability		1	50	0	50
T6003	020341306	Indian Kaleidoscope-Culture and Communication		2	60	40	100
T2244	020341307	Innovation Management		2	60	40	100
<b>Total</b>				<b>15</b>	<b>510</b>	<b>240</b>	<b>750</b>
<b>Open Elective Courses</b>							
T2118	020341308	Consumer Behaviour		2	60	40	100
T2153	020341309	International Marketing		2	60	40	100
T2143	020341310	Services Marketing		2	60	40	100
T2127	020341311	Integrated Marketing Communication		2	60	40	100
T2145	020341312	Sustainable Marketing		2	60	40	100
T2154	020341313	Marketing Simulation		2	100	0	100
T2144	020341314	Sports and Entertainment Marketing		2	60	40	100
T2019	020341315	Fixed Income Markets		2	60	40	100
T2056	020341316	Financial Risk Management		2	60	40	100
T2043	020341317	Security Analysis and Portfolio Management		2	100	0	100
T2684	020341318	Financial Analytics		2	60	40	100
T2674	020341319	Investment Banking		2	60	40	100
T2498	020341320	Financial Statement Analysis		2	60	40	100
T2288	020341321	Organizational Theory, Design and Structure		2	60	40	100
T2286	020341322	Industrial Relations		2	60	40	100
T2290	020341323	Leadership and Capacity Building		2	60	40	100
T2294	020341324	Conflict and Negotiation		2	60	40	100
T2297	020341325	HRD Audit and Scorecard		2	100	0	100
T2300	020341326	HR Analytics		2	60	40	100
T2283	020341327	Talent Management		2	60	40	100
T2578	020341328	Organizational Development and Change		2	60	40	100
T3143	020341329	ERP - HCM		2	60	40	100
T2190	020341330	Operations Planning and Scheduling		2	60	40	100
T2169	020341331	Warehouse Management		2	60	40	100
T2187	020341332	Service Operations Management		2	60	40	100
T2687	020341333	Operations Analytics		2	100	0	100

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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2828	020341334	Six Sigma		2	60	40	100
T2181	020341335	Supply Chain Strategy		2	60	40	100
T2173	020341336	International Logistics		2	60	40	100
T2303	020341337	Empirical Research in Human Resource Management		2	60	40	100
<b>Total Required Credits</b>				<b>14</b>	<b>460</b>	<b>240</b>	<b>700</b>
<b>GIP</b>							
G2004	020341338	Global Immersion Programme		4	0	200	200

Note: For students under Global Immersion Programme (020341338), courses "Concepts and Applications in Sustainability" (020341305), "Indian Kaleidoscope-Culture and Communication" (020341306) will be waived off.

**Audit Courses**

T2498	020341341	Financial Statement Analysis *		0	0	0	Letter Grade
T2127	020341339	Integrated Marketing Communication *		0	0	0	Letter Grade
T2674	020341340	Investment Banking *		0	0	0	Letter Grade
T2190	020341342	Operations Planning and Scheduling *		0	0	0	Letter Grade
T2828	020341343	Six Sigma *		0	0	0	Letter Grade

**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
<b>Total</b>				<b>8</b>	<b>360</b>	<b>40</b>	<b>400</b>

**Open Elective Courses**

T2121	020341405	Customer Relationship Management		2	60	40	100
T2125	020341406	Marketing Strategy		2	100	0	100
T2141	020341407	Rural Marketing		2	60	40	100
T2155	020341408	Marketing Models		2	60	40	100
T2021	020341409	Insurance Management		2	60	40	100
T2037	020341410	Direct Taxation		2	100	0	100
T2055	020341411	Behavioral Finance		2	60	40	100
T2760	020341412	Strategic Human Resource Management		2	60	40	100
T2298	020341413	Coaching, Counseling and Mentoring		2	60	40	100
T2759	020341414	Psychological Issues at Work		1	50	0	50
T2299	020341415	Emotional Intelligence at Workplace		1	50	0	50
T2289	020341416	Management of Diverse Work Force		2	60	40	100
T2189	020341417	Operations Strategy and Control		2	60	40	100
T2195	020341418	Project Risk Management		2	60	40	100
T3288	020341419	Business Process Management		2	60	40	100
T2797	020341420	Probability Model for Simulation and Analytics		2	100	0	100
<b>Total Required Credits</b>				<b>6</b>	<b>220</b>	<b>80</b>	<b>300</b>

**GIP**

G2004	020341421	Global Immersion Programme		4	0	200	200
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Note: For students under Global Immersion Programme (020341421), courses "Global Business Environment" (020341403), "Project" (020341404) will be waived off.

**Audit Courses**

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T2298	020341422	Coaching, Counseling and Mentoring		0	0	0	Letter Grade
T2759	020341423	Psychological Issues at Work		0	0	0	Letter Grade

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Semester	Internal Credits	External Credits	Total Credits	Total Marks
Semester1	13	14	27	1350
Semester2	3	27	30	1500
Semester3	5	24	29	1450
Semester4	8	6	14	700
<b>Total</b>	<b>29</b>	<b>71</b>	<b>100</b>	<b>5000</b>