



**Symbiosis Centre for Management and Human Resource Development,
Pune**
**Master of Business Administration
Programme Structure 2020-22**

1.	OBJECTIVE	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.	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 Students should not exceed 30 internal credits out of 100 credits during entire programme.			
10.	FEE		Academic Fee p.a	Institute Deposit	Total
		Indian Students	920000	20000	940000
		International Students (USD equivalent to INR)	1380000	20000	1400000
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 PASSING	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.	AWARD OF DEGREE/ DIPLOMA/ CERTIFICATE	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. NATURE WISE DISTRIBUTION OF CREDITS							
Semester	Generic Core	Generic Elective	Specialization Core	Specialization Elective	Open Elective	Audit	Total
1	25	2	0	0	0	1*	27
2	15	0	0	0	14	0	29
3	15	16	0	0	0	1*	31
4	7	0	0	0	6	0	13
Total	62	18	0	0	20	0	100

* Satisfactory completion of the non letter grade courses 'Integrated Disaster Management' and 'Research Publication' is mandatory for award of degree.

The revised programme structure supersedes the previously approved programme structure dated 02/04/2021 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

THIS IS SYSTEM GENERATED DOCUMENT AND REQUIRES NO SIGNATURE.



**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2020-22**

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
T2572	0203410105	Human Resource Management		2	100	0	100
T2035	0203410106	Introduction to Financial Management		2	60	40	100
T2528	0203410107	Management of Operations		2	60	40	100
T2220	0203410108	Operations Research		2	60	40	100
T2573	0203410109	Organizational Behaviour		2	60	40	100
T2225	0203410110	Research Methodology		2	60	40	100
T6075	0203410111	Managerial Economics		2	60	40	100
T2802	0203410112	Project		2	100	0	100
T3152	0203410113	Advanced Excel		1	50	0	50
T4005	0203410114	Integrated Disaster Management *		0	0	0	Non Letter Grade
Total				25	850	400	1250
Generic Elective Courses Group							
T6012	0203410115	Basic German I		2	100	0	100
T6016	0203410116	Basic Spanish I		2	100	0	100
T6014	0203410117	Basic French I		2	100	0	100
T6018	0203410118	Basic Chinese I		2	100	0	100
Total Required Credits				2	100	0	100
Semester : 2							
Generic Core Courses							
T2891	0203410201	Business Research Methods		3	90	60	150
T2227	0203410202	Business Analytics		2	60	40	100
T2034	0203410203	Financial Management		2	60	40	100
T1140	0203410204	Legal Aspects of Business		2	60	40	100
T6068	0203410205	Basic Econometrics		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 Courses Group							



**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2020-22**

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2148	0203410209	Retail Marketing		2	60	40	100
T2130	0203410210	Brand Management		2	100	0	100
T2136	0203410211	Sales Force and Channel Management		2	60	40	100
T2139	0203410212	Digital Marketing		2	60	40	100
T2152	0203410213	Business to Business Marketing		2	100	0	100
T2145	0203410214	Sustainable Marketing		2	60	40	100
T2574	0203410215	Employment Related Laws		2	60	40	100
T2577	0203410216	HRD Instruments		2	100	0	100
T2281	0203410217	Talent Acquisition		2	60	40	100
T2576	0203410218	Performance Management System		2	60	40	100
T2284	0203410219	Learning and Development		2	60	40	100
T2296	0203410220	Compensation and Reward Management		2	100	0	100
T2073	0203410221	International Finance		2	60	40	100
T2011	0203410222	Commercial Banking		2	60	40	100
T2013	0203410223	Derivative Markets		2	100	0	100
T2059	0203410224	Advanced Corporate Finance		2	60	40	100
T2015	0203410225	Introduction to Financial Markets and Institutions		2	60	40	100
T2498	0203410226	Financial Statement Analysis		2	60	40	100
T2051	0203410227	Financial Modeling		2	100	0	100
T2193	0203410228	Project Management		2	60	40	100
T3312	0203410229	Project Management Suite		2	100	0	100
T2827	0203410230	Supply Chain Management		2	60	40	100
T2169	0203410231	Warehouse Management		2	60	40	100
T2165	0203410232	Lean Six Sigma		2	60	40	100
T2187	0203410233	Service Operations Management		2	60	40	100
T2607	0203410234	Venture and Private Equity Funding		2	60	40	100
T2353	0203410235	Entrepreneurship		2	60	40	100
T2692	0203410236	Social Media Analytics		2	60	40	100
T2645	0203410237	Lean Startup		2	60	40	100
Total Required Credits				14	500	200	700
Audit Courses							
T2148	0203410238	Retail Marketing *		0	0	0	Non Letter Grade



**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2020-22**

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2130	0203410239	Brand Management *		0	0	0	Non Letter Grade
T2136	0203410240	Sales Force and Channel Management *		0	0	0	Non Letter Grade
T2139	0203410241	Digital Marketing *		0	0	0	Non Letter Grade
T2152	0203410242	Business to Business Marketing *		0	0	0	Non Letter Grade
T2145	0203410243	Sustainable Marketing *		0	0	0	Non Letter Grade
T2073	0203410244	International Finance *		0	0	0	Non Letter Grade
T2011	0203410245	Commercial Banking *		0	0	0	Non Letter Grade
T2013	0203410246	Derivative Markets *		0	0	0	Non Letter Grade
T2059	0203410247	Advanced Corporate Finance *		0	0	0	Non Letter Grade
T2015	0203410248	Introduction to Financial Markets and Institutions *		0	0	0	Non Letter Grade
T2498	0203410249	Financial Statement Analysis *		0	0	0	Non Letter Grade
T2051	0203410250	Financial Modeling *		0	0	0	Non Letter Grade
T2574	0203410251	Employment Related Laws *		0	0	0	Non Letter Grade
T2577	0203410252	HRD Instruments *		0	0	0	Non Letter Grade
T2281	0203410253	Talent Acquisition *		0	0	0	Non Letter Grade
T2576	0203410254	Performance Management System *		0	0	0	Non Letter Grade
T2284	0203410255	Learning and Development *		0	0	0	Non Letter Grade
T2296	0203410256	Compensation and Reward Management *		0	0	0	Non Letter Grade
T2827	0203410257	Supply Chain Management *		0	0	0	Non Letter Grade
T2165	0203410258	Lean Six Sigma *		0	0	0	Non Letter Grade
T2353	0203410259	Entrepreneurship *		0	0	0	Non Letter Grade
T2692	0203410260	Social Media Analytics *		0	0	0	Non Letter Grade



**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2020-22**

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
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
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
Total				15	510	240	750
Open Elective Courses Group							
T2025	0203410308	Microfinance and Social Banking		2	60	40	100
T1324	0203410309	Goods and Service Tax (GST) Law		2	60	40	100
T2063	0203410310	Project Feasibility and Financing		2	60	40	100
T2127	0203410311	Integrated Marketing Communication		2	60	40	100
T2143	0203410312	Services Marketing		2	60	40	100
T2154	0203410313	Marketing Simulation		2	100	0	100
T2118	0203410314	Consumer Behaviour		2	60	40	100
T2153	0203410315	International Marketing		2	100	0	100
T2144	0203410316	Sports and Entertainment Marketing		2	60	40	100
T2246	0203410317	Technology Innovation		2	60	40	100
TM2001	0203410318	Economics of Human Resources		2	100	0	100
T2294	0203410319	Conflict and Negotiation		2	60	40	100
T2286	0203410320	Industrial Relations		2	60	40	100
T2290	0203410321	Leadership and Capacity Building		2	60	40	100
T2297	0203410322	HRD Audit and Scorecard		2	100	0	100
T2300	0203410323	HR Analytics		2	60	40	100
T2283	0203410324	Talent Management		2	60	40	100
T2578	0203410325	Organizational Development and Change		2	60	40	100
T2056	0203410326	Financial Risk Management		2	60	40	100
T2019	0203410327	Fixed Income Markets		2	60	40	100



**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2020-22**

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2043	0203410328	Security Analysis and Portfolio Management		2	100	0	100
T2674	0203410329	Investment Banking		2	60	40	100
T2684	0203410330	Financial Analytics		2	100	0	100
T2076	0203410331	Advanced Technical Analysis		2	60	40	100
T2201	0203410332	Advanced Project Management		2	60	40	100
T2179	0203410333	Supply Chain Modeling and Design		2	60	40	100
T3532	0203410334	Machine learning		2	100	0	100
T2159	0203410335	International Trade and Logistics		2	60	40	100
T3082	0203410336	IT Consulting		2	60	40	100
T2182	0203410337	Technology in Supply Chain		2	60	40	100
T2181	0203410338	Supply Chain Strategy		2	100	0	100
T2693	0203410339	Visual Analytics		2	60	40	100
T2354	0203410340	Social Entrepreneurship		2	60	40	100
T3394	0203410341	Internet of Things		2	60	40	100
T3395	0203410342	Digital Transformation		2	60	40	100
Total Required Credits				16	560	240	800
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 Courses							
T2125	0203410405	Marketing Strategy	Marketing	2	100	0	100
T2141	0203410406	Rural Marketing	Marketing	2	100	0	100
T2760	0203410408	Strategic Human Resource Management	Human Resource	2	100	0	100
T2298	0203410409	Coaching, Counseling and Mentoring	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
T2021	0203410412	Insurance Management	Finance	2	100	0	100
T2856	0203410413	Taxation	Finance	2	100	0	100



Celebrating 50 Years of Excellence

**Symbiosis Centre for Management and Human Resource Development,
Pune
Master of Business Administration
Programme Structure 2020-22**

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2502	0203410414	Wealth Management	Finance	2	100	0	100
T2797	0203410415	Probability Model for Simulation and Analytics	Operations	2	100	0	100
T2170	0203410416	Sustainable Supply Chain	Operations	2	100	0	100
T2189	0203410417	Operations Strategy and Control	Operations	2	100	0	100
T3288	0203410418	Business Process Management	Operations	2	100	0	100
T2121	0203410407	Customer Relationship Management		2	100	0	100
T2255	0203410419	Advanced Strategic Management		2	100	0	100
Total Required Credits				6	300	0	300



Celebrating 50 Years of Excellence

**Symbiosis Centre for Management and Human Resource
Development, Pune
Master of Business Administration
Programme Structure 2020-22**

Semester	Internal Credits	External Credits	Total Credits	Total Marks
Semester 1	7	20	27	1350
Semester 2	6	23	29	1450
Semester 3	7	24	31	1550
Semester 4	11	2	13	650
Total	31	69	100	5000