



**Symbiosis Centre for Management and Human Resource  
Development, Pune  
Master of Business Administration (Executive)  
Programme Structure 2019-22**

1.	<b>OBJECTIVE</b>	1. To transform successful managers into global business leaders 2. Develop knowledge in core areas of business including strategy formulation 3. Refining the interpersonal skills and leadership qualities			
2.	<b>DURATION (IN MONTHS)</b>	30 (Part Time)			
3.	<b>INTAKE</b>	120			
4.	<b>RESERVATION</b>	Not Applicable			
5.	<b>ELIGIBILITY</b>	Graduate from any recognised University / Institution of National Importance with a minimum of 50% marks or equivalent grade and a minimum of Two years' work experience after graduation			
6.	<b>SELECTION PROCEDURE</b>	Written Ability Test and Personal Interaction			
7.	<b>MEDIUM OF INSTRUCTION</b>	English			
8.	<b>PROGRAMME PATTERN</b>	Semester			
9.	<b>COURSE &amp; SPECIALIZATION</b>	As per Annexure A: SPECIALIZATION: Marketing, Finance, HR, Operations, IT & Business Analytics			
10.	<b>FEE</b>		<b>Academic Fee p.a</b>	<b>Institute Deposit</b>	<b>Total</b>
		<b>Indian Students</b>	200000	10000	210000
		<b>International Students (USD equivalent to INR)</b>	0	0	0
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 (Executive) will be awarded at the end of V semester examination by taking into consideration the performance of all semesters 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	18	0	0	0	0	0	18
2	18	0	0	0	0	0	18
3	5	0	12	0	0	0	17
4	5	0	12	0	0	0	17
5	20	10	0	0	0	0	30
<b>Total</b>	<b>66</b>	<b>10</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>

The revised programme structure supersedes the previously approved programme structure dated 02/05/2020 for the programme.

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>							
T2216	020348101	Business Statistics		2	60	40	100
T2114	020348102	Essentials of Marketing Management		2	60	40	100
T2003	020348103	Financial Accounting		2	60	40	100
T2572	020348104	Human Resource Management		2	60	40	100
T2528	020348105	Management of Operations		2	60	40	100
T2220	020348106	Operations Research		2	60	40	100
T2573	020348107	Organizational Behaviour		2	60	40	100
T2225	020348108	Research Methodology		2	100	0	100
T6075	020348109	Managerial Economics		2	60	40	100
<b>Total</b>				<b>18</b>	<b>580</b>	<b>320</b>	<b>900</b>
<b>Semester : 2</b>							
<b>Generic Core Courses</b>							
T2227	020348201	Business Analytics		2	60	40	100
T2239	020348202	Business Communication		2	60	40	100
T2236	020348203	Corporate Governance and Ethics		2	60	40	100
T2353	020348204	Entrepreneurship		2	60	40	100
T2035	020348205	Introduction to Financial Management		2	60	40	100
T1140	020348206	Legal Aspects of Business		2	60	40	100
T2828	020348207	Six Sigma		2	60	40	100
T2827	020348208	Supply Chain Management		2	60	40	100
T6074	020348209	Macroeconomics for Managers		2	60	40	100
<b>Total</b>				<b>18</b>	<b>540</b>	<b>360</b>	<b>900</b>
<b>Semester : 3</b>							
<b>Generic Core Courses</b>							
T2354	020348301	Social Entrepreneurship		2	60	40	100
T2253	020348302	Strategic Management		2	60	40	100
T3152	020348303	Advanced Excel		1	50	0	50
<b>Total</b>				<b>5</b>	<b>170</b>	<b>80</b>	<b>250</b>
<b>Specialization Core Courses : Marketing</b>							
T2118	020348304	Consumer Behaviour	Marketing	2	60	40	100
T2127	020348305	Integrated Marketing Communication	Marketing	2	100	0	100
T2148	020348306	Retail Marketing	Marketing	2	60	40	100
T2143	020348307	Services Marketing	Marketing	2	60	40	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2130	020348308	Brand Management	Marketing	2	60	40	100
T2145	020348309	Sustainable Marketing	Marketing	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Human Resource</b>							
T2574	020348310	Employment Related Laws	Human Resource	2	60	40	100
T2576	020348311	Performance Management System	Human Resource	2	60	40	100
T2296	020348312	Compensation and Reward Management	Human Resource	2	60	40	100
T2283	020348313	Talent Management	Human Resource	2	60	40	100
T2284	020348314	Learning and Development	Human Resource	2	100	0	100
T2281	020348315	Talent Acquisition	Human Resource	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Finance</b>							
T2059	020348316	Advanced Corporate Finance	Finance	2	60	40	100
T2011	020348317	Commercial Banking	Finance	2	60	40	100
T2013	020348318	Derivative Markets	Finance	2	100	0	100
T2498	020348319	Financial Statement Analysis	Finance	2	60	40	100
T2073	020348320	International Finance	Finance	2	60	40	100
T2015	020348321	Introduction to Financial Markets and Institutions	Finance	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Operations</b>							
T2527	020348322	Logistics Management	Operations	2	60	40	100
T2174	020348323	Materials Management	Operations	2	60	40	100
T2193	020348324	Project Management	Operations	2	60	40	100
T3312	020348325	Project Management Suite	Operations	2	100	0	100
T2181	020348326	Supply Chain Strategy	Operations	2	60	40	100
T2169	020348327	Warehouse Management	Operations	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Information Technology</b>							
T3115	020348328	Relational Database Management System	Information Technology	4	120	80	200
T3288	020348329	Business Process Management	Information Technology	2	60	40	100
T3094	020348330	Project Management	Information Technology	2	60	40	100
T3286	020348331	Requirements Management	Information Technology	2	60	40	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T3297	020348332	Software Quality Management	Information Technology	2	100	0	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Business Analytics</b>							
T3115	020348328	Relational Database Management System	Business Analytics	4	120	80	200
T2692	020348333	Social Media Analytics	Business Analytics	2	60	40	100
T2693	020348334	Visual Analytics	Business Analytics	2	60	40	100
T2837	020348335	Contemporary Business Statistics	Business Analytics	2	60	40	100
T3532	020348336	Machine learning	Business Analytics	2	100	0	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Semester : 4</b>							
<b>Generic Core Courses</b>							
T2891	020348401	Business Research Methods		3	150	0	150
T2387	020348402	Global Business Environment		2	60	40	100
<b>Total</b>				<b>5</b>	<b>210</b>	<b>40</b>	<b>250</b>
<b>Specialization Core Courses : Marketing</b>							
T2139	020348403	Digital Marketing	Marketing	2	100	0	100
T2125	020348404	Marketing Strategy	Marketing	2	60	40	100
T2136	020348405	Sales Force and Channel Management	Marketing	2	60	40	100
T2141	020348406	Rural Marketing	Marketing	2	60	40	100
T2153	020348407	International Marketing	Marketing	2	60	40	100
T2152	020348408	Business to Business Marketing	Marketing	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Human Resource</b>							
T2294	020348409	Conflict and Negotiation	Human Resource	2	60	40	100
T2577	020348410	HRD Instruments	Human Resource	2	100	0	100
T2286	020348411	Industrial Relations	Human Resource	2	60	40	100
T2290	020348412	Leadership and Capacity Building	Human Resource	2	60	40	100
T2578	020348413	Organizational Development and Change	Human Resource	2	60	40	100
T2760	020348414	Strategic Human Resource Management	Human Resource	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Finance</b>							
T2037	020348415	Direct Taxation	Finance	2	60	40	100



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T2051	020348416	Financial Modeling	Finance	2	60	40	100
T2056	020348417	Financial Risk Management	Finance	2	60	40	100
T2019	020348418	Fixed Income Markets	Finance	2	60	40	100
T2047	020348419	Mergers and Acquisitions	Finance	2	60	40	100
T2043	020348420	Security Analysis and Portfolio Management	Finance	2	100	0	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Operations</b>							
T2168	020348421	Advanced Supply Chain Management	Operations	2	60	40	100
T2254	020348422	Game Theory for Strategic Thinking	Operations	2	100	0	100
T2173	020348423	International Logistics	Operations	2	60	40	100
T2190	020348424	Operations Planning and Scheduling	Operations	2	60	40	100
T2187	020348425	Service Operations Management	Operations	2	60	40	100
T2182	020348426	Technology in Supply Chain	Operations	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Information Technology</b>							
T2254	020348422	Game Theory for Strategic Thinking	Information Technology	2	100	0	100
T2182	020348426	Technology in Supply Chain	Information Technology	2	60	40	100
T3289	020348427	Business Intelligence I	Information Technology	2	60	40	100
T3082	020348428	IT Consulting	Information Technology	2	60	40	100
T3060	020348429	IT Infrastructure Essentials	Information Technology	2	60	40	100
T3287	020348430	IT Strategy	Information Technology	2	60	40	100
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Specialization Core Courses : Business Analytics</b>							
T2209	020348431	Business Forecasting	Business Analytics	2	60	40	100
T3395	020348432	Digital Transformation	Business Analytics	2	60	40	100
T2684	020348433	Financial Analytics	Business Analytics	2	60	40	100
T2685	020348434	HR Analytics	Business Analytics	2	60	40	100
T2686	020348435	Marketing Analytics	Business Analytics	2	60	40	100
T2836	020348436	Contemporary Business Analytics	Business Analytics	2	100	0	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
<b>Total</b>				<b>12</b>	<b>400</b>	<b>200</b>	<b>600</b>
<b>Semester : 5</b>							
<b>Generic Core Courses</b>							
T2810	020348501	Research Project - I		10	500	0	500
T2810	020348502	Research Project - II		10	300	200	500
<b>Total</b>				<b>20</b>	<b>800</b>	<b>200</b>	<b>1000</b>
<b>Generic Elective Courses Group</b>							
T2011	020348503	Commercial Banking		2	100	0	100
T2294	020348504	Conflict and Negotiation		2	100	0	100
T2139	020348505	Digital Marketing		2	100	0	100
T2015	020348506	Introduction to Financial Markets and Institutions		2	100	0	100
T3082	020348507	IT Consulting		2	100	0	100
T3287	020348508	IT Strategy		2	100	0	100
T2576	020348509	Performance Management System		2	100	0	100
T2193	020348510	Project Management		2	100	0	100
T2187	020348511	Service Operations Management		2	100	0	100
T2136	020348512	Sales Force and Channel Management		2	100	0	100
T2693	020348513	Visual Analytics		2	100	0	100
T2684	020348514	Financial Analytics		2	100	0	100
T2685	020348515	HR Analytics		2	100	0	100
T2686	020348516	Marketing Analytics		2	100	0	100
T3397	020348517	Data Mining		2	100	0	100
T3398	020348518	Mobile Analytics		2	100	0	100
<b>Total Required Credits</b>				<b>10</b>	<b>500</b>	<b>0</b>	<b>500</b>





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Semester	Internal Credits	External Credits	Total Credits	Total Marks
<b>Marketing</b>				
Semester 1	2	16	18	900
Semester 2	0	18	18	900
Semester 3	3	14	17	850
Semester 4	5	12	17	850
Semester 5	20	10	30	1500
<b>Total</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>5000</b>
<b>Human Resource</b>				
Semester 1	2	16	18	900
Semester 2	0	18	18	900
Semester 3	3	14	17	850
Semester 4	5	12	17	850
Semester 5	20	10	30	1500
<b>Total</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>5000</b>
<b>Finance</b>				
Semester 1	2	16	18	900
Semester 2	0	18	18	900
Semester 3	3	14	17	850
Semester 4	5	12	17	850
Semester 5	20	10	30	1500
<b>Total</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>5000</b>
<b>Operations</b>				
Semester 1	2	16	18	900
Semester 2	0	18	18	900
Semester 3	3	14	17	850
Semester 4	5	12	17	850
Semester 5	20	10	30	1500
<b>Total</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>5000</b>
<b>Information Technology</b>				
Semester 1	2	16	18	900
Semester 2	0	18	18	900
Semester 3	3	14	17	850
Semester 4	5	12	17	850
Semester 5	20	10	30	1500
<b>Total</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>5000</b>
<b>Business Analytics</b>				
Semester 1	2	16	18	900
Semester 2	0	18	18	900
Semester 3	3	14	17	850
Semester 4	5	12	17	850





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Semester 5	20	10	30	1500
<b>Total</b>	<b>30</b>	<b>70</b>	<b>100</b>	<b>5000</b>