

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

|     |                                    |   |  |  |   |
|-----|------------------------------------|---|--|--|---|
| 1.  | <b>OBJECTIVE</b>                   | To provide the students:<br>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>  | 793000                                 | 20000  | 813000                                      |
|     |                                    | <b>International Students (USD equivalent to INR)</b>   | 1190000                                | 20000  | 1210000                                     |
| 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/<br/>DIPLOMA/<br/>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   | 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             | 0        | 14         |
| <b>Total</b>  | <b>62</b>  | <b>2</b>   | <b>0</b>            | <b>0</b>                | <b>36</b>     | <b>0</b> | <b>100</b> |
| * Satisfactory completion of the letter grade course 'Integrated Disaster Management' is mandatory for award of degree. |  |  |                     |                         |               |          |            |

# The sanctioned intake is 240

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

THIS IS SYSTEM GENERATED DOCUMENT AND REQUIRES NO SIGNATURE.

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

**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         | 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              | Letter Grade |
| <b>Total</b>                          |             |                                      |                | <b>25</b> | <b>810</b>     | <b>440</b>     | <b>1250</b>  |
| <b>Generic Elective Courses Group</b> |             |                                      |                |           |                |                |              |
| T6012                                 | 020341116   | Basic German I                       |                | 2         | 100            | 0              | 100          |
| T6014                                 | 020341117   | Basic French I                       |                | 2         | 100            | 0              | 100          |
| T6018                                 | 020341118   | Basic Chinese I                      |                | 2         | 100            | 0              | 100          |
| T6016                                 | 020341119   | Basic Spanish I                      |                | 2         | 100            | 0              | 100          |
| <b>Total Required Credits</b>         |             |                                      |                | <b>2</b>  | <b>100</b>     | <b>0</b>       | <b>100</b>   |
| <b>Semester : 2</b>                   |             |                                      |                |           |                |                |              |
| <b>Generic Core Courses</b>           |             |                                      |                |           |                |                |              |
| 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           |
| <b>Total</b>                          |             |                                      |                | <b>13</b> | <b>430</b>     | <b>220</b>     | <b>650</b>   |
| <b>Open Elective Courses</b>          |             |                                      |                |           |                |                |              |
| 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          |
| F0002                                 | 020341213   | Flexi-Credit Course                  |                | 2         | 100            | 0              | 100          |
| T2284                                 | 020341214   | Learning and Development             |                | 2         | 60             | 40             | 100          |

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

**Annexure A**

| Catalog Course Code           | Course Code | Course Title                                       | Specialization | Credit    | Internal Marks | External Marks | Total Marks |
|-------------------------------|-------------|--|----------------|-----------|----------------|----------------|-------------|
| 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         |
| F0002                         | 020341226   | Flexi-Credit Course                                |                | 2         | 100            | 0              | 100         |
| T2169                         | 020341227   | Warehouse Management                               |                | 2         | 60             | 40             | 100         |
| F0002                         | 020341228   | Flexi-Credit Course                                |                | 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         |
| <b>Total Required Credits</b> |             |  |                | <b>16</b> | <b>600</b>     | <b>200</b>     | <b>800</b>  |
| <b>Semester : 3</b>           |             |  |                |           |                |                |             |
| <b>Generic Core Courses</b>   |             |  |                |           |                |                |             |
| T2906                         | 020341301   | Summer Internship                                  |                | 6         | 180            | 120            | 300         |
| T2209                         | 020341302   | Business Forecasting                               |                | 2         | 60             | 40             | 100         |
| T2244                         | 020341303   | Innovation Management                              |                | 2         | 60             | 40             | 100         |
| T2253                         | 020341304   | Strategic Management                               |                | 2         | 60             | 40             | 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          |
| <b>Total</b>                  |             |  |                | <b>16</b> | <b>520</b>     | <b>280</b>     | <b>800</b>  |
| <b>Open Elective Courses</b>  |             |  |                |           |                |                |             |
| T2118                         | 020341308   | Consumer Behaviour                                 |                | 2         | 60             | 40             | 100         |
| T2127                         | 020341309   | Integrated Marketing Communication                 |                | 2         | 60             | 40             | 100         |
| 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         |
| F0002                         | 020341314   | Flexi-Credit Course                                |                | 2         | 100            | 0              | 100         |

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

**Annexure A**

| Catalog Course Code           | Course Code | Course Title                                    | Specialization | Credit    | Internal Marks | External Marks | Total Marks |
|-------------------------------|-------------|---|----------------|-----------|----------------|----------------|-------------|
| T2578                         | 020341319   | Organizational Development and Change           |                | 2         | 60             | 40             | 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         | 60             | 40             | 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         |
| F0002                         | 020341329   | Flexi-Credit Course                             |                | 2         | 100            | 0              | 100         |
| T2795                         | 020341330   | Supply Chain Analytics                          |                | 3         | 90             | 60             | 150         |
| 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         |
| F0002                         | 020341334   | Flexi-Credit Course                             |                | 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         |
| <b>Total Required Credits</b> |             |   |                | <b>14</b> | <b>500</b>     | <b>200</b>     | <b>700</b>  |
| <b>Semester : 4</b>           |             |   |                |           |                |                |             |
| <b>Generic Core Courses</b>   |             |   |                |           |                |                |             |
| 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>  |
| <b>Open Elective Courses</b>  |             |   |                |           |                |                |             |
| 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         |

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

**Annexure A**

| <b>Catalog Course Code</b>    | <b>Course Code</b> | <b>Course Title</b>                            | <b>Specialization</b> | <b>Credit</b> | <b>Internal Marks</b> | <b>External Marks</b> | <b>Total Marks</b> |
|-------------------------------|--------------------|--|-----------------------|---------------|-----------------------|-----------------------|--------------------|
| 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                |
| <b>Total Required Credits</b> |                    |  |                       | <b>6</b>      | <b>300</b>            | <b>0</b>              | <b>300</b>         |
|                               |                    |  |                       |               |                       |                       |                    |

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

| Semester     | Internal Credits | External Credits | Total Credits | Total Marks |
|--------------|------------------|------------------|---------------|-------------|
| Semester1    | 5                | 22               | 27            | 1350        |
| Semester2    | 8                | 21               | 29            | 1450        |
| Semester3    | 6                | 24               | 30            | 1500        |
| Semester4    | 12               | 2                | 14            | 700         |
| <b>Total</b> | <b>31</b>        | <b>69</b>        | <b>100</b>    | <b>5000</b> |