



**Symbiosis Centre for Management and Human Resource Development,  
Pune  
Master of Business Administration  
Programme Structure 2021-23**

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			
10.	<b>FEE</b>		<b>Academic Fee p.a</b>	<b>Institute Deposit</b>	<b>Total</b>
		<b>Indian Students</b>	940000	20000	960000
		<b>International Students (USD equivalent to INR)</b>	1410000	20000	1430000
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>CLASSIFICATION OF CREDITS</b>						
Semester	Generic Core	Generic Elective	Specialization Core	Specialization Elective	Open Elective	Audit	Total
1	25	2	0	0	0	2*	27
2	15	0	0	0	14	0	29
3	15	0	0	0	16	1*	31
4	7	0	0	0	6	0	13
<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 non letter grade courses 'Integrated Disaster Management', 'Research Publication' 'Certificate in COVID-19 Care for the Community' is mandatory for award of degree.							
The revised programme structure supersedes the previously approved programme structure dated 18/08/2022 for the programme.							

# The sanctioned intake is 240

This Programme Structure is aligned with the norms laid down by the University and is approved by the Academic Council. Hereafter changes (if any) which conform to the policy on "Curriculum Development and Review" would be permissible, subject to revision of the Programme Structure, following the specified processes.

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	0203410101	Business Communication		2	60	40	100
T2216	0203410102	Business Statistics		2	60	40	100
T2114	0203410103	Essentials of Marketing Management		2	60	40	100
T2003	0203410104	Financial Accounting		2	60	40	100
T2035	0203410105	Introduction to Financial Management		2	60	40	100
T2528	0203410106	Management of Operations		2	60	40	100
T2220	0203410107	Operations Research		2	60	40	100
T2573	0203410108	Organizational Behaviour		2	60	40	100
T2225	0203410109	Research Methodology		2	60	40	100
T6075	0203410110	Managerial Economics		2	60	40	100
T2802	0203410111	Project		2	100	0	100
T2572	0203410112	Human Resource Management		2	60	40	100
T3152	0203410113	Advanced Excel		1	50	0	50
T4005	0203410114	Integrated Disaster Management *		0	0	0	Non Letter Grade
TH4272	0203410120	Certificate in COVID-19 Care for the Community *		0	0	0	Non Letter Grade
<b>Total</b>				<b>25</b>	<b>810</b>	<b>440</b>	<b>1250</b>
<b>Generic Elective Courses Group</b>							
T6012	0203410115	Basic German I		2	100	0	100
T6014	0203410116	Basic French I		2	100	0	100
T6016	0203410117	Basic Spanish I		2	100	0	100
T6018	0203410118	Basic Chinese I		2	100	0	100
<b>Total Required Credits</b>				<b>2</b>	<b>100</b>	<b>0</b>	<b>100</b>
<b>GIP</b>							
G2027	0203410119	Global Immersion Programme		27	0	1350	1350
Note: For students under Global Immersion Programme (0203410119), all courses of the semester will be waived off except for the mandatory non-letter grade course "Certificate in COVID-19 Care for the Community"(0203410120).							
<b>Semester : 2</b>							
<b>Generic Core Courses</b>							
T2891	0203410201	Business Research Methods		3	90	60	150
T2227	0203410202	Business Analytics		2	60	40	100
T1140	0203410203	Legal Aspects of Business		2	60	40	100



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T6068	0203410204	Basic Econometrics		2	60	40	100
T6074	0203410205	Macroeconomics for Managers		2	60	40	100
T2777	0203410206	Management Accounting		2	60	40	100
T2237	0203410207	Corporate Social Responsibility		1	50	0	50
T2712	0203410208	Design Thinking		1	50	0	50
<b>Total</b>				<b>15</b>	<b>490</b>	<b>260</b>	<b>750</b>
<b>Open Elective Courses Group</b>							
T2139	0203410209	Digital Marketing	Marketing	2	60	40	100
T2148	0203410210	Retail Marketing	Marketing	2	60	40	100
T2136	0203410211	Sales Force and Channel Management	Marketing	2	60	40	100
T2152	0203410212	Business to Business Marketing	Marketing	2	100	0	100
T2130	0203410213	Brand Management	Marketing	2	100	0	100
T2145	0203410214	Sustainable Marketing	Marketing	2	60	40	100
T2296	0203410215	Compensation and Reward Management	Human Resource	2	100	0	100
T2284	0203410216	Learning and Development	Human Resource	2	60	40	100
T2577	0203410217	HRD Instruments	Human Resource	2	100	0	100
T2281	0203410218	Talent Acquisition	Human Resource	2	60	40	100
T2576	0203410219	Performance Management System	Human Resource	2	60	40	100
T2574	0203410220	Employment Related Laws	Human Resource	2	60	40	100
T2059	0203410221	Advanced Corporate Finance	Finance	2	60	40	100
T2011	0203410222	Commercial Banking	Finance	2	60	40	100
T2013	0203410223	Derivative Markets	Finance	2	100	0	100
T2073	0203410224	International Finance	Finance	2	60	40	100
T2015	0203410225	Introduction to Financial Markets and Institutions	Finance	2	60	40	100
T2051	0203410226	Financial Modeling	Finance	2	100	0	100
T2498	0203410227	Financial Statement Analysis	Finance	2	60	40	100
T2165	0203410228	Lean Six Sigma	Operations	2	60	40	100
T2193	0203410229	Project Management	Operations	2	60	40	100
T3312	0203410230	Project Management Suite	Operations	2	100	0	100
T2187	0203410231	Service Operations Management	Operations	2	60	40	100
F0002	0203410232	Flexi-Credit Course	Operations	2	100	0	100
T2169	0203410233	Warehouse Management	Operations	2	60	40	100



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T2175	0203410234	Procurement and Materials Management	Operations	2	60	40	100
T2827	0203410235	Supply Chain Management	Operations	2	60	40	100
T2163	0203410236	Quality Management	Operations	2	60	40	100
T2645	0203410237	Lean Startup	General Management	2	60	40	100
T2353	0203410238	Entrepreneurship	General Management	2	60	40	100
T2607	0203410239	Venture and Private Equity Funding	General Management	2	60	40	100
T2692	0203410240	Social Media Analytics	General Management	2	60	40	100
T3397	0203410242	Data Mining	General Management	2	60	40	100
T3451	0203410243	Data Visualization and modeling	General Management	2	60	40	100
T3577	0203410244	Data Analysis Using Python	General Management	2	60	40	100
T3531	0203410245	R Programming	General Management	2	60	40	100
<b>Total Required Credits</b>				<b>14</b>	<b>540</b>	<b>160</b>	<b>700</b>
<b>GIP</b>							
G2029	0203410241	Global Immersion Programme		29	0	1450	1450
Note: For students under Global Immersion Programme (0203410241), whole semester will be waived off.							
<b>Semester : 3</b>							
<b>Generic Core Courses</b>							
T2906	0203410301	Summer Internship		6	180	120	300
T2209	0203410302	Business Forecasting		2	60	40	100
T2244	0203410303	Innovation Management		2	60	40	100
T2253	0203410304	Strategic Management		2	60	40	100
T2802	0203410305	Project		2	100	0	100
T2595	0203410306	Concepts and Applications in Sustainability		1	50	0	50
T0100	0203410307	Research Publication *		0	0	0	Non Letter Grade
<b>Total</b>				<b>15</b>	<b>510</b>	<b>240</b>	<b>750</b>
<b>Open Elective Courses Group</b>							
T2154	0203410308	Marketing Simulation	Marketing	2	100	0	100
T2127	0203410309	Integrated Marketing Communication	Marketing	2	60	40	100



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T2118	0203410310	Consumer Behaviour	Marketing	2	60	40	100
T2153	0203410311	International Marketing	Marketing	2	100	0	100
T2143	0203410312	Services Marketing	Marketing	2	60	40	100
T2144	0203410313	Sports and Entertainment Marketing	Marketing	2	60	40	100
T2686	0203410314	Marketing Analytics	Marketing	2	60	40	100
T2290	0203410315	Leadership and Capacity Building	Human Resource	2	100	0	100
T2283	0203410316	Talent Management	Human Resource	2	60	40	100
T2297	0203410317	HRD Audit and Scorecard	Human Resource	2	100	0	100
T2286	0203410318	Industrial Relations	Human Resource	2	60	40	100
T2300	0203410319	HR Analytics	Human Resource	2	60	40	100
T2294	0203410320	Conflict and Negotiation	Human Resource	2	60	40	100
T2578	0203410321	Organizational Development and Change	Human Resource	2	60	40	100
TM2001	0203410322	Economics of Human Resources	Human Resource	2	60	40	100
T1324	0203410323	Goods and Service Tax (GST) Law	Finance	2	60	40	100
T2063	0203410324	Project Feasibility and Financing	Finance	2	60	40	100
T2025	0203410325	Microfinance and Social Banking	Finance	2	60	40	100
T2076	0203410326	Advanced Technical Analysis	Finance	2	60	40	100
T2056	0203410327	Financial Risk Management	Finance	2	60	40	100
T2684	0203410328	Financial Analytics	Finance	2	100	0	100
T2043	0203410329	Security Analysis and Portfolio Management	Finance	2	100	0	100
T2019	0203410330	Fixed Income Markets	Finance	2	60	40	100
T2674	0203410331	Investment Banking	Finance	2	60	40	100
TM2045	0203410332	Blockchain Technology for Operations & SCM	Operations	2	100	0	100
T2182	0203410333	Technology in Supply Chain	Operations	2	60	40	100
T2181	0203410334	Supply Chain Strategy	Operations	2	100	0	100
T2159	0203410335	International Trade and Logistics	Operations	2	60	40	100
T2179	0203410336	Supply Chain Modeling and Design	Operations	2	60	40	100
T2201	0203410337	Advanced Project Management	Operations	2	60	40	100
T3082	0203410338	IT Consulting	Operations	2	60	40	100
T3394	0203410339	Internet of Things	IT	2	60	40	100
T3395	0203410340	Digital Transformation	IT	2	60	40	100





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T3158	0203410341	E-Business Operations	IT	2	60	40	100
T2246	0203410342	Technology Innovation	General Management	2	60	40	100
T2693	0203410343	Visual Analytics	General Management	2	60	40	100
T2354	0203410344	Social Entrepreneurship	General Management	2	60	40	100
T3507	0203410345	Customer Analytics	General Management	2	60	40	100
T3638	0203410346	Marketing and Sales Analytics	General Management	2	60	40	100
T3639	0203410347	Spreadsheet Modelling	General Management	2	60	40	100
T3655	0203410348	Introduction to Natural Language Processing	General Management	2	60	40	100
<b>Total Required Credits</b>				<b>16</b>	<b>600</b>	<b>200</b>	<b>800</b>
<b>GIP</b>							
G2003	0203410363	Global Immersion Programme		3	0	150	150
Note: For students under Global Immersion Programme (0203410363), courses "Business Forecasting" (0203410302), "Concepts and Applications in Sustainability" (0203410306) will be waived off.							
<b>GIP</b>							
G2004	0203410364	Global Immersion Programme		4	0	200	200
Note: For students under Global Immersion Programme (0203410364), courses "Business Forecasting" (0203410302), "Innovation Management" (0203410303) will be waived off.							
<b>Audit Courses</b>							
T2139	0203410349	Digital Marketing *		0	0	0	Non Letter Grade
T2148	0203410350	Retail Marketing *		0	0	0	Non Letter Grade
T2130	0203410351	Brand Management *		0	0	0	Non Letter Grade
T2284	0203410352	Learning and Development *		0	0	0	Non Letter Grade
T2577	0203410353	HRD Instruments *		0	0	0	Non Letter Grade
T2011	0203410354	Commercial Banking *		0	0	0	Non Letter Grade
T2013	0203410355	Derivative Markets *		0	0	0	Non Letter Grade
T2073	0203410356	International Finance *		0	0	0	Non Letter Grade





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T2015	0203410357	Introduction to Financial Markets and Institutions *		0	0	0	Non Letter Grade
T2498	0203410358	Financial Statement Analysis *		0	0	0	Non Letter Grade
T2165	0203410359	Lean Six Sigma *		0	0	0	Non Letter Grade
T2353	0203410360	Entrepreneurship *		0	0	0	Non Letter Grade
T2692	0203410361	Social Media Analytics *		0	0	0	Non Letter Grade
T3451	0203410362	Data Visualization and modeling *		0	0	0	Non Letter Grade
<b>Semester : 4</b>							
<b>Generic Core Courses</b>							
T2236	0203410401	Corporate Governance and Ethics		2	100	0	100
T2254	0203410402	Game Theory for Strategic Thinking		2	100	0	100
T2387	0203410403	Global Business Environment		2	60	40	100
T2801	0203410404	Project		1	50	0	50
<b>Total</b>				<b>7</b>	<b>310</b>	<b>40</b>	<b>350</b>
<b>Open Elective Courses Group</b>							
T2121	0203410405	Customer Relationship Management	Marketing	2	100	0	100
T2141	0203410406	Rural Marketing	Marketing	2	100	0	100
T2125	0203410407	Marketing Strategy	Marketing	2	100	0	100
T2298	0203410408	Coaching, Counseling and Mentoring	Human Resource	2	100	0	100
T2760	0203410409	Strategic Human Resource Management	Human Resource	2	100	0	100
T2759	0203410410	Psychological Issues at Work	Human Resource	1	50	0	50
T2299	0203410411	Emotional Intelligence at Workplace	Human Resource	1	50	0	50
T2055	0203410412	Behavioral Finance	Finance	2	100	0	100
T2021	0203410413	Insurance Management	Finance	2	100	0	100
T2502	0203410414	Wealth Management	Finance	2	100	0	100
T2856	0203410415	Taxation	Finance	2	100	0	100
T2170	0203410416	Sustainable Supply Chain	Operations	2	100	0	100
T3288	0203410417	Business Process Management	Operations	2	100	0	100
T2189	0203410418	Operations Strategy and Control	Operations	2	100	0	100



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T2797	0203410419	Probability Model for Simulation and Analytics	Operations	2	100	0	100
T2195	0203410420	Project Risk Management	Operations	2	100	0	100
T2255	0203410421	Advanced Strategic Management	General Management	2	100	0	100
T3532	0203410422	Machine learning	General Management	2	100	0	100
T3564	0203410423	Cloud and Big Data	General Management	2	100	0	100
<b>Total Required Credits</b>				<b>6</b>	<b>300</b>	<b>0</b>	<b>300</b>



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Semester	Internal Credits	External Credits	Total Credits	Total Marks
Semester 1	5	22	27	1350
Semester 2	6	23	29	1450
Semester 3	7	24	31	1550
Semester 4	11	2	13	650
<b>Total</b>	<b>29</b>	<b>71</b>	<b>100</b>	<b>5000</b>