



**Symbiosis Institute of Management Studies, Pune**  
**Master of Business Administration**  
**Programme Structure 2022-24**

1.	<b>OBJECTIVE</b>	To provide high quality management education to students through advancement of knowledge in all business related disciplines and development of ethos of corporate professionalism in student managers.						
2.	<b>DURATION (IN MONTHS)</b>	24 (Full Time)						
3.	<b>INTAKE</b>	300						
4.	<b>RESERVATION</b>	<b>I. Within the sanctioned intake</b>	a) SC (In Percentage)	b) ST (In Percentage)	c) Differentlyabled (In Percentage)	d) Defence (In Percentage)	e) Industry Sponsored (In Percentage)	f) Defence Special (In Percentage)
			0	0	0	80	10	10
		<b>II. Over and above the sanctioned intake</b>	a) Kashmiri Migrants (In Seats)		b) International Students (In Percentage)			
			0		0			
5.	<b>ELIGIBILITY</b>	Graduate from any recognised University/ Institution of National Importance with a minimum of 50% marks or equivalent grade. Defence category candidates should be son/ daughter/ spouse of Defence personnel.						
6.	<b>SELECTION PROCEDURE</b>	Symbiosis National Aptitude Test score, Group Exercise, Personal Interaction and Writing Ability Test (GEPI-WAT)						
7.	<b>MEDIUM OF INSTRUCTION</b>	English						
8.	<b>PROGRAMME PATTERN</b>	Semester						
9.	<b>COURSE &amp; SPECIALIZATION</b>	As per Annexure A Marketing , Human Resource Management , Finance, Operations and Supply Chain Management						
10.	<b>FEE</b>	<b>Academic Fee p.a</b>	<b>Institute Deposit</b>	<b>Total</b>				
	<b>Study Leave Officer (Indian Students)</b>	249000	20000	269000				
	<b>Open Defence (Indian Students)</b>	515000	20000	535000				
	<b>Open (Formerly - Industry Sponsored) (Indian Students)</b>	774000	20000	794000				
	<b>International Students (USD equivalent to INR)</b>	1160000	20000	1180000				
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 degree will be awarded at the end of 4th semester examination by taking into consideration the performance of all 4 semesters 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	30	0	0	0	0	0	30
2	13	6	12	0	0	0	31
3	5	0	12	0	6	2*	23
4	8	6	2	0	0	0	16
<b>Total</b>	<b>56</b>	<b>12</b>	<b>26</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>100</b>
* Satisfactory completion of the non letter grade courses 'Integrated Disaster Management', 'Research Publication' is mandatory for award of degree.							
The revised programme structure supersedes the previously approved programme structure dated 19/04/2022 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>							
T2217	0204410101	Business Statistics		3	90	60	150
T2036	0204410102	Financial Management		3	90	60	150
T2116	0204410103	Marketing Management		3	90	60	150
T2280	0204410104	Human Resource Management		3	90	60	150
T2860	0204410105	Operations Management		3	90	60	150
T2003	0204410106	Financial Accounting		2	60	40	100
T2573	0204410107	Organizational Behaviour		2	60	40	100
T2225	0204410108	Research Methodology		2	100	0	100
T6075	0204410109	Managerial Economics		2	60	40	100
T2802	0204410110	Project I		2	100	0	100
T3646	0204410111	Advance Excel		2	100	0	100
T2556	0204410112	Knowledge Management		1	50	0	50
T2801	0204410113	Project -II		1	50	0	50
T5959	0204410114	Business Communication - II		1	50	0	50
<b>Total</b>				<b>30</b>	<b>1080</b>	<b>420</b>	<b>1500</b>
<b>Semester : 2</b>							
<b>Generic Core Courses</b>							
T3154	0204410201	Data Driven Decision Making		2	60	40	100
T6074	0204410202	Macroeconomics for Managers		2	60	40	100
T3531	0204410203	R Programming		2	100	0	100
T1140	0204410204	Legal Aspects of Business		2	60	40	100
T2220	0204410205	Operations Research		2	60	40	100
T2768	0204410206	Management Accounting		2	60	40	100
T2801	0204410207	Project - III		1	50	0	50
<b>Total</b>				<b>13</b>	<b>450</b>	<b>200</b>	<b>650</b>
<b>Generic Elective Courses Group</b>							
T3079	0204410208	Business Analytics		2	60	40	100
T3159	0204410209	Emerging Technologies and Applications		2	60	40	100
T3076	0204410210	Enterprise Resource Planning		2	60	40	100
T2301	0204410211	HR Challenges in Mergers and Acquisitions		2	60	40	100
T2073	0204410212	International Finance		2	60	40	100
T2190	0204410213	Operations Planning and Scheduling		2	60	40	100
T2297	0204410214	HRD Audit and Scorecard		2	60	40	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2583	0204410215	Assessment Centres and HRD Instruments		2	60	40	100
T2613	0204410216	Social Media Marketing		2	60	40	100
T2153	0204410217	International Marketing		2	60	40	100
TM2101	0204410218	Banking and Insurance		2	60	40	100
T2387	0204410219	Global Business Environment		2	60	40	100
T2386	0204410220	Foreign Trade Policy		2	60	40	100
T2827	0204410221	Supply Chain Management		2	60	40	100
T2015	0204410222	Introduction to Financial Markets and Institutions		2	60	40	100
T2149	0204410223	Marketing in Emerging Economies		2	60	40	100
T2299	0204410224	Emotional Intelligence at Workplace		1	50	0	50
TM2002	0204410225	Talent Acquisition		1	50	0	50
<b>Total Required Credits</b>				<b>6</b>	<b>180</b>	<b>120</b>	<b>300</b>

**Specialization Core Courses : Marketing**

T2139	0204410226	Digital Marketing	Marketing	2	60	40	100
T2143	0204410227	Services Marketing	Marketing	2	60	40	100
T2136	0204410228	Sales Force and Channel Management	Marketing	2	60	40	100
T2118	0204410229	Consumer Behaviour	Marketing	2	60	40	100
T2128	0204410230	Product Management	Marketing	2	60	40	100
T2125	0204410231	Marketing Strategy	Marketing	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>

**Specialization Core Courses : Human Resource Management**

T2583	0204410215	Assessment Centres and HRD Instruments	Human Resource Management	2	60	40	100
T2283	0204410232	Talent Management	Human Resource Management	2	60	40	100
T2286	0204410233	Industrial Relations	Human Resource Management	2	60	40	100
T2296	0204410234	Compensation and Reward Management	Human Resource Management	2	60	40	100
T2576	0204410235	Performance Management System	Human Resource Management	2	60	40	100
T2284	0204410236	Learning and Development	Human Resource Management	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
<b>Specialization Core Courses : Finance</b>							
T2051	0204410237	Financial Modeling	Finance	2	60	40	100
T2019	0204410238	Fixed Income Markets	Finance	2	60	40	100
T2498	0204410239	Financial Statement Analysis	Finance	2	60	40	100
T2500	0204410240	Corporate Accounting	Finance	2	60	40	100
T2055	0204410241	Behavioral Finance	Finance	2	60	40	100
TM2065	0204410242	Application of Machine Learning & Artificial Intelligence in Finance	Finance	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Specialization Core Courses : Operations and Supply Chain Management</b>							
T2190	0204410213	Operations Planning and Scheduling	Operations and Supply Chain Management	2	60	40	100
T2174	0204410243	Materials Management	Operations and Supply Chain Management	2	60	40	100
T2193	0204410244	Project Management	Operations and Supply Chain Management	2	60	40	100
T2163	0204410245	Quality Management	Operations and Supply Chain Management	2	60	40	100
T2827	0204410246	Supply Chain Management	Operations and Supply Chain Management	2	60	40	100
T2959	0204410247	Enterprise Resource Planning	Operations and Supply Chain Management	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Semester : 3</b>							
<b>Generic Core Courses</b>							
T2569	0204410301	Strategic Management		3	90	60	150
T2802	0204410302	Capstone Project and Defence		2	100	0	100
T4005	0204410303	Integrated Disaster Management *		0	0	0	Non Letter Grade
T0100	0204410304	Research Publication *		0	0	0	Non Letter Grade
<b>Total</b>				<b>5</b>	<b>190</b>	<b>60</b>	<b>250</b>
<b>Specialization Core Courses : Marketing</b>							



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T2121	0204410305	Customer Relationship Management	Marketing	2	60	40	100
T2588	0204410306	Retail Management	Marketing	2	60	40	100
T2612	0204410307	Business Analytics for Marketing	Marketing	2	60	40	100
T2127	0204410308	Integrated Marketing Communication	Marketing	2	60	40	100
T2130	0204410309	Brand Management	Marketing	2	60	40	100
T2152	0204410310	Business to Business Marketing	Marketing	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Specialization Core Courses : Human Resource Management</b>							
T2574	0204410311	Employment Related Laws	Human Resource Management	2	60	40	100
T2291	0204410312	International Human Resource Management	Human Resource Management	2	60	40	100
T2290	0204410313	Leadership and Capacity Building	Human Resource Management	2	60	40	100
T2760	0204410314	Strategic Human Resource Management	Human Resource Management	2	60	40	100
T2300	0204410315	HR Analytics	Human Resource Management	2	60	40	100
T2575	0204410316	Organizational Development and Change	Human Resource Management	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Specialization Core Courses : Finance</b>							
T2684	0204410317	Financial Analytics	Finance	2	60	40	100
T2013	0204410318	Derivative Markets	Finance	2	60	40	100
T2043	0204410319	Security Analysis and Portfolio Management	Finance	2	60	40	100
T2056	0204410320	Financial Risk Management	Finance	2	60	40	100
T2047	0204410321	Mergers and Acquisitions	Finance	2	60	40	100
T2674	0204410322	Investment Banking	Finance	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Specialization Core Courses : Operations and Supply Chain Management</b>							
T2593	0204410323	International Logistics	Operations and Supply Chain Management	2	60	40	100



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T2187	0204410324	Service Operations Management	Operations and Supply Chain Management	2	60	40	100
T2179	0204410325	Supply Chain Modeling and Design	Operations and Supply Chain Management	2	60	40	100
T2192	0204410326	Technology and Innovation Management	Operations and Supply Chain Management	2	60	40	100
T2181	0204410327	Supply Chain Strategy	Operations and Supply Chain Management	2	60	40	100
T2222	0204410328	Advanced Operations Research	Operations and Supply Chain Management	2	60	40	100
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Open Elective Courses Group</b>							
T2187	0204410324	Service Operations Management	Operations and Supply Chain Management	2	60	40	100
T2150	0204410329	Marketing of Financial Services	Marketing	2	60	40	100
T2513	0204410330	Marketing Research	Marketing	2	60	40	100
T2141	0204410331	Rural Marketing	Marketing	2	60	40	100
T2144	0204410332	Sports and Entertainment Marketing	Marketing	2	60	40	100
T2302	0204410333	Technology in HR /SAP HR/ People Soft	Human Resource Management	2	60	40	100
T2298	0204410334	Coaching, Counseling and Mentoring	Human Resource Management	2	60	40	100
T2812	0204410335	Personal Effectiveness and Growth	Human Resource Management	1	50	0	50
T2759	0204410336	Psychological Issues at Work	Human Resource Management	1	50	0	50
TM2064	0204410337	Fintech Framework and Governance	Finance	2	60	40	100
T2502	0204410338	Wealth Management	Finance	2	60	40	100
T3168	0204410339	Cloud Management	Information System	2	60	40	100
T3138	0204410340	CRM Systems	Information System	2	60	40	100
T2385	0204410341	Export Import Management	International Business	2	60	40	100
T1237	0204410342	Intellectual Property Rights	International Business	2	60	40	100
T2399	0204410343	Operations and Diversity Management	International Business	2	60	40	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2328	0204410344	Retail Store Operations Management	Retail	2	60	40	100
T2856	0204410345	Taxation	Finance	2	60	40	100
<b>Total Required Credits</b>				<b>6</b>	<b>180</b>	<b>120</b>	<b>300</b>
<b>Semester : 4</b>							
<b>Generic Core Courses</b>							
T2236	0204410401	Corporate Governance and Ethics		2	60	40	100
T2353	0204410402	Entrepreneurship		2	60	40	100
T2802	0204410403	Project - IV		2	100	0	100
T2802	0204410404	Project - V		2	100	0	100
<b>Total</b>				<b>8</b>	<b>320</b>	<b>80</b>	<b>400</b>
<b>Generic Elective Courses Group</b>							
T2906	0204410405	Summer Internship		6	300	0	300
T2706	0204410406	Dissertation		6	300	0	300
<b>Total Required Credits</b>				<b>6</b>	<b>300</b>	<b>0</b>	<b>300</b>
<b>Specialization Core Courses : Marketing</b>							
T2145	0204410407	Sustainable Marketing	Marketing	2	60	40	100
<b>Total</b>				<b>2</b>	<b>60</b>	<b>40</b>	<b>100</b>
<b>Specialization Core Courses : Human Resource Management</b>							
T2294	0204410408	Conflict and Negotiation	Human Resource Management	2	60	40	100
<b>Total</b>				<b>2</b>	<b>60</b>	<b>40</b>	<b>100</b>
<b>Specialization Core Courses : Finance</b>							
T2063	0204410409	Project Feasibility and Financing	Finance	2	60	40	100
<b>Total</b>				<b>2</b>	<b>60</b>	<b>40</b>	<b>100</b>
<b>Specialization Core Courses : Operations and Supply Chain Management</b>							
T2333	0204410410	e-Retailing	Operations and Supply Chain Management	2	60	40	100
<b>Total</b>				<b>2</b>	<b>60</b>	<b>40</b>	<b>100</b>



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Semester	Internal Credits	External Credits	Total Credits	Total Marks
<b>Common</b>				
Semester 1	9	21	30	1500
Semester 2	5	26	31	1550
Semester 3	4	19	23	1150
Semester 4	10	6	16	800
<b>Total</b>	<b>28</b>	<b>72</b>	<b>100</b>	<b>5000</b>