



Celebrating 50 Years of Excellence

**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2023-25**

1.	OBJECTIVE	To provide the students: 1. Conceptual knowledge of business along with a sound understanding of management theory and practice. 2. Corporate exposure to the methods of business and best business practices. 3. 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				
10.	FEE		Academic Fee p.a	Institute Deposit	Total	
		Indian Students (Amount in INR)	1085000	20000	1105000	
		International Students	NRI/ PIO/ OCI Category (Amount in US\$)	21200	275	21475
			Foreign National Category (Amount in US\$)	2600	275	2875
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	The assessment of the student for each examination is done, based on relative				



	PASSING	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	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.	CLASSIFICATION OF CREDITS							
Semester	Generic Core	Generic Elective	Specialization Core	Specialization Elective	Open Elective	Non-Letter Grade Mandatory Course/s	Non-Letter Grade Audit Course/s	Total
Common								
1	27	0	0	0	0	1	As per the student's choice	27
2	15	0	0	0	16	0		31
3	15	0	0	0	14	0		29
4	7	0	0	0	6	0		13
Total	64	0	0	0	36	0		100

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.

Director - 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	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
T2778	0203410105	Basics of 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
T2572	0203410111	Human Resource Management		2	60	40	100
T2729	0203410112	Indian Ethos and Values for Management		2	100	0	100
T3152	0203410113	Advanced Excel		1	50	0	50
T2802	0203410114	Project		2	100	0	100
T4005	0203410115	Integrated Disaster Management		0	0	0	Non - Letter Grade Mandatory
Total				27	910	440	1350
Semester : 2							
Generic Core Courses							
T2891	0203410201	Business Research Methods		3	90	60	150
T6068	0203410202	Basic Econometrics		2	60	40	100
T2227	0203410203	Business Analytics		2	60	40	100
T2034	0203410204	Financial Management		2	60	40	100
T1140	0203410205	Legal Aspects of Business		2	60	40	100
T6074	0203410206	Macroeconomics for Managers		2	60	40	100
T2237	0203410207	Corporate Social Responsibility		1	50	0	50
T2712	0203410208	Design Thinking		1	50	0	50
Total				15	490	260	750
Open Elective Course Group (Choose any eight courses)							
T2130	0203410209	Brand Management	Marketing	2	60	40	100
T2139	0203410210	Digital Marketing	Marketing	2	60	40	100



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F0002	0203410211	Flexi-Credit Course	Marketing	2	100	0	100
T3638	0203410212	Marketing and Sales Analytics	Marketing	2	100	0	100
T2148	0203410213	Retail Marketing	Marketing	2	60	40	100
T2136	0203410214	Sales Force and Channel Management	Marketing	2	60	40	100
T2145	0203410215	Sustainable Marketing	Marketing	2	60	40	100
T2296	0203410216	Compensation and Reward Management	Human Resource	2	100	0	100
T2574	0203410217	Employment Related Laws	Human Resource	2	60	40	100
F0002	0203410218	Flexi-Credit Course	Human Resource	2	100	0	100
T2300	0203410219	HR Analytics	Human Resource	2	60	40	100
T2284	0203410220	Learning and Development	Human Resource	2	60	40	100
T2576	0203410221	Performance Management System	Human Resource	2	60	40	100
T2281	0203410222	Talent Acquisition	Human Resource	2	60	40	100
T2011	0203410223	Commercial Banking	Finance	2	60	40	100
T2045	0203410224	Corporate Valuation	Finance	2	60	40	100
T2013	0203410225	Derivative Markets	Finance	2	100	0	100
T2498	0203410226	Financial Statement Analysis	Finance	2	60	40	100
F0002	0203410227	Flexi-Credit Course	Finance	2	100	0	100
T2073	0203410228	International Finance	Finance	2	60	40	100
T3658	0203410229	Introduction to FinTech	Finance	2	60	40	100
F0002	0203410230	Flexi-Credit Course	Operations	2	100	0	100
T2165	0203410231	Lean Six Sigma	Operations	2	60	40	100
T2187	0203410232	Service Operations Management	Operations	2	60	40	100
T2827	0203410233	Supply Chain Management	Operations	2	60	40	100
T2169	0203410234	Warehouse Management	Operations	2	60	40	100
T3577	0203410235	Data Analysis Using Python	General Management	2	60	40	100
T3397	0203410236	Data Mining	General Management	2	60	40	100
T3451	0203410237	Data Visualization and Modeling	General Management	2	60	40	100
T2353	0203410238	Entrepreneurship	General Management	2	60	40	100
T2645	0203410239	Lean Startup	General Management	2	60	40	100
T3531	0203410240	R Programming	General Management	2	60	40	100
T2692	0203410241	Social Media Analytics	General Management	2	60	40	100





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T2607	0203410242	Venture and Private Equity Funding	General Management	2	60	40	100
Total Required Credits				16	600	200	800
Semester : 3							
Generic Core Courses							
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
T2595	0203410305	Concepts and Applications in Sustainability		1	50	0	50
T2802	0203410306	Project		2	100	0	100
Total				15	510	240	750
Open Elective Course Group (Choose any seven courses)							
T2118	0203410307	Consumer Behaviour	Marketing	2	60	40	100
F0002	0203410308	Flexi-Credit Course	Marketing	2	100	0	100
T2127	0203410309	Integrated Marketing Communication	Marketing	2	60	40	100
T2154	0203410310	Marketing Simulation	Marketing	2	100	0	100
T2143	0203410311	Services Marketing	Marketing	2	60	40	100
T2144	0203410312	Sports and Entertainment Marketing	Marketing	2	60	40	100
T2294	0203410313	Conflict and Negotiation	Human Resource	2	60	40	100
TM2001	0203410314	Economics of Human Resources	Human Resource	2	60	40	100
F0002	0203410315	Flexi-Credit Course	Human Resource	2	100	0	100
T2297	0203410316	HRD Audit and Scorecard	Human Resource	2	100	0	100
T2286	0203410317	Industrial Relations	Human Resource	2	60	40	100
T2578	0203410318	Organizational Development and Change	Human Resource	2	60	40	100
T2283	0203410319	Talent Management	Human Resource	2	60	40	100
T2076	0203410320	Advanced Technical Analysis	Finance	2	60	40	100
TM2111	0203410321	ESG and Sustainable Finance	Finance	2	60	40	100
T2056	0203410322	Financial Risk Management	Finance	2	60	40	100
T2019	0203410323	Fixed Income Markets	Finance	2	60	40	100
F0002	0203410324	Flexi-Credit Course	Finance	2	100	0	100
T2047	0203410325	Mergers and Acquisitions	Finance	2	60	40	100
T2025	0203410326	Microfinance and Social Banking	Finance	2	60	40	100





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T2063	0203410327	Project Feasibility and Financing	Finance	2	60	40	100
T2043	0203410328	Security Analysis and Portfolio Management	Finance	2	100	0	100
T3395	0203410329	Digital Transformation	Operations	2	60	40	100
T3158	0203410330	E-Business Operations	Operations	2	60	40	100
F0002	0203410331	Flexi-Credit Course	Operations	2	100	0	100
T2159	0203410332	International Trade and Logistics	Operations	2	60	40	100
T3394	0203410333	Internet of Things	Operations	2	60	40	100
T3082	0203410334	IT Consulting	Operations	2	60	40	100
T2193	0203410335	Project Management	Operations	2	60	40	100
T3312	0203410336	Project Management Suite	Operations	2	60	40	100
T2179	0203410337	Supply Chain Modeling and Design	Operations	2	60	40	100
T2181	0203410338	Supply Chain Strategy	Operations	2	100	0	100
T2182	0203410339	Technology in Supply Chain	Operations	2	60	40	100
T3507	0203410340	Customer Analytics	General Management	2	60	40	100
T3655	0203410341	Introduction to Natural Language Processing	General Management	2	60	40	100
T2354	0203410342	Social Entrepreneurship	General Management	2	60	40	100
T3639	0203410343	Spreadsheet Modelling	General Management	2	60	40	100
T2246	0203410344	Technology Innovation	General Management	2	60	40	100
T2693	0203410345	Visual Analytics	General Management	2	60	40	100
Total Required Credits				14	500	200	700
Semester : 4							
Generic Core Courses							
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
Total				7	310	40	350
Open Elective Course Group (Choose any three course)							





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T2121	0203410405	Customer Relationship Management	Marketing	2	100	0	100
T2125	0203410406	Marketing Strategy	Marketing	2	100	0	100
T2141	0203410407	Rural Marketing	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
T2299	0203410410	Emotional Intelligence at Workplace	Human Resource	1	50	0	50
T2759	0203410411	Psychological Issues at Work	Human Resource	1	50	0	50
T2055	0203410412	Behavioral Finance	Finance	2	100	0	100
T2021	0203410413	Insurance Management	Finance	2	100	0	100
T2856	0203410414	Taxation	Finance	2	100	0	100
T2502	0203410415	Wealth Management	Finance	2	100	0	100
T3288	0203410416	Business Process Management	Operations	2	100	0	100
T2189	0203410417	Operations Strategy and Control	Operations	2	100	0	100
T2797	0203410418	Probability Model for Simulation and Analytics	Operations	2	100	0	100
T2195	0203410419	Project Risk Management	Operations	2	100	0	100
T2170	0203410420	Sustainable Supply Chain	Operations	2	100	0	100
T2255	0203410421	Advanced Strategic Management	General Management	2	100	0	100
T3564	0203410422	Cloud and Big Data	General Management	2	100	0	100
T3532	0203410423	Machine learning	General Management	2	100	0	100
Total Required Credits				6	300	0	300



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Semester	Internal Credits	External Credits	Total Credits	Total Marks
Semester 1	5	22	27	1350
Semester 2	6	25	31	1550
Semester 3	7	22	29	1450
Semester 4	11	2	13	650
Total	29	71	100	5000