



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

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	330						
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, Operations and Supply Chain Management						
10.	FEE			International Students (USD equivalent to INR)	Institute Deposit	Total		
		Study Leave Officer (Indian Students)						
	Study Leave Officer (Indian Students)			249000	20000	269000		
Open Defence (Indian Students)								
	Open Defence (Indian Students)			515000	20000	535000		
Open (Formerly - Industry Sponsored) (Indian Students)								
	Open (Formerly - Industry Sponsored) (Indian Students)			774000	20000	794000		
International Students (USD equivalent to INR)								



Celebrating 50 Years of Excellence

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

	International Students (USD equivalent to INR)	1160000	20000	1180000				
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.	CLASSIFICATION OF CREDITS							
	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	7	0	12	0	6	1*	25
	4	6	6	2	0	0	0	14
	Total	56	12	26	0	6	0	100

* Satisfactory completion of the non letter grade course 'Integrated Disaster Management' is mandatory for award of degree.

The revised programme structure supersedes the previously approved programme structure dated 01/09/2023 for the programme.

The sanctioned intake is 330.

**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.**

Director - Academics

THIS IS SYSTEM GENERATED DOCUMENT AND REQUIRES NO SIGNATURE.



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

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
Semester : 1							
Generic Core Courses							
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
Total				30	1080	420	1500
Semester : 2							
Generic Core Courses							
TMC5029	0204410201	Python Basics		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
Total				13	450	200	650
Generic Elective Course Group							
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
T2613	0204410215	Social Media Marketing		2	60	40	100



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

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2153	0204410216	International Marketing		2	60	40	100
TM2101	0204410217	Banking and Insurance		2	60	40	100
T2387	0204410218	Global Business Environment		2	60	40	100
T2386	0204410219	Foreign Trade Policy		2	60	40	100
T2827	0204410220	Supply Chain Management		2	60	40	100
T2055	0204410221	Behavioral Finance		2	60	40	100
T2149	0204410222	Marketing in Emerging Economies		2	60	40	100
T2299	0204410223	Emotional Intelligence at Workplace		1	50	0	50
TM2002	0204410224	Talent Acquisition		1	50	0	50
Total Required Credits				6	180	120	300
Specialization Core Courses : Marketing							
T2139	0204410225	Digital Marketing	Marketing	2	60	40	100
T2143	0204410226	Services Marketing	Marketing	2	60	40	100
T2136	0204410227	Sales Force and Channel Management	Marketing	2	60	40	100
T2118	0204410228	Consumer Behaviour	Marketing	2	60	40	100
T2128	0204410229	Product Management	Marketing	2	60	40	100
T2125	0204410230	Marketing Strategy	Marketing	2	60	40	100
Total				12	360	240	600
Specialization Core Courses : Human Resource Management							
T2577	0204410231	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
Total				12	360	240	600
Specialization Core Courses : Finance							
T2051	0204410237	Financial Modeling	Finance	2	60	40	100
T2019	0204410238	Fixed Income Markets	Finance	2	60	40	100



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

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2498	0204410239	Financial Statement Analysis	Finance	2	60	40	100
T2500	0204410240	Corporate Accounting	Finance	2	60	40	100
T2015	0204410241	Introduction to Financial Markets and Institutions	Finance	2	60	40	100
TM2065	0204410242	Application of Machine Learning & Artificial Intelligence in Finance	Finance	2	60	40	100
Total				12	360	240	600
Specialization Core Courses : Operations and Supply Chain Management							
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
Total				12	360	240	600
Semester : 3							
Generic Core Courses							
T2569	0204410301	Strategic Management		3	90	60	150
T2802	0204410302	Project IV		2	100	0	100
T2802	0204410303	Capstone Project and Defence		2	100	0	100
T4005	0204410304	Integrated Disaster Management *		0	0	0	Non - Letter Grade
Total				7	290	60	350
Specialization Core Courses : Marketing							
T2121	0204410305	Customer Relationship Management	Marketing	2	60	40	100
T2588	0204410306	Retail Management	Marketing	2	60	40	100



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

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
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
Total				12	360	240	600
Specialization Core Courses : Human Resource Management							
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
Total				12	360	240	600
Specialization Core Courses : Finance							
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
Total				12	360	240	600
Specialization Core Courses : Operations and Supply Chain Management							
T2593	0204410323	International Logistics	Operations and Supply Chain Management	2	60	40	100
T2179	0204410324	Supply Chain Modeling and Design	Operations and Supply Chain Management	2	60	40	100



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

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2187	0204410325	Service Operations Management	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
Total				12	360	240	600
Open Elective Courses Group							
T2187	0204410329	Service Operations Management	Operations and Supply Chain Management	2	60	40	100
T2150	0204410330	Marketing of Financial Services	Marketing	2	60	40	100
T2513	0204410331	Marketing Research	Marketing	2	60	40	100
T2141	0204410332	Rural Marketing	Marketing	2	60	40	100
T2144	0204410333	Sports and Entertainment Marketing	Marketing	2	60	40	100
T2302	0204410334	Technology in HR /SAP HR/ People Soft	Human Resource Management	2	60	40	100
T2298	0204410335	Coaching, Counseling and Mentoring	Human Resource Management	2	60	40	100
T2812	0204410336	Personal Effectiveness and Growth	Human Resource Management	1	50	0	50
T2759	0204410337	Psychological Issues at Work	Human Resource Management	1	50	0	50
TM2064	0204410338	Fintech Framework and Governance	Finance	2	60	40	100
T2502	0204410339	Wealth Management	Finance	2	60	40	100
T3168	0204410340	Cloud Management	Information System	2	60	40	100
T3138	0204410341	CRM Systems	Information System	2	60	40	100
T2385	0204410342	Export Import Management	International Business	2	60	40	100
T1237	0204410343	Intellectual Property Rights	International Business	2	60	40	100
T2399	0204410344	Operations and Diversity Management	International Business	2	60	40	100
T2328	0204410345	Retail Store Operations Management	Retail	2	60	40	100



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

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2856	0204410346	Taxation	Finance	2	60	40	100
Total Required Credits				6	180	120	300
GIP							
G2002	0204410347	Global Immersion Programme		2	0	100	100
Note: For students under Global Immersion Programme (0204410347) courses "Capstone Project and Defence"(0204410303) will be waived off.							
Semester : 4							
Generic Core Courses							
T2236	0204410401	Corporate Governance and Ethics		2	60	40	100
T2802	0204410402	Project - V		2	100	0	100
T2802	0204410403	Project VI		2	100	0	100
Total				6	260	40	300
Generic Elective Course Group - I							
T2904	0204410404	Summer Internship		4	200	0	200
T2704	0204410405	Dissertation		4	200	0	200
Total Required Credits				4	200	0	200
Generic Elective Course Group - II							
T2647	0204410406	Introduction to Entrepreneurship		1	50	0	50
T3348	0204410407	Design Thinking		1	50	0	50
T2840	0204410408	Qualitative Research Methods		2	60	40	100
TM2108	0204410409	Business Leadership		1	50	0	50
T6011	0204410410	Case Study Writing and Analysis Method		2	60	40	100
T2449	0204410411	Concepts and Applications in Sustainability		2	60	40	100
Total Required Credits				2	100	0	100
Specialization Core Courses : Marketing							
T2145	0204410412	Sustainable Marketing	Marketing	2	60	40	100
Total				2	60	40	100
Specialization Core Courses : Human Resource Management							
T2294	0204410413	Conflict and Negotiation	Human Resource Management	2	60	40	100
Total				2	60	40	100
Specialization Core Courses : Finance							



Celebrating 50 Years of Excellence

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

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2063	0204410414	Project Feasibility and Financing	Finance	2	60	40	100
Total				2	60	40	100
Specialization Core Courses : Operations and Supply Chain Management							
T2333	0204410415	e-Retailing	Operations and Supply Chain Management	2	60	40	100
Total				2	60	40	100



Celebrating 50 Years of Excellence

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

Semester	Internal Credits	External Credits	Total Credits	Total Marks
Common				
Semester 1	9	21	30	1500
Semester 2	5	26	31	1550
Semester 3	6	19	25	1250
Semester 4	10	4	14	700
Total	30	70	100	5000