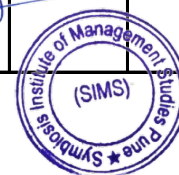


1.1.2 Symbiosis Institute of Management Studies

Modification Table 2021-2022 Academic Year

Master of Business Administration

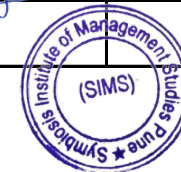
Institute Code	Institute Name	Program Code	Program Name	Catalog Course Code	Catalog Course Name	Course Type	Batch 2020	Batch 2021	Change in T-Code Yes / No	Change in course/Nature	Change in Pedagogy	Change in evaluation	Change in instruction method	Add on course	Changes Yes: Revised No: Not Revised
204	SIMS, Pune	20441	M.B.A.	F2003	Transformation to Corporate Leaders	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	GEN001	Global Immersion Programme	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	GEN002	Project	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	GEN003	Internship	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	GEN004	Dissertation	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	GEN005	Non Catalog Courses	Elective		Added	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T0100	Research Publication	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T1140	Legal Aspects of Business	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T1237	Intellectual Property Rights	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T1324	Goods and Service Tax (GST) Law	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2003	Financial Accounting	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2011	Commercial Banking	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2013	Derivative Markets	Core		Added	Yes	Yes				Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2015	Introduction to Financial Markets and Institutions	Core	Base PS	Dropped	Yes	Yes					Yes



Type text here

204	SIMS, Pune	20441	M.B.A.	T2019	Fixed Income Markets	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2034	Financial Management	Core	Base PS	Dropped	Yes						Yes
204	SIMS, Pune	20441	M.B.A.	T2036	Financial Management	Core		Added	Yes	Yes				Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2043	Security Analysis and Portfolio Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2045	Corporate Valuation	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2047	Mergers and Acquisitions	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2049	Introduction to Trade Finance and FOREX	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2051	Financial Modeling	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2055	Behavioral Finance	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2056	Financial Risk Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2063	Project Feasibility and Financing	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2073	International Finance	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2114	Essentials of Marketing Management	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2116	Marketing Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2118	Consumer Behaviour	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2121	Customer Relationship Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2125	Marketing Strategy	Core	Base PS	No Change	No						

Rajind

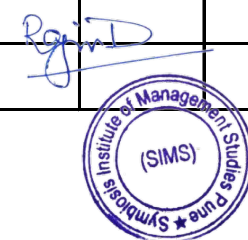


204	SIMS, Pune	20441	M.B.A.	T2127	Integrated Marketing Communication	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2128	Product Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2130	Brand Management	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2136	Sales Force and Channel Management	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2139	Digital Marketing	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2141	Rural Marketing	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2143	Services Marketing	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2144	Sports and Entertainment Marketing	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2145	Sustainable Marketing	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2149	Marketing in Emerging Economies	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2150	Marketing of Financial Services	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2152	Business to Business Marketing	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2153	International Marketing	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2163	Quality Management	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2169	Warehouse Management	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2174	Materials Management	Core	Base PS	No Change	No						

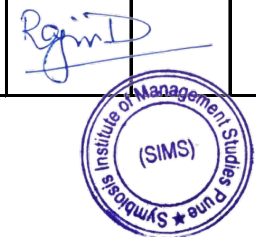
Rajiv D.



204	SIMS, Pune	20441	M.B.A.	T2179	Supply Chain Modeling and Design	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2180	Supply Chain Performance Measurement	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2181	Supply Chain Strategy	Core		Added	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2187	Service Operations Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2190	Operations Planning and Scheduling	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2192	Technology and Innovation Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2193	Project Management	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2201	Advanced Project Management	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2216	Business Statistics	Core	Base PS	Dropped	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2217	Business Statistics	Core		Added	Yes						
204	SIMS, Pune	20441	M.B.A.	T2218	Advanced Statistics	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2220	Operations Research	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2222	Advanced Operations Research	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2225	Research Methodology	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2236	Corporate Governance and Ethics	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2253	Strategic Management	Core	Base PS	Dropped	Yes	Yes					Yes



204	SIMS, Pune	20441	M.B.A.	T2255	Advanced Strategic Management	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2280	Human Resource Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2283	Talent Management	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2284	Learning and Development	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2286	Industrial Relations	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2290	Leadership and Capacity Building	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2291	International Human Resource Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2294	Conflict and Negotiation	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2296	Compensation and Reward Management	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2297	HRD Audit and Scorecard	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2298	Coaching, Counseling and Mentoring	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2299	Emotional Intelligence at Workplace	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2300	HR Analytics	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2301	HR Challenges in Mergers and Acquisitions	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2302	Technology in HR /SAP HR/ People Soft	Elective	Base PS	No Change	No						



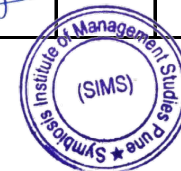
204	SIMS, Pune	20441	M.B.A.	T2328	Retail Store Operations Management	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2329	Retail Distribution and Logistics	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2330	Retail Merchandising and Buying	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2332	Retail Franchising	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2333	e-Retailing	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2334	Retail Strategy	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2339	Introduction to Entrepreneurship	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2344	Marketing Strategies For Entrepreneurs	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2346	Regulatory Framework For Entrepreneurs	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2352	Business Modeling and Business Plan	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2353	Entrepreneurship	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2385	Export Import Management	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2386	Foreign Trade Policy	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2387	Global Business Environment	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2389	Business, Government and the Global Political Economy	Core	Base PS	Dropped	Yes	Yes					Yes

Rgind



204	SIMS, Pune	20441	M.B.A.	T2394	International Development and International Business	Core	Base PS	Dropped	Yes	Yes						Yes
204	SIMS, Pune	20441	M.B.A.	T2395	Multinational Management	Elective	Base PS	Dropped	Yes	Yes						Yes
204	SIMS, Pune	20441	M.B.A.	T2397	International Business and Global Strategy	Elective	Base PS	Dropped	Yes	Yes						Yes
204	SIMS, Pune	20441	M.B.A.	T2399	Operations and Diversity Management	Elective	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T2498	Financial Statement Analysis	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T2500	Corporate Accounting	Core		Added	Yes						Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2502	Wealth Management	Elective	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T2510	Management Accounting	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T2513	Marketing Research	Elective		Added	Yes						Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2528	Management of Operations	Core	Base PS	Dropped	Yes	Yes						Yes
204	SIMS, Pune	20441	M.B.A.	T2569	Strategic Management	Core		Added	Yes						Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2572	Human Resource Management	Core	Base PS	Dropped	Yes	Yes						Yes
204	SIMS, Pune	20441	M.B.A.	T2573	Organizational Behaviour	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T2574	Employment Related Laws	Core		Added	Yes						Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2575	Organizational Development and Change	Core		Added	Yes						Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2576	Performance Management System	Core	Base PS	No Change	No							

Rajni

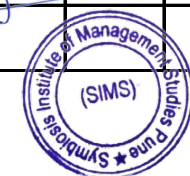


204	SIMS, Pune	20441	M.B.A.	T2577	HRD Instruments	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2583	Assessment Centres & HRD Instruments	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2588	Retail Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2593	International Logistics	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2612	Business Analytics for Marketing	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2613	Social Media Marketing	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2623	Business Transformation and Organizational Turnaround	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2625	Doing Business in India	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2674	Investment Banking	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2684	Financial Analytics	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2759	Psychological Issues at Work	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2760	Strategic Human Resource Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2778	Basics of Financial Management	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T2812	Personal Effectiveness and Growth	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2827	Supply chain management	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T2856	Taxation	Core	Base PS	Dropped	Yes	Yes					Yes



204	SIMS, Pune	20441	M.B.A.	T2860	Operations Management	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T2959	Enterprise Resource Planning	Core		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T3076	Enterprise Resource Planning	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3079	Business Analytics	Elective	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T3088	Management Information Systems	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3117	Software Engineering	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3120	Software Project Management	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3138	CRM Systems	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3154	Data Driven Decision Making	Core	Base PS	No Change	No						
204	SIMS, Pune	20441	M.B.A.	T3159	Emerging Technologies and Applications	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T3166	Knowledge Management	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3167	Introduction to Business Intelligence	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3168	Cloud Management	Elective		Added	Yes					Yes	Yes
204	SIMS, Pune	20441	M.B.A.	T3177	Software Quality Systems	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3288	Business Process Management	Elective	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3289	Business Intelligence I	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3312	Project Management Suite	Core	Base PS	Dropped	Yes	Yes					Yes
204	SIMS, Pune	20441	M.B.A.	T3348	Design Thinking	Core	Base PS	No Change	No						

RgimD



204	SIMS, Pune	20441	M.B.A.	T3531	R Programming	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T3646	Advance Excel	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T4005	Integrated Disaster Management	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T5959	Business Communication - II	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T6074	Macroeconomics for Managers	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	T6075	Managerial Economics	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	TH4272	Certificate in COVID- 19 Care for the Community	Core		Added	Yes						Yes	Yes
204	SIMS, Pune	20441	M.B.A.	TM2002	Talent Acquisition	Core	Base PS	No Change	No							
204	SIMS, Pune	20441	M.B.A.	TM2064	Fintech Framework and Governance	Elective		Added	Yes						Yes	Yes
204	SIMS, Pune	20441	M.B.A.	TM2065	Application of Machine Learning & Artificial Intelligence in Finance	Core		Added	Yes						Yes	Yes

Rajin D





SYMBIOSIS INSTITUTE OF MANAGEMENT STUDIES

(For Defence Personnel & Their Dependents)

Symbiosis International (Deemed University)

(Established under Section 3 of the UGC Act, 1956)

Re-accredited by NAAC with 'A' grade (3.58/4) | Awarded Category - I by UGC

Founder : Prof. Dr. S. B. Mujumdar (Awarded "Padma Bhushan" in 2012 & "Padma Shri" in 2005)

**Percentage of Programmes where syllabus revision was carried out
from A.Y 2020-2021 to 2021-2022**

Name of the Institute: Symbiosis Institute of Management Studies

Name of the Programme: Master of Business Administration

INDEX

Academic Year	Particulars	Page Number
2020-2021	Approved Programme Structure	2 -15
2021-2022	Approved Programme Structure	16 - 25

Brig (Dr.) Rajiv Divekar
Director



SYMBIOSIS INTERNATIONAL (DEEMED UNIVERSITY)

(Established under section 3 of the UGC Act 1956)

Re - accredited by NAAC with 'A' Grade

Founder: Prof. Dr. S. B. Mujumdar, M.Sc., Ph.D. (Awarded Padma Bhushan and Padma Shri by President of India)

SIU/U-110(SIMS)/2020/2396 (A)

Date: 30/07/2020

To
The Director
Symbiosis Institute of Management Studies, Pune

Subject: Approval of the Programme Structure/s for the academic year 2020-2021

Dear Sir/Madam,

This is to inform you that the following Programme Structure has been duly approved by the Academic Council for the Academic Year 2020-2021.

Sr.No.	Programme	Batch
1	Master of Business Administration	2020-2022

You may download the same using your login credentials using the link and the path mentioned-

Link: <http://eduwiz.intechsolutionspune.in/eduwiz/login.html>

Path: [Academics->Catalogue->Programme Structure-> View Course Structure -> Select Institute -> Select Academic Year -> Select Programme -> Select Batch -> Show Course Structure -> Print Programme Structure.](#)

Thanking you.

Sincerely,

Dr. Pravin Dange
Head- Academics

Copy to: Controller of Examinations, SIU



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 and Supply Chain Management, Information System, Retail Management and Entrepreneurship						
10.	FEE		Academic Fee p.a	Institute Deposit	Total			
Defence								
		Indian Students	450000	20000	470000			
		International Students (USD equivalent to INR)	0	0	0			
International								
		Indian Students	0	0	0			
		International Students (USD equivalent to INR)	1030000	20000	1050000			



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

Industry Sponsored							
		Indian Students	685000	20000	705000		
		International Students (USD equivalent to INR)	0	0	0		
Study Leave Officer							
		Indian Students	208000	20000	228000		
		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	3*	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', 'Research Publication' and 'Certificate in COVID-19 Care for the Community' 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 16/06/2021 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

THIS IS SYSTEM GENERATED DOCUMENT AND REQUIRES NO SIGNATURE.



Symbiosis Institute of Management Studies, 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							
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



Symbiosis Institute of Management Studies, 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
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



Symbiosis Institute of Management Studies, 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
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



Symbiosis Institute of Management Studies, 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
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



Symbiosis Institute of Management Studies, 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
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
TH4272	0204410354	Certificate in COVID-19 Care for the Community *		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



Symbiosis Institute of Management Studies, 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
T2574	0204410321	Employment Related Laws	Human Resource Management	2	60	40	100
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



Symbiosis Institute of Management Studies, 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
Total Required Credits				10	300	200	500
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



Celebrating 50 Years of Excellence

Symbiosis Institute of Management Studies, 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
T1324	0204410331	Goods and Service Tax (GST) Law	Finance	2	60	40	100
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



Celebrating 50 Years of Excellence

Symbiosis Institute of Management Studies, 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
T2803	0204410407	Project III		3	150	0	150
Total				15	590	160	750
GIP							
G2015	0204410408	Global Immersion Programme		15	0	750	750
Note: For students under Global Immersion Programme (0204410408), whole semester will be waived off.							



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

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
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
Total	30	70	100	5000



SYMBIOSIS INTERNATIONAL (DEEMED UNIVERSITY)

(Established under section 3 of the UGC Act 1956)

Re - accredited by NAAC with 'A' Grade

Founder: Prof. Dr. S. B. Mujumdar, M.Sc., Ph.D. (Awarded Padma Bhushan and Padma Shri by President of India)

SIU/U-110(SIMS, Pune)/2021/4518 (A)

Date: 10/11/2021

To
The Director
Symbiosis Institute of Management Studies, Pune

Subject: Approval of the Programme Structure/s for the academic year 2021-2022

Dear Sir/Madam,

This is to inform you that the following Programme Structure has been duly approved by the Academic Council for the Academic Year 2021-2022.

Sr.No.	Programme	Batch
1	Master of Business Administration	2021-2023

You may download the same using your login credentials using the link and the path mentioned-

Link: <http://eduwiz.intechsolutionspune.in/eduwiz/login.html>

Path: [Academics->Catalogue->Programme Structure-> View Course Structure -> Select Institute -> Select Academic Year -> Select Programme -> Select Batch -> Show Course Structure -> Print Programme Structure.](#)

Thanking you.

Sincerely,

Dr. Pravin Dange
Head- Academics

Copy to: Controller of Examinations, SIU



Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

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, Operations and Supply Chain Management						
10.	FEE	Academic Fee p.a		Institute Deposit		Total		
	Open Defence (Indian Students)	450000		20000		470000		
	Open (Formerly - Industry Sponsored) (Indian Students)	685000		20000		705000		
	International Students (USD equivalent to INR)	1030000		20000		1050000		
	Study Leave Officer (Indian Students)	208000		20000		228000		
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	30	0	0	0	0	1*	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
Total	56	12	26	0	6	0	100
* Satisfactory completion of the non letter grade courses 'Integrated Disaster Management', 'Research Publication' and 'Certificate in COVID-19 Care for the Community' is mandatory for award of degree.							
The revised programme structure supersedes the previously approved programme structure dated 18/09/2021 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 Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

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
T1140	0204410107	Legal Aspects of Business		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
T3348	0204410112	Design Thinking		1	50	0	50
T2801	0204410113	Project		1	50	0	50
T5959	0204410114	Business Communication - II		1	50	0	50
TH4272	0204410115	Certificate in COVID-19 Care for the Community *		0	0	0	Non Letter Grade
Total				30	1080	420	1500
Semester : 2							
Generic Core Courses							
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
T2573	0204410204	Organizational Behaviour		2	60	40	100
T2220	0204410205	Operations Research		2	60	40	100
T2510	0204410206	Management Accounting		2	60	40	100
T2801	0204410207	Project -II		1	50	0	50
Total				13	450	200	650
Generic Elective Courses 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



Celebrating 50 Years of Excellence

Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2297	0204410214	HRD Audit and Scorecard		2	60	40	100
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
T2011	0204410218	Commercial Banking		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
Total Required Credits				6	180	120	300
Specialization Core Courses : Marketing							
T2139	0204410224	Digital Marketing	Marketing	2	60	40	100
T2143	0204410225	Services Marketing	Marketing	2	60	40	100
T2136	0204410226	Sales Force and Channel Management	Marketing	2	60	40	100
T2118	0204410227	Consumer Behaviour	Marketing	2	60	40	100
T2128	0204410228	Product Management	Marketing	2	60	40	100
T2125	0204410229	Marketing Strategy	Marketing	2	60	40	100
Total				12	360	240	600
Specialization Core Courses : Human Resource Management							
T2283	0204410230	Talent Management	Human Resource Management	2	60	40	100
T2286	0204410231	Industrial Relations	Human Resource Management	2	60	40	100
T2296	0204410232	Compensation and Reward Management	Human Resource Management	2	60	40	100
T2576	0204410233	Performance Management System	Human Resource Management	2	60	40	100
T2284	0204410234	Learning and Development	Human Resource Management	2	60	40	100
T2299	0204410235	Emotional Intelligence at Workplace	Human Resource Management	1	50	0	50
TM2002	0204410236	Talent Acquisition	Human Resource Management	1	50	0	50
Total				12	400	200	600



Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
Specialization Core Courses : Finance							
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
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	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
Total				5	190	60	250
Specialization Core Courses : Marketing							



Celebrating 50 Years of Excellence

Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
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
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



Celebrating 50 Years of Excellence

Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
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
Total				12	360	240	600
Open Elective Courses Group							
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
T2502	0204410337	Wealth Management	Finance	2	60	40	100
T3168	0204410338	Cloud Management	Information System	2	60	40	100
T3138	0204410339	CRM Systems	Information System	2	60	40	100
T2385	0204410340	Export Import Management	International Business	2	60	40	100
T1237	0204410341	Intellectual Property Rights	International Business	2	60	40	100
T2399	0204410342	Operations and Diversity Management	International Business	2	60	40	100
T2328	0204410343	Retail Store Operations Management	Retail	2	60	40	100



Celebrating 50 Years of Excellence

Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

Annexure A

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2856	0204410344	Taxation	Finance	2	60	40	100
TM2064	0204410345	Fintech Framework and Governance	Finance	2	60	40	100
Total Required Credits				6	180	120	300
Semester : 4							
Generic Core Courses							
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 - III		2	100	0	100
Total				8	320	80	400
Generic Elective Courses Group							
T2906	0204410409	Summer Internship		6	300	0	300
T2706	0204410410	Dissertation		6	300	0	300
Total Required Credits				6	300	0	300
Specialization Core Courses : Marketing							
T2145	0204410405	Sustainable Marketing	Marketing	2	60	40	100
Total				2	60	40	100
Specialization Core Courses : Human Resource Management							
T2294	0204410406	Conflict and Negotiation	Human Resource Management	2	60	40	100
Total				2	60	40	100
Specialization Core Courses : Finance							
T2063	0204410407	Project Feasibility and Financing	Finance	2	60	40	100
Total				2	60	40	100
Specialization Core Courses : Operations and Supply Chain Management							
T2333	0204410408	e-Retailing	Operations and Supply Chain Management	2	60	40	100
Total				2	60	40	100



Symbiosis Institute of Management Studies, Pune
Master of Business Administration
Programme Structure 2021-23

Semester	Internal Credits	External Credits	Total Credits	Total Marks
Marketing				
Semester 1	9	21	30	1500
Semester 2	3	28	31	1550
Semester 3	4	19	23	1150
Semester 4	10	6	16	800
Total	26	74	100	5000
Human Resource Management				
Semester 1	9	21	30	1500
Semester 2	5	26	31	1550
Semester 3	4	19	23	1150
Semester 4	10	6	16	800
Total	28	72	100	5000
Finance				
Semester 1	9	21	30	1500
Semester 2	3	28	31	1550
Semester 3	4	19	23	1150
Semester 4	10	6	16	800
Total	26	74	100	5000
Operations and Supply Chain Management				
Semester 1	9	21	30	1500
Semester 2	3	28	31	1550
Semester 3	4	19	23	1150
Semester 4	10	6	16	800
Total	26	74	100	5000