

**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: 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 MONTHS)</b>	(IN	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>	OF	English			
8.	<b>PROGRAMME PATTERN</b>	Semester				
9.	<b>COURSE 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>	
			Indian Students	793000	20000	813000
			International Students (USD equivalent to INR)	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>	OF	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</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. 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	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.

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

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**Annexure A**

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Credits	External Credits	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
T6016	020341118	Basic Spanish I		2	100	0	100
T6018	020341119	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>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>							
T2059	020341208	Advanced Corporate Finance		2	60	40	100
T2011	020341209	Commercial Banking		2	60	40	100
T2013	020341210	Derivative Markets		2	100	0	100
T2498	020341211	Financial Statement Analysis		2	60	40	100
T2073	020341212	International Finance		2	60	40	100
T2015	020341213	Introduction to Financial Markets and Institutions		2	60	40	100
F0002	020341214	Flexi-Credit Course		2	100	0	100
T2607	020341215	Venture and Private Equity Funding		2	60	40	100
T6068	020341216	Basic Econometrics		2	60	40	100
T2353	020341217	Entrepreneurship		2	60	40	100
T2574	020341218	Employment Related Laws		2	60	40	100

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T2576	020341219	Performance Management System		2	60	40	100
T2281	020341220	Talent Acquisition		2	60	40	100
T2296	020341221	Compensation and Reward Management		2	100	0	100
F0002	020341222	Flexi-Credit Course		2	100	0	100
T2284	020341223	Learning and Development		2	60	40	100
F0002	020341224	Flexi-Credit Course		2	100	0	100
T2130	020341225	Brand Management		2	60	40	100
T2136	020341226	Sales Force and Channel Management		2	60	40	100
T2141	020341227	Rural Marketing		2	60	40	100
T2148	020341228	Retail Marketing		2	60	40	100
T2139	020341229	Digital Marketing		2	100	0	100
T2165	020341230	Lean Six Sigma		2	60	40	100
T2527	020341231	Logistics Management		2	60	40	100
T2187	020341232	Service Operations Management		2	60	40	100
T2827	020341233	Supply Chain Management		2	60	40	100
T2176	020341234	Procurement Management		2	60	40	100
T2193	020341235	Project Management		2	60	40	100
T3312	020341236	Project Management Suite		2	100	0	100
T2169	020341237	Warehouse Management		2	60	40	100
F0002	020341238	Flexi-Credit Course		2	100	0	100
<b>Total Required Credits</b>				<b>16</b>	<b>560</b>	<b>240</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>							
T2056	020341308	Financial Risk Management		2	60	40	100
T2019	020341309	Fixed Income Markets		2	60	40	100
T2674	020341310	Investment Banking		2	60	40	100
T2043	020341311	Security Analysis and Portfolio Management		2	100	0	100
F0002	020341312	Flexi-Credit Course		2	100	0	100
T2693	020341313	Visual Analytics		2	60	40	100
T2354	020341314	Social Entrepreneurship		2	60	40	100
T2290	020341315	Leadership and Capacity Building		2	60	40	100
T2300	020341316	HR Analytics		2	60	40	100
T2286	020341317	Industrial Relations		2	60	40	100
T2294	020341318	Conflict and Negotiation		2	60	40	100
T2303	020341319	Empirical Research in Human Resource Management		2	60	40	100

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T3143	020341320	ERP - HCM		2	60	40	100
T2283	020341321	Talent Management		2	60	40	100
T2297	020341322	HRD Audit and Scorecard		2	100	0	100
F0002	020341323	Flexi-Credit Course		2	100	0	100
T2578	020341324	Organizational Development and Change		2	60	40	100
F0002	020341325	Flexi-Credit Course		2	100	0	100
T2143	020341326	Services Marketing		2	60	40	100
T2145	020341327	Sustainable Marketing		2	60	40	100
T2154	020341328	Marketing Simulation		2	100	0	100
T2118	020341329	Consumer Behaviour		2	60	40	100
T2127	020341330	Integrated Marketing Communication		2	60	40	100
T2144	020341331	Sports and Entertainment Marketing		2	60	40	100
T2795	020341332	Supply Chain Analytics		3	90	60	150
T2181	020341333	Supply Chain Strategy		2	100	0	100
T2182	020341334	Technology in Supply Chain		2	60	40	100
T2029	020341335	Operations in Financial Services		2	60	40	100
T3082	020341336	IT Consulting		2	60	40	100
T2159	020341337	International Trade and Logistics		2	60	40	100
T3532	020341338	Machine learning		2	60	40	100
F0002	020341339	Flexi-Credit Course		2	100	0	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>							
T2055	020341405	Behavioral Finance		2	100	0	100
T2037	020341406	Direct Taxation		2	100	0	100
T2021	020341407	Insurance Management		2	100	0	100
T2289	020341408	Management of Diverse Work Force		2	100	0	100
T2760	020341409	Strategic Human Resource Management		2	100	0	100
T2298	020341410	Coaching, Counseling and Mentoring		2	100	0	100
T2759	020341411	Psychological Issues at Work		1	50	0	50
T2299	020341412	Emotional Intelligence at Workplace		1	50	0	50
T2125	020341413	Marketing Strategy		2	100	0	100
T2121	020341414	Customer Relationship Management		2	100	0	100
T2155	020341415	Marketing Models		2	100	0	100
T2156	020341416	Marketing Innovation		2	100	0	100

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T2189	020341417	Operations Strategy and Control		2	100	0	100
T2797	020341418	Probability Model for Simulation and Analytics		2	100	0	100
T2170	020341419	Sustainable Supply Chain		2	100	0	100
T3288	020341420	Business Process 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
Semester1	5	22	27	1350
Semester2	6	23	29	1450
Semester3	6	24	30	1500
Semester4	12	2	14	700
<b>Total</b>	<b>29</b>	<b>71</b>	<b>100</b>	<b>5000</b>