



Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2020-22

1.	OBJECTIVE	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.	DURATION (IN MONTHS)	24 (Full Time)						
3.	INTAKE	300						
4.	RESERVATION	I. Within the sanctioned intake	a) SC (In Percentage)	b) ST (In Percentage)	c) Differently abled (In Percentage)	d) Defence (In Percentage)	e) Industry Sponsored (In Percentage)	f) Defence Special (In Percentage)
			0	0	0	80	10	10
		II. Over and above the sanctioned intake	a) Kashmiri Migrants (In Seats)		b) International Students (In Percentage)			
			0		0			
5.	ELIGIBILITY	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.	SELECTION PROCEDURE	Symbiosis National Aptitude Test score, Group Exercise, Personal Interaction and Writing Ability Test (GEPI-WAT)						
7.	MEDIUM OF INSTRUCTION	English						
8.	PROGRAMME PATTERN	Semester						
9.	COURSE & SPECIALIZATION	As per Annexure A Marketing , Human Resource Management , Finance, International Business, Operations, Information System , Retail Management and Entrepreneurship						
10.	FEE		Academic Fee p.a	Institute Deposit	Total			
Study Leave Officer								
		Indian Students	208000	20000	228000			
		International Students (USD equivalent to INR)	0	0	0			
International								
		Indian Students	0	0	0			
		International Students (USD equivalent to INR)	1030000	20000	1050000			



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Industry Sponsored							
		Indian Students	685000	20000	705000		
		International Students (USD equivalent to INR)	0	0	0		
Defence							
		Indian Students	450000	20000	470000		
		International Students (USD equivalent to INR)	0	0	0		
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 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.	NATURE WISE DISTRIBUTION OF CREDITS						
Semester	Generic Core	Generic Elective	Specialization Core	Specialization Elective	Open Elective	Audit	Total
1	27	0	0	0	0	0	27
2	15	0	12	0	6	0	33
3	9	0	10	0	6	2*	25
4	15	0	0	0	0	0	15
Total	66	0	22	0	12	0	100
<p>* Satisfactory completion of the non letter grade courses 'Integrated Disaster Management' and 'Research Publication' is mandatory for award of degree.</p> <p>Students are required to choose one specialization for Major and one specialization to Minor.</p> <p>** Student pursuing Finance or HR Major have the option to pursue core specialization in the same area as HR core or Finance core instead of pursuing minor in other area.</p> <p>The revised programme structure supersedes the previously approved programme structure dated 01/04/2021 for the programme.</p>							

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
Semester : 1							
Generic Core Courses							
T2778	0204410101	Basics of Financial Management		2	60	40	100
T2216	0204410102	Business Statistics		2	60	40	100
T2114	0204410103	Essentials of Marketing Management		2	60	40	100
T2003	0204410104	Financial Accounting		2	60	40	100
T2572	0204410105	Human Resource Management		2	60	40	100
T1140	0204410106	Legal Aspects of Business		2	60	40	100
T2528	0204410107	Management of Operations		2	60	40	100
T2220	0204410108	Operations Research		2	60	40	100
T2573	0204410109	Organizational Behaviour		2	60	40	100
T2225	0204410110	Research Methodology		2	100	0	100
T6075	0204410111	Managerial Economics		2	60	40	100
T3531	0204410112	R Programming		2	60	40	100
T3646	0204410113	Advance Excel		2	100	0	100
T5959	0204410114	Business Communication - II		1	50	0	50
Total				27	910	440	1350
Semester : 2							
Generic Core Courses							
T2218	0204410201	Advanced Statistics		2	100	0	100
T3154	0204410202	Data Driven Decision Making		2	100	0	100
T1237	0204410203	Intellectual Property Rights		2	60	40	100
T3166	0204410204	Knowledge Management		2	100	0	100
T2510	0204410205	Management Accounting		2	60	40	100
T6074	0204410206	Macroeconomics for Managers		2	60	40	100
F2003	0204410207	Transformation to Corporate Leaders		2	100	0	100
T2801	0204410208	Project - I		1	50	0	50
Total				15	630	120	750
Specialization Core Courses : Marketing (Major)							
T2118	0204410209	Consumer Behaviour	Marketing	2	60	40	100
T2139	0204410210	Digital Marketing	Marketing	2	60	40	100
T2125	0204410211	Marketing Strategy	Marketing	2	60	40	100
T2143	0204410212	Services Marketing	Marketing	2	60	40	100
T2136	0204410213	Sales Force and Channel Management	Marketing	2	60	40	100
T2130	0204410214	Brand Management	Marketing	2	60	40	100
Total				12	360	240	600



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Specialization Core Courses : Human Resource Management (Major)							
T2286	0204410215	Industrial Relations	Human Resource Management	2	60	40	100
T2576	0204410216	Performance Management System	Human Resource Management	2	60	40	100
T2296	0204410217	Compensation and Reward Management	Human Resource Management	2	60	40	100
T2284	0204410218	Learning and Development	Human Resource Management	2	60	40	100
T2299	0204410219	Emotional Intelligence at Workplace	Human Resource Management	1	50	0	50
TM2002	0204410220	Talent Acquisition	Human Resource Management	1	50	0	50
T2283	0204410255	Talent Management	Human Resource Management	2	60	40	100
Total				12	400	200	600
Specialization Core Courses : Finance (Major)							
T2055	0204410221	Behavioral Finance	Finance	2	60	40	100
T2011	0204410222	Commercial Banking	Finance	2	60	40	100
T2034	0204410223	Financial Management	Finance	2	60	40	100
T2498	0204410224	Financial Statement Analysis	Finance	2	60	40	100
T2015	0204410225	Introduction to Financial Markets and Institutions	Finance	2	60	40	100
T2856	0204410226	Taxation	Finance	2	60	40	100
Total				12	360	240	600
Specialization Core Courses : Operations and Supply Chain Management (Major)							
T2222	0204410227	Advanced Operations Research	Operations and Supply Chain Management	2	60	40	100
T2174	0204410228	Materials Management	Operations and Supply Chain Management	2	60	40	100
T2190	0204410229	Operations Planning and Scheduling	Operations and Supply Chain Management	2	60	40	100
T2193	0204410230	Project Management	Operations and Supply Chain Management	2	60	40	100
T2163	0204410231	Quality Management	Operations and Supply Chain Management	2	60	40	100
T2827	0204410232	Supply Chain Management	Operations and Supply Chain Management	2	60	40	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
Total				12	360	240	600
Specialization Core Courses : Information System (Major)							
T3117	0204410233	Software Engineering	Information System	4	120	80	200
T3312	0204410234	Project Management Suite	Information System	2	60	40	100
T3076	0204410235	Enterprise Resource Planning	Information System	2	60	40	100
T3088	0204410236	Management Information Systems	Information System	2	60	40	100
T3177	0204410237	Software Quality Systems	Information System	2	60	40	100
Total				12	360	240	600
Specialization Core Courses : International Business (Major)							
T2389	0204410238	Business, Government and the Global Political Economy	International Business	2	60	40	100
T2385	0204410239	Export Import Management	International Business	2	60	40	100
T2386	0204410240	Foreign Trade Policy	International Business	2	60	40	100
T2387	0204410241	Global Business Environment	International Business	2	60	40	100
T2394	0204410242	International Development and International Business	International Business	2	60	40	100
T2593	0204410243	International Logistics	International Business	2	60	40	100
Total				12	360	240	600
Choose any 1 Group from following 10 Open Elective Groups							
Marketing (Minor)							
T2139	0204410210	Digital Marketing	Marketing	2	60	40	100
T2143	0204410212	Services Marketing	Marketing	2	60	40	100
T2130	0204410214	Brand Management	Marketing	2	60	40	100
Human Resource Management (Minor)							
T2296	0204410217	Compensation and Reward Management	Human Resource Management	2	60	40	100
T2284	0204410218	Learning and Development	Human Resource Management	2	60	40	100
T2299	0204410219	Emotional Intelligence at Workplace	Human Resource Management	1	50	0	50
TM2002	0204410220	Talent Acquisition	Human Resource Management	1	50	0	50
Human Resource Management Core (Only for Human Resource Management Major Students)							
T2300	0204410244	HR Analytics	Human Resource Management	2	60	40	100
T2577	0204410245	HRD Instruments	Human Resource Management	2	60	40	100



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T2297	0204410246	HRD Audit and Scorecard	Human Resource Management	2	60	40	100
Finance (Minor)							
T2011	0204410222	Commercial Banking	Finance	2	60	40	100
T2498	0204410224	Financial Statement Analysis	Finance	2	60	40	100
T2015	0204410225	Introduction to Financial Markets and Institutions	Finance	2	60	40	100
Finance Core (Only for Finance Major Students)							
T2500	0204410247	Corporate Accounting	Finance	2	60	40	100
T2049	0204410248	Introduction to Trade Finance and FOREX	Finance	2	60	40	100
T2019	0204410249	Fixed Income Markets	Finance	2	60	40	100
Operations and Supply Chain Management (Minor)							
T2190	0204410229	Operations Planning and Scheduling	Operations and Supply Chain Management	2	60	40	100
T2193	0204410230	Project Management	Operations and Supply Chain Management	2	60	40	100
T2827	0204410232	Supply Chain Management	Operations and Supply Chain Management	2	60	40	100
Information System (Minor)							
T3312	0204410234	Project Management Suite	Information System	2	60	40	100
T3076	0204410235	Enterprise Resource Planning	Information System	2	60	40	100
T3088	0204410236	Management Information Systems	Information System	2	60	40	100
International Business (Minor)							
T2385	0204410239	Export Import Management	International Business	2	60	40	100
T2387	0204410241	Global Business Environment	International Business	2	60	40	100
T2593	0204410243	International Logistics	International Business	2	60	40	100
Entrepreneurship (Minor)							
T2352	0204410250	Business Modeling and Business Plan	Entrepreneurship	4	120	80	200
T2339	0204410251	Introduction to Entrepreneurship	Entrepreneurship	2	60	40	100
Retail Management (Minor)							
T2329	0204410252	Retail Distribution and Logistics	Retail	2	60	40	100
T2330	0204410253	Retail Merchandising and Buying	Retail	2	60	40	100



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2328	0204410254	Retail Store Operations Management	Retail	2	60	40	100
Total Required Credits				6	180	120	300
Semester : 3							
Generic Core Courses							
T2623	0204410301	Business Transformation and Organizational Turnaround		2	100	0	100
T3167	0204410302	Introduction to Business Intelligence		2	100	0	100
T2253	0204410303	Strategic Management		2	100	0	100
T2802	0204410304	Capstone Project and Defence		2	100	0	100
T3348	0204410305	Design Thinking		1	50	0	50
T4005	0204410306	Integrated Disaster Management *		0	0	0	Non Letter Grade
T0100	0204410307	Research Publication *		0	0	0	Non Letter Grade
Total				9	450	0	450
Marketing Elective (for Marketing Major students)							
T2128	0204410308	Product Management	Marketing	2	60	40	100
T2149	0204410309	Marketing in Emerging Economies	Marketing	2	60	40	100
T2588	0204410310	Retail Management	Marketing	2	60	40	100
T2152	0204410311	Business to Business Marketing	Marketing	2	60	40	100
T2153	0204410312	International Marketing	Marketing	2	60	40	100
T2121	0204410313	Customer Relationship Management	Marketing	2	60	40	100
T2127	0204410314	Integrated Marketing Communication	Marketing	2	60	40	100
Total Required Credits				10	300	200	500
HR MAJOR							
T2575	0204410317	Organizational Development and Change	Human Resource Management	2	60	40	100
T2290	0204410318	Leadership and Capacity Building	Human Resource Management	2	60	40	100
T2291	0204410319	International Human Resource Management	Human Resource Management	2	60	40	100
T2760	0204410320	Strategic Human Resource Management	Human Resource Management	2	60	40	100
T2574	0204410321	Employment Related Laws	Human Resource Management	2	60	40	100



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Total Required Credits				10	300	200	500
Finance Elective (for Finance Major students)							
T2051	0204410324	Financial Modeling	Finance	2	60	40	100
T2013	0204410325	Derivative Markets	Finance	2	60	40	100
T2056	0204410326	Financial Risk Management	Finance	2	60	40	100
T2502	0204410327	Wealth Management	Finance	2	60	40	100
T2674	0204410329	Investment Banking	Finance	2	60	40	100
T2043	0204410330	Security Analysis and Portfolio Management	Finance	2	60	40	100
T2045	0204410332	Corporate Valuation	Finance	2	60	40	100
Total Required Credits				10	300	200	500
Operations and Supply Chain Management Electives (for Operations Major students)							
T2201	0204410333	Advanced Project Management	Operations and Supply Chain Management	2	60	40	100
T2181	0204410334	Supply Chain Strategy	Operations and Supply Chain Management	2	60	40	100
T2192	0204410335	Technology and Innovation Management	Operations and Supply Chain Management	2	60	40	100
T2187	0204410336	Service Operations Management	Operations and Supply Chain Management	2	60	40	100
T2959	0204410337	Enterprise Resource Planning	Operations and Supply Chain Management	2	60	40	100
T2169	0204410338	Warehouse Management	Operations and Supply Chain Management	2	60	40	100
T2180	0204410339	Supply Chain Performance Measurement	Operations and Supply Chain Management	2	60	40	100
Total Required Credits				10	300	200	500
IS Major							
T3120	0204410340	Software Project Management	Information System	4	120	80	200
T3079	0204410341	Business Analytics	Information System	2	60	40	100
T3177	0204410342	Software Quality Systems	Information System	2	60	40	100
T3288	0204410343	Business Process Management	Information System	2	60	40	100
Total Required Credits				10	300	200	500



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
International Business Elective (for International Business Major students)							
T2397	0204410344	International Business and Global Strategy	International Business	2	60	40	100
T2399	0204410345	Operations and Diversity Management	International Business	2	60	40	100
T2395	0204410346	Multinational Management	International Business	2	60	40	100
T2136	0204410347	Sales Force and Channel Management	International Business	2	60	40	100
T1237	0204410348	Intellectual Property Rights	International Business	2	60	40	100
Total Required Credits				10	300	200	500
Choose any 1 Group from following 6 Open Elective Groups							
Marketing (Minor)							
T2588	0204410310	Retail Management	Marketing	2	60	40	100
T2153	0204410312	International Marketing	Marketing	2	60	40	100
T2127	0204410314	Integrated Marketing Communication	Marketing	2	60	40	100
Human Resource Management (Minor)							
T2575	0204410317	Organizational Development and Change	Human Resource Management	2	60	40	100
T2290	0204410318	Leadership and Capacity Building	Human Resource Management	2	60	40	100
T2760	0204410320	Strategic Human Resource Management	Human Resource Management	2	60	40	100
Human Resource Management Core (for Human Resource Management Major students)							
T2301	0204410315	HR Challenges in Mergers and Acquisitions	Human Resource Management	2	60	40	100
T2302	0204410316	Technology in HR /SAP HR/ People Soft	Human Resource Management	2	60	40	100
T2298	0204410322	Coaching, Counseling and Mentoring	Human Resource Management	2	60	40	100
Finance (Minor)							
T2502	0204410327	Wealth Management	Finance	2	60	40	100
T2674	0204410329	Investment Banking	Finance	2	60	40	100
T2043	0204410330	Security Analysis and Portfolio Management	Finance	2	60	40	100
Finance Core (for Finance Major students)							
T2063	0204410323	Project Feasibility and Financing	Finance	2	60	40	100
T2047	0204410328	Mergers and Acquisitions	Finance	2	60	40	100
T1324	0204410331	Goods and Service Tax (GST) Law	Finance	2	60	40	100



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Operations and Supply Chain Management (Minor)							
T2181	0204410334	Supply Chain Strategy	Operations and Supply Chain Management	2	60	40	100
T2187	0204410336	Service Operations Management	Operations and Supply Chain Management	2	60	40	100
T2959	0204410337	Enterprise Resource Planning	Operations and Supply Chain Management	2	60	40	100
International Business (Minor)							
T2397	0204410344	International Business and Global Strategy	International Business	2	60	40	100
T2399	0204410345	Operations and Diversity Management	International Business	2	60	40	100
T2395	0204410346	Multinational Management	International Business	2	60	40	100
Entrepreneurship (Minor)							
T2346	0204410349	Regulatory Framework For Entrepreneurs	Entrepreneurship	3	90	60	150
T2344	0204410350	Marketing Strategies For Entrepreneurs	Entrepreneurship	3	90	60	150
Retail (Minor)							
T2333	0204410351	e-Retailing	Retail	2	60	40	100
T2332	0204410352	Retail Franchising	Retail	2	60	40	100
T2334	0204410353	Retail Strategy	Retail	2	60	40	100
IS Minor							
T3079	0204410341	Business Analytics	Information System	2	60	40	100
T3177	0204410342	Software Quality Systems	Information System	2	60	40	100
T3288	0204410343	Business Process Management	Information System	2	60	40	100
Total Required Credits				6	180	120	300
Semester : 4							
Generic Core Courses							
T2255	0204410401	Advanced Strategic Management		2	60	40	100
T3289	0204410402	Business Intelligence I		2	100	0	100
T2236	0204410403	Corporate Governance and Ethics		2	60	40	100
T2625	0204410404	Doing Business in India		2	60	40	100
T2353	0204410405	Entrepreneurship		2	60	40	100
T2802	0204410406	Project II		2	100	0	100
T2803	0204410407	Project III		3	150	0	150



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Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
Total				15	590	160	750



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Semester	Internal Credits	External Credits	Total Credits	Total Marks
Marketing				
Semester 1	5	22	27	1350
Semester 2	9	24	33	1650
Semester 3	9	16	25	1250
Semester 4	7	8	15	750
Total	30	70	100	5000
Human Resource Management				
Semester 1	5	22	27	1350
Semester 2	11	22	33	1650
Semester 3	9	16	25	1250
Semester 4	7	8	15	750
Total	32	68	100	5000
Finance				
Semester 1	5	22	27	1350
Semester 2	9	24	33	1650
Semester 3	9	16	25	1250
Semester 4	7	8	15	750
Total	30	70	100	5000
Operations and Supply Chain Management				
Semester 1	5	22	27	1350
Semester 2	9	24	33	1650
Semester 3	9	16	25	1250
Semester 4	7	8	15	750
Total	30	70	100	5000
Operations				
Semester 1	5	22	27	1350
Semester 2	9	24	33	1650
Semester 3	9	16	25	1250
Semester 4	7	8	15	750
Total	30	70	100	5000
Information System				
Semester 1	5	22	27	1350
Semester 2	9	24	33	1650
Semester 3	9	16	25	1250
Semester 4	7	8	15	750
Total	30	70	100	5000
International Business				
Semester 1	5	22	27	1350
Semester 2	9	24	33	1650
Semester 3	9	16	25	1250
Semester 4	7	8	15	750



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Total	30	70	100	5000
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