

| 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 |
|----------------|----------------|--------------|--|---------------------|--|-------------|------------|------------|---------------------------|-------------------------|--------------------|----------------------|------------------------------|-------------------------------------|--------------------------------------|
| 201            | SIBM, Pune     | 20141        | M.B.A.                                   | T2176               | Procurement Management                         | Elective    | Base PS    | Dropped    | Yes                       | yes/Elective            |                    |                      |                              | AI and ML for Business Management   | Revised                              |
| 201            | SIBM, Pune     | 20141        | M.B.A.                                   | T2189               | Operations Strategy and Control                | Core        | Base PS    | Dropped    | Yes                       | yes/Core                |                    |                      |                              | Digital Manufacturing and Analytics | Revised                              |
| 201            | SIBM, Pune     | 20141        | M.B.A.                                   | T2289               | Management of Diverse Work Force               | Core        |            | Added      | Yes                       | yes/Core                |                    |                      |                              |                                     | Revised                              |
| 201            | SIBM, Pune     | 20141        | M.B.A.                                   | T2576               | Performance Management System                  | Core        | Base PS    | Dropped    | Yes                       | yes/Core                |                    |                      |                              | Management of Diverse Work Force    | Revised                              |
| 201            | SIBM, Pune     | 20141        | M.B.A.                                   | T2995               | Digital Manufacturing and Analytics            | Core        |            | Added      | Yes                       | yes/Core                |                    |                      |                              |                                     | Revised                              |
| 201            | SIBM, Pune     | 20141        | M.B.A.                                   | T3656               | AI and ML for Business Management              | Elective    |            | Added      | Yes                       | yes/Core                |                    |                      |                              |                                     | Revised                              |
| 201            | SIBM, Pune     | 20141        | M.B.A.                                   | TH4272              | Certificate in COVID-19 Care for the Community | Core        |            | Added      | Yes                       | yes/Core                |                    |                      |                              |                                     | Revised                              |
| 201            | SIBM, Pune     | 20143        | M.B.A. (Innovation and Entrepreneurship) | GEN001              | Global Immersion Programme                     | Core        |            | Added      | Yes                       | yes/Core                |                    |                      |                              |                                     | Revised                              |
| 201            | SIBM, Pune     | 20143        | M.B.A. (Innovation and Entrepreneurship) |                     |  | Elective    |            | Added      | Yes                       | yes/Core                |                    |                      |                              |                                     | Revised                              |

|     |            |       |   |       |  |      |         |         |     |          |  |  |  |                          |         |
|-----|------------|-------|---|-------|--|------|---------|---------|-----|----------|--|--|--|--------------------------|---------|
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2008 | Advanced Management Accounting         | Core | Base PS | Dropped | Yes | yes/Core |  |  |  | Business Analytics       | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2189 | Operations Strategy and Control        | Core | Base PS | Dropped | Yes | yes/Core |  |  |  | Export Import Management | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2227 | Business Analytics                     | Core |         | Added   | Yes | yes/Core |  |  |  |                          | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2344 | Marketing Strategies For Entrepreneurs | Core |         | Added   | Yes | yes/Core |  |  |  |                          | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2385 | Export Import Management               | Core |         | Added   | Yes | yes/Core |  |  |  |                          | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2513 | Marketing Research                     | Core |         | Added   | Yes | yes/Core |  |  |  |                          | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2615 | Marketing Strategy                     | Core | Base PS | Dropped | Yes | yes/Core |  |  |  | Marketing Research       | Revised |





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|     |            |       |   |        |  |          |         |         |     |          |  |  |  |                    |         |
|-----|------------|-------|---|--------|--|----------|---------|---------|-----|----------|--|--|--|--------------------|---------|
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2633  | Global and Indian Mega Trends                  | Core     | Base PS | Dropped | Yes | yes/Core |  |  |  | Marketing Research | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T2643  | Innovation and Entrepreneurship in India       | Core     | Base PS | Dropped | Yes | yes/Core |  |  |  | Tinker Lab         | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T3656  | AI and ML for Business Management              | Core     |         | Added   | Yes | yes/Core |  |  |  |                    | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | T7623  | Industrial Automation & Robotics Lab           | Core     |         | Added   | Yes | yes/Core |  |  |  |                    | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | TE7300 | Tinker Lab                                     | Core     |         | Added   | Yes | yes/Core |  |  |  |                    | Revised |
| 201 | SIBM, Pune | 20143 | M.B.A.<br>(Innovation and Entrepreneurship) | TH4272 | Certificate in COVID-19 Care for the Community | Core     |         | Added   | Yes | yes/Core |  |  |  |                    | Revised |
| 201 | SIBM, Pune | 20148 | M.B.A.<br>(Executive)                       | GEN002 | Project  | Core     | Base PS | Dropped | Yes |          |  |  |  |                    | Revised |
| 201 | SIBM, Pune | 20148 | M.B.A.<br>(Executive)                       |        |  | Elective | Base PS | Dropped | Yes |          |  |  |  |                    | Revised |

|     |            |       |                       |        |  |          |         |         |     |                |  |  |  |   |             |
|-----|------------|-------|-----------------------|--------|--|----------|---------|---------|-----|----------------|--|--|--|---|-------------|
| 201 | SIBM, Pune | 20148 | M.B.A.<br>(Executive) | T2055  | Behavioral<br>Finance                                    | Elective |         | Added   | Yes |                |  |  |  |   | Revised     |
| 201 | SIBM, Pune | 20148 | M.B.A.<br>(Executive) | T2289  | Management<br>of Diverse<br>Work Force                   | Core     |         | Added   | Yes |                |  |  |  |   | Revised     |
| 201 | SIBM, Pune | 20148 | M.B.A.<br>(Executive) | T2294  | Conflict and<br>Negotiation                              | Core     | Base PS | Dropped | Yes |                |  |  |  | Managemen<br>t of Diverse<br>Work Force | Revised     |
| 201 | SIBM, Pune | 20148 | M.B.A.<br>(Executive) | T2857  | Quantitative<br>Reasoning 2:<br>Finance                  | Core     |         | Added   | Yes | unable to find |  |  |  |   | Not Revised |
| 201 | SIBM, Pune | 20148 | M.B.A.<br>(Executive) | TH4272 | Certificate<br>in COVID-<br>19 Care for the<br>Community | Core     |         | Added   | Yes | yes/Core       |  |  |  |   | Revised     |

  
  
 ॥ वसुधैव कुटुम्बकम् ॥  
**SIBM, PUNE**



Celebrating 50 Years of Excellence

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

|     |                                    |  |  |  |   |
|-----|------------------------------------|--|--|--|---|
| 1.  | <b>OBJECTIVE</b>                   | Prepare students for an excellent corporate career, combining theory with practical business, classroom teaching with Management Development   |  |  |   |
| 2.  | <b>DURATION (IN MONTHS)</b>        | 24 (Full Time)   |  |  |   |
| 3.  | <b>INTAKE</b>                      | 180  |  |  |   |
| 4.  | <b>RESERVATION</b>                 | <b>I. Within the sanctioned intake</b>   | <b>a) SC (In Percentage)</b>           | <b>b) ST (In Percentage)</b>                     | <b>c) Differently abled (In Percentage)</b> |
|     |                                    |  | 15                                     | 7.5  | 3   |
|     |                                    | <b>II. Over and above the sanctioned intake</b>  | <b>a) Kashmiri Migrants (In Seats)</b> | <b>b) International Students (In Percentage)</b> |   |
|     |                                    |  | 2                                      | 15   |   |
| 5.  | <b>ELIGIBILITY</b>                 | Graduate from any recognised University/ Institution of National Importance with a minimum of 50% marks or equivalent grade (45% marks or equivalent grade for Scheduled Caste /Scheduled Tribes) at graduation level.   |  |  |   |
| 6.  | <b>SELECTION PROCEDURE</b>         | Symbiosis National Aptitude Test, Group Exercise, Personal Interaction and Writing Ability Test (GE-PIWAT)   |  |  |   |
| 7.  | <b>MEDIUM OF INSTRUCTION</b>       | English  |  |  |   |
| 8.  | <b>PROGRAMME PATTERN</b>           | Semester   |  |  |   |
| 9.  | <b>COURSE &amp; SPECIALIZATION</b> | As per Annexure A  |  |  |   |
| 10. | <b>FEE</b>                         |  | <b>Academic Fee p.a</b>                | <b>Institute Deposit</b>                         | <b>Total</b>                                |
|     |                                    | <b>Indian Students</b>   | 960000                                 | 20000  | 980000                                      |
|     |                                    | <b>International Students (USD equivalent to INR)</b>  | 1440000                                | 20000  | 1460000                                     |
| 11. | <b>ASSESSMENT</b>                  | All internal courses will have 100% component as internal evaluation at the institute level. All external courses will have 60% internal component and 40% component as external [University] examination.   |  |  |   |
| 12. | <b>STANDARD OF PASSING</b>         | The assessment of the student for each examination is done, based on relative performance. Maximum Grade Point (GP) is 10 corresponding to O (Outstanding). For all courses, a student is required to pass both internal and external examination separately with a minimum Grade Point of 4 corresponding to Grade P. Students securing less than 40% absolute marks in each head of passing will be declared FAIL. The University awards a degree to the student who has achieved a minimum CGPA of 4 out of maximum of 10 CGPA for the programme. |  |  |   |
| 13. | <b>AWARD OF DEGREE/</b>            | Master of Business Administration will be awarded at the end of semester IV  |  |  |   |



|  |                                 |   |
|--|---------------------------------|---|
|  | <b>DIPLOMA/<br/>CERTIFICATE</b> | examination by taking into consideration the performance of all semester examinations after obtaining minimum 4.00 CGPA out of 10 CGPA. |
|--|---------------------------------|---|

**14. CLASSIFICATION OF CREDITS**

| Semester     | Generic Core | Generic Elective | Specialization Core | Specialization Elective | Open Elective | Audit    | Total      |
|--------------|--------------|------------------|---------------------|-------------------------|---------------|----------|------------|
| 1            | 27           | 2                | 4                   | 0                       | 0             | 1*       | 33         |
| 2            | 20           | 0                | 6                   | 0                       | 0             | 1*       | 26         |
| 3            | 17           | 0                | 4                   | 0                       | 8             | 1*       | 29         |
| 4            | 10           | 0                | 2                   | 0                       | 0             | 0        | 12         |
| <b>Total</b> | <b>74</b>    | <b>2</b>         | <b>16</b>           | <b>0</b>                | <b>8</b>      | <b>0</b> | <b>100</b> |

\* Satisfactory completion of the non letter grade courses 'Integrated Disaster Management', 'Research Publication' 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 17/02/2022 for the programme.

**This Programme Structure is aligned with the norms laid down by the University and is approved by the Academic Council.  
Hereafter changes (if any) which conform to the policy on "Curriculum Development and Review" would be permissible, subject to revision of the Programme Structure, following the specified processes.**

**Head - Academics**

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**Symbiosis Institute of Business Management, 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      |
|---|-------------|--|----------------|-----------|----------------|----------------|------------------|
| <b>Semester : 1</b>                                 |             |  |                |           |                |                |                  |
| <b>Generic Core Courses</b>                         |             |  |                |           |                |                |                  |
| T2036   | 0201410101  | Financial Management                               |                | 3         | 90             | 60             | 150              |
| T2280   | 0201410102  | Human Resource Management                          |                | 3         | 90             | 60             | 150              |
| T2116   | 0201410103  | Marketing Management                               |                | 3         | 90             | 60             | 150              |
| T2186   | 0201410104  | Operations Management                              |                | 3         | 90             | 60             | 150              |
| T6076   | 0201410105  | Microeconomics                                     |                | 3         | 90             | 60             | 150              |
| T2216   | 0201410106  | Business Statistics                                |                | 2         | 60             | 40             | 100              |
| T3154   | 0201410107  | Data Driven Decision Making                        |                | 2         | 100            | 0              | 100              |
| T2003   | 0201410108  | Financial Accounting                               |                | 2         | 100            | 0              | 100              |
| T2225   | 0201410109  | Research Methodology                               |                | 2         | 60             | 40             | 100              |
| T2827   | 0201410110  | Supply Chain Management                            |                | 2         | 100            | 0              | 100              |
| T3531   | 0201410111  | R Programming                                      |                | 2         | 100            | 0              | 100              |
| TH4272  | 0201410123  | Certificate in COVID-19 Care for the Community *   |                | 0         | 0              | 0              | Non Letter Grade |
| <b>Total</b>  |             |  |                | <b>27</b> | <b>970</b>     | <b>380</b>     | <b>1350</b>      |
| <b>Generic Elective Courses Group</b>               |             |  |                |           |                |                |                  |
| T2625   | 0201410112  | Doing Business in India                            |                | 2         | 100            | 0              | 100              |
| T2729   | 0201410113  | Indian Ethos and Values for Management             |                | 2         | 100            | 0              | 100              |
| T2626   | 0201410114  | Indian Film Industry: A Business Perspective       |                | 2         | 100            | 0              | 100              |
| <b>Total Required Credits</b>                       |             |  |                | <b>2</b>  | <b>100</b>     | <b>0</b>       | <b>100</b>       |
| <b>Specialization Core Courses : Marketing</b>      |             |  |                |           |                |                |                  |
| T2136   | 0201410115  | Sales Force and Channel Management                 | Marketing      | 2         | 60             | 40             | 100              |
| T2888   | 0201410116  | Consumer Behaviour and Insights                    | Marketing      | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |  |                | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>       |
| <b>Specialization Core Courses : Human Resource</b> |             |  |                |           |                |                |                  |
| T2638   | 0201410117  | Labour Laws  | Human Resource | 2         | 60             | 40             | 100              |
| T2284   | 0201410118  | Learning and Development                           | Human Resource | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |  |                | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>       |
| <b>Specialization Core Courses : Finance</b>        |             |  |                |           |                |                |                  |
| T2611   | 0201410119  | Financial Econometrics                             | Finance        | 2         | 60             | 40             | 100              |
| T2015   | 0201410120  | Introduction to Financial Markets and Institutions | Finance        | 2         | 60             | 40             | 100              |





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**Annexure A**

| Catalog Course Code   | Course Code | Course Title                       | Specialization                         | Credit    | Internal Marks | External Marks | Total Marks      |
|---|-------------|------------------------------------|--|-----------|----------------|----------------|------------------|
| <b>Total</b>  |             |                                    |  | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>       |
| <b>Specialization Core Courses : Operations and Supply Chain Management</b> |             |                                    |  |           |                |                |                  |
| T2174   | 0201410121  | Materials Management               | Operations and Supply Chain Management | 2         | 60             | 40             | 100              |
| T2163   | 0201410122  | Quality Management                 | Operations and Supply Chain Management | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |                                    |  | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>       |
| <b>Semester : 2</b>   |             |                                    |  |           |                |                |                  |
| <b>Generic Core Courses</b>   |             |                                    |  |           |                |                |                  |
| T2279   | 0201410201  | Organizational Behaviour           |  | 3         | 90             | 60             | 150              |
| T6073   | 0201410202  | Macroeconomics                     |  | 3         | 90             | 60             | 150              |
| T2612   | 0201410203  | Business Analytics for Marketing   |  | 2         | 100            | 0              | 100              |
| T1140   | 0201410204  | Legal Aspects of Business          |  | 2         | 60             | 40             | 100              |
| T2777   | 0201410205  | Management Accounting              |  | 2         | 60             | 40             | 100              |
| T3088   | 0201410206  | Management Information Systems     |  | 2         | 100            | 0              | 100              |
| T2220   | 0201410207  | Operations Research                |  | 2         | 60             | 40             | 100              |
| T2193   | 0201410208  | Project Management                 |  | 2         | 100            | 0              | 100              |
| T3564   | 0201410209  | Cloud and Big Data                 |  | 2         | 100            | 0              | 100              |
| T4005   | 0201410210  | Integrated Disaster Management *   |  | 0         | 0              | 0              | Non Letter Grade |
| <b>Total</b>  |             |                                    |  | <b>20</b> | <b>760</b>     | <b>240</b>     | <b>1000</b>      |
| <b>Specialization Core Courses : Marketing</b>                              |             |                                    |  |           |                |                |                  |
| T2127   | 0201410211  | Integrated Marketing Communication | Marketing                              | 2         | 60             | 40             | 100              |
| T2141   | 0201410212  | Rural Marketing                    | Marketing                              | 2         | 60             | 40             | 100              |
| T2513   | 0201410213  | Marketing Research                 | Marketing                              | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |                                    |  | <b>6</b>  | <b>180</b>     | <b>120</b>     | <b>300</b>       |
| <b>Specialization Core Courses : Human Resource</b>                         |             |                                    |  |           |                |                |                  |
| T2286   | 0201410214  | Industrial Relations               | Human Resource                         | 2         | 60             | 40             | 100              |
| T2296   | 0201410215  | Compensation and Reward Management | Human Resource                         | 2         | 60             | 40             | 100              |
| T2283   | 0201410216  | Talent Management                  | Human Resource                         | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |                                    |  | <b>6</b>  | <b>180</b>     | <b>120</b>     | <b>300</b>       |





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**Annexure A**

| Catalog Course Code   | Course Code | Course Title                               | Specialization                         | Credit    | Internal Marks | External Marks | Total Marks      |
|---|-------------|--|--|-----------|----------------|----------------|------------------|
| <b>Specialization Core Courses : Finance</b>  |             |  |  |           |                |                |                  |
| T2045   | 0201410217  | Corporate Valuation                        | Finance                                | 2         | 60             | 40             | 100              |
| T2051   | 0201410218  | Financial Modeling                         | Finance                                | 2         | 60             | 40             | 100              |
| T2043   | 0201410219  | Security Analysis and Portfolio Management | Finance                                | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |  |  | <b>6</b>  | <b>180</b>     | <b>120</b>     | <b>300</b>       |
| <b>Specialization Core Courses : Operations and Supply Chain Management</b>   |             |  |  |           |                |                |                  |
| T2527   | 0201410220  | Logistics Management                       | Operations and Supply Chain Management | 2         | 60             | 40             | 100              |
| T2187   | 0201410221  | Service Operations Management              | Operations and Supply Chain Management | 2         | 60             | 40             | 100              |
| T2179   | 0201410222  | Supply Chain Modeling and Design           | Operations and Supply Chain Management | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |  |  | <b>6</b>  | <b>180</b>     | <b>120</b>     | <b>300</b>       |
| <b>GIP</b>  |             |  |  |           |                |                |                  |
| G2006   | 0201410223  | Global Immersion Programme                 |  | 6         | 0              | 300            | 300              |
| <p>Note: For students under Global Immersion Programme (0201410223), courses "Operations Research" (0201410207), "Project Management" (0201410208), "Integrated Marketing Communication" (0201410211) will be waived off.</p> |             |  |  |           |                |                |                  |
| <b>Semester : 3</b>   |             |  |  |           |                |                |                  |
| <b>Generic Core Courses</b>   |             |  |  |           |                |                |                  |
| T2912   | 0201410301  | Summer Internship                          |  | 10        | 300            | 200            | 500              |
| T2569   | 0201410302  | Strategic Management                       |  | 3         | 90             | 60             | 150              |
| T3451   | 0201410303  | Data Visualization and modeling            |  | 2         | 100            | 0              | 100              |
| T2658   | 0201410304  | Design Thinking                            |  | 2         | 100            | 0              | 100              |
| T0100   | 0201410305  | Research Publication *                     |  | 0         | 0              | 0              | Non Letter Grade |
| <b>Total</b>  |             |  |  | <b>17</b> | <b>590</b>     | <b>260</b>     | <b>850</b>       |
| <b>Specialization Core Courses : Marketing</b>  |             |  |  |           |                |                |                  |
| T2130   | 0201410306  | Brand Management                           | Marketing                              | 2         | 60             | 40             | 100              |
| T2152   | 0201410307  | Business to Business Marketing             | Marketing                              | 2         | 60             | 40             | 100              |
| <b>Total</b>  |             |  |  | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>       |



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**Annexure A**

| Catalog Course Code   | Course Code | Course Title                           | Specialization                         | Credit   | Internal Marks | External Marks | Total Marks |
|---|-------------|--|--|----------|----------------|----------------|-------------|
| <b>Specialization Core Courses : Human Resource</b>                         |             |  |  |          |                |                |             |
| T2578   | 0201410308  | Organizational Development and Change  | Human Resource                         | 2        | 60             | 40             | 100         |
| T2289   | 0201410309  | Management of Diverse Work Force       | Human Resource                         | 2        | 60             | 40             | 100         |
| <b>Total</b>  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization Core Courses : Finance</b>                                |             |  |  |          |                |                |             |
| T2013   | 0201410310  | Derivative Markets                     | Finance                                | 2        | 60             | 40             | 100         |
| T2019   | 0201410311  | Fixed Income Markets                   | Finance                                | 2        | 60             | 40             | 100         |
| <b>Total</b>  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization Core Courses : Operations and Supply Chain Management</b> |             |  |  |          |                |                |             |
| T2165   | 0201410312  | Lean Six Sigma                         | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| T2995   | 0201410313  | Digital Manufacturing and Analytics    | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| <b>Total</b>  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Open Specialization Group</b>  |             |  |  |          |                |                |             |
| <b>Specialization : Marketing</b>   |             |  |  |          |                |                |             |
| T2139   | 0201410314  | Digital Marketing                      | Marketing                              | 2        | 60             | 40             | 100         |
| T2148   | 0201410315  | Retail Marketing                       | Marketing                              | 2        | 60             | 40             | 100         |
| T2143   | 0201410316  | Services Marketing                     | Marketing                              | 2        | 60             | 40             | 100         |
| T2121   | 0201410317  | Customer Relationship Management       | Marketing                              | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>   |             |  |  | <b>8</b> | <b>240</b>     | <b>160</b>     | <b>400</b>  |
| <b>Specialization : Human Resource</b>                                      |             |  |  |          |                |                |             |
| T2583   | 0201410318  | Assessment Centres and HRD Instruments | Human Resource                         | 2        | 60             | 40             | 100         |
| T2302   | 0201410319  | Technology in HR /SAP HR/ People Soft  | Human Resource                         | 2        | 60             | 40             | 100         |
| T2300   | 0201410320  | HR Analytics                           | Human Resource                         | 2        | 60             | 40             | 100         |
| T2290   | 0201410321  | Leadership and Capacity Building       | Human Resource                         | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>   |             |  |  | <b>8</b> | <b>240</b>     | <b>160</b>     | <b>400</b>  |
| <b>Specialization : Finance</b>   |             |  |  |          |                |                |             |
| T2047   | 0201410322  | Mergers and Acquisitions               | Finance                                | 2        | 60             | 40             | 100         |
| T2073   | 0201410323  | International Finance                  | Finance                                | 2        | 60             | 40             | 100         |
| T2052   | 0201410324  | Financial Engineering and Analytics    | Finance                                | 2        | 60             | 40             | 100         |





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**Symbiosis Institute of Business Management, 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 |
|---|-------------|---|--|-----------|----------------|----------------|-------------|
| T2056   | 0201410325  | Financial Risk Management                             | Finance                                | 2         | 60             | 40             | 100         |
| <b>Total Required Credits</b>   |             |   |  | <b>8</b>  | <b>240</b>     | <b>160</b>     | <b>400</b>  |
| <b>Specialization : Operations and Supply Chain Management</b>              |             |   |  |           |                |                |             |
| T3130   | 0201410326  | ERP Modules and their Integration                     | Operations and Supply Chain Management | 2         | 60             | 40             | 100         |
| T3091   | 0201410327  | Outsourcing and IT Delivery Models                    | Operations and Supply Chain Management | 2         | 60             | 40             | 100         |
| T2748   | 0201410328  | Theory of Constraints                                 | Operations and Supply Chain Management | 2         | 60             | 40             | 100         |
| T3656   | 0201410329  | AI and ML for Business Management                     | Operations and Supply Chain Management | 2         | 60             | 40             | 100         |
| <b>Total Required Credits</b>   |             |   |  | <b>8</b>  | <b>240</b>     | <b>160</b>     | <b>400</b>  |
| <b>Semester : 4</b>   |             |   |  |           |                |                |             |
| <b>Generic Core Courses</b>   |             |   |  |           |                |                |             |
| T2622   | 0201410401  | Business Simulation                                   |  | 2         | 100            | 0              | 100         |
| T2623   | 0201410402  | Business Transformation and Organizational Turnaround |  | 2         | 100            | 0              | 100         |
| T2294   | 0201410403  | Conflict and Negotiation                              |  | 2         | 60             | 40             | 100         |
| T2236   | 0201410404  | Corporate Governance and Ethics                       |  | 2         | 60             | 40             | 100         |
| T2702   | 0201410405  | Dissertation  |  | 2         | 100            | 0              | 100         |
| <b>Total</b>  |             |   |  | <b>10</b> | <b>420</b>     | <b>80</b>      | <b>500</b>  |
| <b>Specialization Core Courses : Marketing</b>                              |             |   |  |           |                |                |             |
| T2153   | 0201410406  | International Marketing                               | Marketing                              | 2         | 60             | 40             | 100         |
| <b>Total</b>  |             |   |  | <b>2</b>  | <b>60</b>      | <b>40</b>      | <b>100</b>  |
| <b>Specialization Core Courses : Human Resource</b>                         |             |   |  |           |                |                |             |
| T2291   | 0201410407  | International Human Resource Management               | Human Resource                         | 2         | 60             | 40             | 100         |
| <b>Total</b>  |             |   |  | <b>2</b>  | <b>60</b>      | <b>40</b>      | <b>100</b>  |
| <b>Specialization Core Courses : Finance</b>                                |             |   |  |           |                |                |             |
| T2674   | 0201410408  | Investment Banking                                    | Finance                                | 2         | 60             | 40             | 100         |
| <b>Total</b>  |             |   |  | <b>2</b>  | <b>60</b>      | <b>40</b>      | <b>100</b>  |
| <b>Specialization Core Courses : Operations and Supply Chain Management</b> |             |   |  |           |                |                |             |



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**Symbiosis Institute of Business Management, 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 |
|---------------------|-------------|----------------------------|--|----------|----------------|----------------|-------------|
| T2800               | 0201410409  | Enterprise Risk Management | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| <b>Total</b>        |             |                            |  | <b>2</b> | <b>60</b>      | <b>40</b>      | <b>100</b>  |



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| Semester                                      | Internal Credits | External Credits | Total Credits | Total Marks |
|---|------------------|------------------|---------------|-------------|
| <b>Marketing</b>                              |                  |                  |               |             |
| Semester 1                                    | 10               | 23               | 33            | 1650        |
| Semester 2                                    | 8                | 18               | 26            | 1300        |
| Semester 3                                    | 4                | 25               | 29            | 1450        |
| Semester 4                                    | 6                | 6                | 12            | 600         |
| <b>Total</b>                                  | <b>28</b>        | <b>72</b>        | <b>100</b>    | <b>5000</b> |
| <b>Human Resource</b>                         |                  |                  |               |             |
| Semester 1                                    | 10               | 23               | 33            | 1650        |
| Semester 2                                    | 8                | 18               | 26            | 1300        |
| Semester 3                                    | 4                | 25               | 29            | 1450        |
| Semester 4                                    | 6                | 6                | 12            | 600         |
| <b>Total</b>                                  | <b>28</b>        | <b>72</b>        | <b>100</b>    | <b>5000</b> |
| <b>Finance</b>                                |                  |                  |               |             |
| Semester 1                                    | 10               | 23               | 33            | 1650        |
| Semester 2                                    | 8                | 18               | 26            | 1300        |
| Semester 3                                    | 4                | 25               | 29            | 1450        |
| Semester 4                                    | 6                | 6                | 12            | 600         |
| <b>Total</b>                                  | <b>28</b>        | <b>72</b>        | <b>100</b>    | <b>5000</b> |
| <b>Operations and Supply Chain Management</b> |                  |                  |               |             |
| Semester 1                                    | 10               | 23               | 33            | 1650        |
| Semester 2                                    | 8                | 18               | 26            | 1300        |
| Semester 3                                    | 4                | 25               | 29            | 1450        |
| Semester 4                                    | 6                | 6                | 12            | 600         |
| <b>Total</b>                                  | <b>28</b>        | <b>72</b>        | <b>100</b>    | <b>5000</b> |



Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Pune**  
**Master of Business Administration (Innovation and Entrepreneurship)**  
**Programme Structure 2021-23**

|     |                                    |  |  |  |   |
|-----|------------------------------------|--|--|--|---|
| 1.  | <b>OBJECTIVE</b>                   | Prepare students for India's decade of Innovation and Entrepreneurship, combining concepts with practice and classroom with field.   |  |  |   |
| 2.  | <b>DURATION (IN MONTHS)</b>        | 24 (Full Time)   |  |  |   |
| 3.  | <b>INTAKE</b>                      | 60   |  |  |   |
| 4.  | <b>RESERVATION</b>                 | <b>I. Within the sanctioned intake</b>   | <b>a) SC (In Percentage)</b>           | <b>b) ST (In Percentage)</b>                     | <b>c) Differently abled (In Percentage)</b> |
|     |                                    |  | 15                                     | 7.5  | 3   |
|     |                                    | <b>II. Over and above the sanctioned intake</b>  | <b>a) Kashmiri Migrants (In Seats)</b> | <b>b) International Students (In Percentage)</b> |   |
|     |                                    |  | 2                                      | 15   |   |
| 5.  | <b>ELIGIBILITY</b>                 | Graduate from any recognised University/ Institution of National Importance with a minimum of 50% marks or equivalent grade (45% marks or equivalent grade for Scheduled Caste /Scheduled Tribes).   |  |  |   |
| 6.  | <b>SELECTION PROCEDURE</b>         | Symbiosis National Aptitude Test Score and Personal Interaction  |  |  |   |
| 7.  | <b>MEDIUM OF INSTRUCTION</b>       | English  |  |  |   |
| 8.  | <b>PROGRAMME PATTERN</b>           | Semester   |  |  |   |
| 9.  | <b>COURSE &amp; SPECIALIZATION</b> | As per Annexure A  |  |  |   |
| 10. | <b>FEE</b>                         |  | <b>Academic Fee p.a</b>                | <b>Institute Deposit</b>                         | <b>Total</b>                                |
|     |                                    | <b>Indian Students</b>   | 720000                                 | 20000  | 740000                                      |
|     |                                    | <b>International Students (USD equivalent to INR)</b>  | 1080000                                | 20000  | 1100000                                     |
| 11. | <b>ASSESSMENT</b>                  | All internal courses will have 100% component as internal evaluation at the institute level. All external courses will have 60% internal component and 40% component as external [University] examination  |  |  |   |
| 12. | <b>STANDARD OF PASSING</b>         | The assessment of the student for each examination is done, based on relative performance. Maximum Grade Point (GP) is 10 corresponding to O (Outstanding). For all courses, a student is required to pass both internal and external examination separately with a minimum Grade Point of 4 corresponding to Grade P. Students securing less than 40% absolute marks in each head of passing will be declared FAIL. The University awards a degree to the student who has achieved a minimum CGPA of 4 out of maximum of 10 CGPA for the programme. |  |  |   |
| 13. | <b>AWARD OF DEGREE/</b>            | Master of Business Administration (Innovation and Entrepreneurship) will be  |  |  |   |



|                                 |   |
|---------------------------------|---|
| <b>DIPLOMA/<br/>CERTIFICATE</b> | awarded at the end of semester IV by taking into consideration the performance of all semester examinations after obtaining minimum 4.00 CGPA out of 10 CGPA. |
|---------------------------------|---|

**14. CLASSIFICATION OF CREDITS**

| Semester     | Generic Core | Generic Elective | Specialization Core | Specialization Elective | Open Elective | Audit    | Total      |
|--------------|--------------|------------------|---------------------|-------------------------|---------------|----------|------------|
| 1            | 28           | 0                | 0                   | 0                       | 0             | 1*       | 28         |
| 2            | 30           | 0                | 0                   | 0                       | 0             | 1*       | 30         |
| 3            | 28           | 0                | 0                   | 0                       | 0             | 1*       | 28         |
| 4            | 14           | 0                | 0                   | 0                       | 0             | 0        | 14         |
| <b>Total</b> | <b>100</b>   | <b>0</b>         | <b>0</b>            | <b>0</b>                | <b>0</b>      | <b>0</b> | <b>100</b> |

\* Satisfactory completion of the non letter grade courses 'Integrated Disaster Management', 'Research Publication' 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 23/02/2022 for the programme.

**This Programme Structure is aligned with the norms laid down by the University and is approved by the Academic Council.  
Hereafter changes (if any) which conform to the policy on "Curriculum Development and Review" would be permissible, subject to revision of the Programme Structure, following the specified processes.**

**Head - Academics**

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**Symbiosis Institute of Business Management, Pune**  
**Master of Business Administration (Innovation and Entrepreneurship)**  
**Programme Structure 2021-23**

Celebrating 50 Years of Excellence

## Annexure A

| Catalog Course Code         | Course Code | Course Title  | Specialization | Credit    | Continuous Assessment | Term End Assessment | Total Marks      |
|-----------------------------|-------------|---|----------------|-----------|-----------------------|---------------------|------------------|
| <b>Semester : 1</b>         |             |   |                |           |                       |                     |                  |
| <b>Generic Core Courses</b> |             |   |                |           |                       |                     |                  |
| T2805                       | 0201430101  | Project I   |                | 5         | 150                   | 100                 | 250              |
| T2642                       | 0201430102  | Fundamentals of Entrepreneurship and Intrapreneurship |                | 3         | 90                    | 60                  | 150              |
| T2657                       | 0201430103  | Fundamentals of Innovation                            |                | 3         | 90                    | 60                  | 150              |
| T2239                       | 0201430104  | Business Communication                                |                | 2         | 60                    | 40                  | 100              |
| T2656                       | 0201430105  | Creativity and Problem Solving                        |                | 2         | 60                    | 40                  | 100              |
| T2658                       | 0201430106  | Design Thinking                                       |                | 2         | 60                    | 40                  | 100              |
| T2114                       | 0201430107  | Essentials of Marketing Management                    |                | 2         | 60                    | 40                  | 100              |
| T2003                       | 0201430108  | Financial Accounting                                  |                | 2         | 60                    | 40                  | 100              |
| T2513                       | 0201430109  | Marketing Research                                    |                | 2         | 60                    | 40                  | 100              |
| T2659                       | 0201430110  | Sectorial Innovations - I                             |                | 3         | 90                    | 60                  | 150              |
| T6075                       | 0201430111  | Managerial Economics                                  |                | 2         | 60                    | 40                  | 100              |
| TH4272                      | 0201430112  | Certificate in COVID-19 Care for the Community *      |                | 0         | 0                     | 0                   | Non Letter Grade |
| <b>Total</b>                |             |   |                | <b>28</b> | <b>840</b>            | <b>560</b>          | <b>1400</b>      |
| <b>Semester : 2</b>         |             |   |                |           |                       |                     |                  |
| <b>Generic Core Courses</b> |             |   |                |           |                       |                     |                  |
| T2805                       | 0201430201  | Project II  |                | 5         | 150                   | 100                 | 250              |
| T3656                       | 0201430202  | AI and ML for Business Management                     |                | 2         | 60                    | 40                  | 100              |
| T2660                       | 0201430203  | Sectorial Innovations - II                            |                | 3         | 90                    | 60                  | 150              |
| T2903                       | 0201430204  | Internship  |                | 3         | 90                    | 60                  | 150              |
| T2227                       | 0201430205  | Business Analytics                                    |                | 2         | 60                    | 40                  | 100              |
| T2573                       | 0201430206  | Organizational Behaviour                              |                | 2         | 60                    | 40                  | 100              |
| T2528                       | 0201430207  | Management of Operations                              |                | 2         | 60                    | 40                  | 100              |
| T2645                       | 0201430208  | Lean Startup  |                | 2         | 60                    | 40                  | 100              |
| T2354                       | 0201430209  | Social Entrepreneurship                               |                | 2         | 60                    | 40                  | 100              |
| T2253                       | 0201430210  | Strategic Management                                  |                | 2         | 60                    | 40                  | 100              |
| T2617                       | 0201430211  | Product Design  |                | 2         | 60                    | 40                  | 100              |
| TE7300                      | 0201430212  | Tinker Lab  |                | 2         | 60                    | 40                  | 100              |
| T7623                       | 0201430213  | Industrial Automation & Robotics Lab                  |                | 1         | 30                    | 20                  | 50               |
| T4005                       | 0201430214  | Integrated Disaster Management *                      |                | 0         | 0                     | 0                   | Non Letter Grade |
| <b>Total</b>                |             |   |                | <b>30</b> | <b>900</b>            | <b>600</b>          | <b>1500</b>      |





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**Symbiosis Institute of Business Management, Pune**  
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**Annexure A**

| Catalog Course Code  | Course Code | Course Title                                     | Specialization | Credit    | Continu-ous Assess-ment | Term End Assess-ment | Total Marks      |
|--|-------------|--|----------------|-----------|-------------------------|----------------------|------------------|
| <b>GIP</b>   |             |  |                |           |                         |                      |                  |
| G2006  | 0201430215  | Global Immersion Programme                       |                | 6         | 0                       | 300                  | 300              |
| Note: For students under Global Immersion Programme (0201430215), courses "AI and ML for Business Management" (0201430202), "Organizational Behaviour" (0201430206), "Product Design" (0201430211) will be waived off.       |             |  |                |           |                         |                      |                  |
| <b>GIP</b>   |             |  |                |           |                         |                      |                  |
| G2006  | 0201430216  | Global Immersion Programme                       |                | 6         | 0                       | 300                  | 300              |
| Note: For students under Global Immersion Programme (0201430216), courses "AI and ML for Business Management" (0201430202), "Organizational Behaviour" (0201430206), "Strategic Management" (0201430210) will be waived off. |             |  |                |           |                         |                      |                  |
| <b>Semester : 3</b>  |             |  |                |           |                         |                      |                  |
| <b>Generic Core Courses</b>  |             |  |                |           |                         |                      |                  |
| T2805  | 0201430301  | Project III                                      |                | 5         | 150                     | 100                  | 250              |
| T2804  | 0201430302  | Project IV                                       |                | 4         | 120                     | 80                   | 200              |
| T1269  | 0201430303  | Basics of Intellectual Property and Business Law |                | 3         | 90                      | 60                   | 150              |
| T2606  | 0201430304  | Finance Strategy                                 |                | 3         | 90                      | 60                   | 150              |
| T2344  | 0201430305  | Marketing Strategies For Entrepreneurs           |                | 3         | 90                      | 60                   | 150              |
| T2294  | 0201430306  | Conflict and Negotiation                         |                | 2         | 60                      | 40                   | 100              |
| T3088  | 0201430307  | Management Information Systems                   |                | 2         | 60                      | 40                   | 100              |
| T2572  | 0201430308  | Human Resource Management                        |                | 2         | 60                      | 40                   | 100              |
| T2193  | 0201430309  | Project Management                               |                | 2         | 60                      | 40                   | 100              |
| T2607  | 0201430310  | Venture and Private Equity Funding               |                | 2         | 60                      | 40                   | 100              |
| T0100  | 0201430311  | Research Publication *                           |                | 0         | 0                       | 0                    | Non Letter Grade |
| <b>Total</b>   |             |  |                | <b>28</b> | <b>840</b>              | <b>560</b>           | <b>1400</b>      |
| <b>GIP</b>   |             |  |                |           |                         |                      |                  |
| G2002  | 0201430312  | Global Immersion Programme                       |                | 2         | 0                       | 100                  | 100              |
| Note: For students under Global Immersion Programme (0201430312), course "Project Management" (0201430309) will be waived off.   |             |  |                |           |                         |                      |                  |
| <b>Semester : 4</b>  |             |  |                |           |                         |                      |                  |
| <b>Generic Core Courses</b>  |             |  |                |           |                         |                      |                  |
| T2804  | 0201430401  | Project - V                                      |                | 4         | 120                     | 80                   | 200              |
| T2661  | 0201430402  | Innovation Lab I                                 |                | 3         | 90                      | 60                   | 150              |
| T2662  | 0201430403  | Innovation Lab II (New Venture Planning)         |                | 3         | 90                      | 60                   | 150              |
| T2385  | 0201430404  | Export Import Management                         |                | 2         | 60                      | 40                   | 100              |



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**Symbiosis Institute of Business Management, Pune**  
**Master of Business Administration (Innovation and Entrepreneurship)**  
**Programme Structure 2021-23**

**Annexure A**

| Catalog Course Code | Course Code | Course Title                       | Specialization | Credit    | Continuous Assessment | Term End Assessment | Total Marks |
|---------------------|-------------|------------------------------------|----------------|-----------|-----------------------|---------------------|-------------|
| T2136               | 0201430405  | Sales Force and Channel Management |                | 2         | 60                    | 40                  | 100         |
| <b>Total</b>        |             |                                    |                | <b>14</b> | <b>420</b>            | <b>280</b>          | <b>700</b>  |



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**Symbiosis Institute of Business Management, Pune**  
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| Semester     | Continuous Assessment | Term End Assessment | Total Credits | Total Marks |
|--------------|-----------------------|---------------------|---------------|-------------|
| Semester 1   | 900                   | 600                 | 30            | 1500        |
| Semester 2   | 840                   | 560                 | 28            | 1400        |
| Semester 3   | 840                   | 560                 | 28            | 1400        |
| Semester 4   | 420                   | 280                 | 14            | 700         |
| <b>Total</b> | <b>3000</b>           | <b>2000</b>         | <b>100</b>    | <b>5000</b> |





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**Symbiosis Institute of Business Management, Pune**  
**Master of Business Administration (Executive)**  
**Programme Structure 2021-24**

|     |                                    |  |                                   |                                       |              |
|-----|------------------------------------|--|-----------------------------------|---------------------------------------|--------------|
| 1.  | <b>OBJECTIVE</b>                   | <p>Increase the business skills and leadership capabilities of managers.<br/>         Improve the capacity of strategic decision making, to think faster and more creatively.<br/>         Deepen understanding of organizational dynamics, to improve the design and implementation of new initiatives.<br/>         Build capabilities for leading cross-border teams across functions.<br/>         Develop knowledge in core areas of business, including finance, marketing, management and strategy based on current research and best practice.</p> |                                   |                                       |              |
| 2.  | <b>DURATION (IN MONTHS)</b>        | 30 (Part Time)   |                                   |                                       |              |
| 3.  | <b>INTAKE</b>                      | 100  |                                   |                                       |              |
| 4.  | <b>RESERVATION</b>                 | Not Applicable   |                                   |                                       |              |
| 5.  | <b>ELIGIBILITY</b>                 | Graduate from any recognised University/ Institution of National Importance with minimum of 50% marks or equivalent grade and a minimum of Two years full time work experience after graduation in a registered firm/ company/ industry/ educational / government, autonomous organisations.   |                                   |                                       |              |
| 6.  | <b>SELECTION PROCEDURE</b>         | Personal Interaction   |                                   |                                       |              |
| 7.  | <b>MEDIUM OF INSTRUCTION</b>       | English  |                                   |                                       |              |
| 8.  | <b>PROGRAMME PATTERN</b>           | Semester   |                                   |                                       |              |
| 9.  | <b>COURSE &amp; SPECIALIZATION</b> | As per Annexure A  |                                   |                                       |              |
| 10. | <b>FEE</b>                         |  | <b>Academic Fees (Per Annum)*</b> | <b>Institute Deposit (Refundable)</b> | <b>Total</b> |
|     | <b>Indian Students (INR)</b>       | <b>1st Year</b>  | 315000                            | 10000                                 | 325000       |
|     | <b>Indian Students (INR)</b>       | <b>2nd Year</b>  | 315000                            | 0                                     | 315000       |
|     | <b>Indian Students (INR)</b>       | <b>3rd Year</b>  | 0                                 | 0                                     | 0            |
|     | <b>Total</b>                       |  | 630000                            | 10000                                 | 640000       |
| 11. | <b>ASSESSMENT</b>                  | All Internal Courses will have 100% component as internal evaluation at the institute level. All External courses will have 60% internal component and 40% component as external [University] examination.   |                                   |                                       |              |
| 12. | <b>STANDARD OF PASSING</b>         | The assessment of the student for each examination is done, based on relative performance. Maximum Grade Point (GP) is 10 corresponding to O (Outstanding). For all courses, a student is required to pass both internal and external examination separately with a minimum Grade Point of 4 corresponding to Grade P. Students securing less than 40% absolute marks in each head of passing will be declared FAIL. The University awards a degree to the student who has achieved a minimum CGPA of 4 out of maximum of 10 CGPA for the programme.       |                                   |                                       |              |
| 13. | <b>AWARD OF DEGREE/</b>            | Master of Business Administration (Executive) will be awarded at the end of  |                                   |                                       |              |

|  | <b>DIPLOMA/<br/>CERTIFICATE</b> | semester V examination by taking into consideration the performance of all semester examinations after obtaining minimum 4.00 CGPA out of 10. |                     |                         |               |          |            |
|--|---------------------------------|---|---------------------|-------------------------|---------------|----------|------------|
| <b>14. NATURE WISE DISTRIBUTION OF CREDITS</b> |                                 |   |                     |                         |               |          |            |
| Semester                                       | Generic Core                    | Generic Elective  | Specialization Core | Specialization Elective | Open Elective | Audit    | Total      |
| 1  | 17                              | 0   | 0                   | 0                       | 0             | 1*       | 17         |
| 2  | 16                              | 0   | 0                   | 0                       | 0             | 0        | 16         |
| 3  | 16                              | 0   | 0                   | 0                       | 0             | 0        | 16         |
| 4  | 2                               | 0   | 8                   | 4                       | 0             | 0        | 14         |
| 5  | 25                              | 0   | 8                   | 4                       | 0             | 0        | 37         |
| <b>Total</b>                                   | <b>76</b>                       | <b>0</b>  | <b>16</b>           | <b>8</b>                | <b>0</b>      | <b>0</b> | <b>100</b> |

\* Satisfactory completion of the non letter grade course 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 24/06/2021 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**

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**Symbiosis Institute of Business Management, Pune**  
**Master of Business Administration (Executive)**  
**Programme Structure 2021-24**

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**Annexure A**

| Catalog Course Code         | Course Code | Course Title  | Specialization | Credit    | Internal Marks | External Marks | Total Marks      |
|-----------------------------|-------------|---|----------------|-----------|----------------|----------------|------------------|
| <b>Semester : 1</b>         |             |   |                |           |                |                |                  |
| <b>Generic Core Courses</b> |             |   |                |           |                |                |                  |
| T6069                       | 0201480101  | Economics for Managers                                |                | 3         | 90             | 60             | 150              |
| T2116                       | 0201480102  | Marketing Management                                  |                | 3         | 90             | 60             | 150              |
| T2280                       | 0201480103  | Human Resource Management                             |                | 3         | 90             | 60             | 150              |
| T2528                       | 0201480104  | Management of Operations                              |                | 2         | 60             | 40             | 100              |
| T2777                       | 0201480105  | Management Accounting                                 |                | 2         | 60             | 40             | 100              |
| T2225                       | 0201480106  | Research Methodology                                  |                | 2         | 60             | 40             | 100              |
| T1140                       | 0201480107  | Legal Aspects of Business                             |                | 2         | 60             | 40             | 100              |
| TH4272                      | 0201480108  | Certificate in COVID-19 Care for the Community *      |                | 0         | 0              | 0              | Non Letter Grade |
| <b>Total</b>                |             |   |                | <b>17</b> | <b>510</b>     | <b>340</b>     | <b>850</b>       |
| <b>Semester : 2</b>         |             |   |                |           |                |                |                  |
| <b>Generic Core Courses</b> |             |   |                |           |                |                |                  |
| T3071                       | 0201480201  | Basic Business Statistics for Data Analysis           |                | 2         | 60             | 40             | 100              |
| T3154                       | 0201480202  | Data Driven Decision Making                           |                | 2         | 100            | 0              | 100              |
| T2035                       | 0201480203  | Introduction to Financial Management                  |                | 2         | 60             | 40             | 100              |
| T3088                       | 0201480204  | Management Information Systems                        |                | 2         | 100            | 0              | 100              |
| T2573                       | 0201480205  | Organizational Behaviour                              |                | 2         | 60             | 40             | 100              |
| T2827                       | 0201480206  | Supply Chain Management                               |                | 2         | 60             | 40             | 100              |
| T3531                       | 0201480207  | R Programming   |                | 2         | 60             | 40             | 100              |
| T2289                       | 0201480208  | Management of Diverse Work Force                      |                | 2         | 60             | 40             | 100              |
| <b>Total</b>                |             |   |                | <b>16</b> | <b>560</b>     | <b>240</b>     | <b>800</b>       |
| <b>Semester : 3</b>         |             |   |                |           |                |                |                  |
| <b>Generic Core Courses</b> |             |   |                |           |                |                |                  |
| T2240                       | 0201480301  | Advanced Business Communication                       |                | 3         | 90             | 60             | 150              |
| T2657                       | 0201480302  | Fundamentals of Innovation                            |                | 3         | 90             | 60             | 150              |
| T2236                       | 0201480303  | Corporate Governance and Ethics                       |                | 2         | 60             | 40             | 100              |
| T2015                       | 0201480304  | Introduction to Financial Markets and Institutions    |                | 2         | 60             | 40             | 100              |
| T2623                       | 0201480305  | Business Transformation and Organizational Turnaround |                | 2         | 60             | 40             | 100              |
| T2193                       | 0201480306  | Project Management                                    |                | 2         | 60             | 40             | 100              |
| T2227                       | 0201480307  | Business Analytics                                    |                | 2         | 60             | 40             | 100              |
| <b>Total</b>                |             |   |                | <b>16</b> | <b>480</b>     | <b>320</b>     | <b>800</b>       |



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| Catalog Course Code   | Course Code | Course Title                               | Specialization                         | Credit   | Internal Marks | External Marks | Total Marks |
|---|-------------|--|--|----------|----------------|----------------|-------------|
| <b>Semester : 4</b>   |             |  |  |          |                |                |             |
| <b>Generic Core Courses</b>   |             |  |  |          |                |                |             |
| T2729   | 0201480401  | Indian Ethos and Values for Management     |  | 2        | 100            | 0              | 100         |
| <b>Total</b>  |             |  |  | <b>2</b> | <b>100</b>     | <b>0</b>       | <b>100</b>  |
| <b>Specialization Core Courses : Marketing</b>                              |             |  |  |          |                |                |             |
| T2153   | 0201480402  | International Marketing                    | Marketing                              | 2        | 60             | 40             | 100         |
| T2152   | 0201480403  | Business to Business Marketing             | Marketing                              | 2        | 60             | 40             | 100         |
| T2136   | 0201480404  | Sales Force and Channel Management         | Marketing                              | 2        | 60             | 40             | 100         |
| T2121   | 0201480405  | Customer Relationship Management           | Marketing                              | 2        | 100            | 0              | 100         |
| <b>Total</b>  |             |  |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Human Resource</b>                         |             |  |  |          |                |                |             |
| T2291   | 0201480406  | International Human Resource Management    | Human Resource                         | 2        | 60             | 40             | 100         |
| T2638   | 0201480407  | Labour Laws                                | Human Resource                         | 2        | 60             | 40             | 100         |
| T2283   | 0201480408  | Talent Management                          | Human Resource                         | 2        | 60             | 40             | 100         |
| T2583   | 0201480409  | Assessment Centres and HRD Instruments     | Human Resource                         | 2        | 100            | 0              | 100         |
| <b>Total</b>  |             |  |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Finance</b>                                |             |  |  |          |                |                |             |
| T2043   | 0201480410  | Security Analysis and Portfolio Management | Finance                                | 2        | 60             | 40             | 100         |
| T2013   | 0201480411  | Derivative Markets                         | Finance                                | 2        | 60             | 40             | 100         |
| T2059   | 0201480412  | Advanced Corporate Finance                 | Finance                                | 2        | 60             | 40             | 100         |
| T2073   | 0201480413  | International Finance                      | Finance                                | 2        | 100            | 0              | 100         |
| <b>Total</b>  |             |  |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Operations and Supply Chain Management</b> |             |  |  |          |                |                |             |
| T2189   | 0201480414  | Operations Strategy and Control            | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| T2182   | 0201480415  | Technology in Supply Chain                 | Operations and Supply Chain Management | 2        | 100            | 0              | 100         |



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| Catalog Course Code  | Course Code | Course Title                       | Specialization                         | Credit   | Internal Marks | External Marks | Total Marks |
|--|-------------|------------------------------------|--|----------|----------------|----------------|-------------|
| T2527  | 0201480416  | Logistics Management               | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| T2176  | 0201480417  | Procurement Management             | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| <b>Total</b>   |             |                                    |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Analytics and IT</b>                |             |                                    |  |          |                |                |             |
| T3532  | 0201480418  | Machine learning                   | Analytics and IT                       | 2        | 60             | 40             | 100         |
| T3445  | 0201480419  | Data Mining                        | Analytics and IT                       | 2        | 60             | 40             | 100         |
| T3492  | 0201480420  | Internet of Things                 | Analytics and IT                       | 2        | 60             | 40             | 100         |
| T3398  | 0201480421  | Mobile Analytics                   | Analytics and IT                       | 2        | 100            | 0              | 100         |
| <b>Total</b>   |             |                                    |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Innovation and Entrepreneurship</b> |             |                                    |  |          |                |                |             |
| T2633  | 0201480422  | Global and Indian Mega Trends      | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |
| T2645  | 0201480423  | Lean Startup                       | Innovation and Entrepreneurship        | 2        | 100            | 0              | 100         |
| T2156  | 0201480424  | Marketing Innovation               | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |
| T2246  | 0201480425  | Technology Innovation              | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |
| <b>Total</b>   |             |                                    |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Choose any one group</b>  |             |                                    |  |          |                |                |             |
| <b>Specialization : Marketing</b>                                    |             |                                    |  |          |                |                |             |
| T2127  | 0201480426  | Integrated Marketing Communication | Marketing                              | 2        | 60             | 40             | 100         |
| T2118  | 0201480427  | Consumer Behaviour                 | Marketing                              | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>  |             |                                    |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Human Resource</b>                               |             |                                    |  |          |                |                |             |
| T2296  | 0201480428  | Compensation and Reward Management | Human Resource                         | 2        | 60             | 40             | 100         |
| T2576  | 0201480429  | Performance Management System      | Human Resource                         | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>  |             |                                    |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Finance</b>                                      |             |                                    |  |          |                |                |             |
| T2045  | 0201480430  | Corporate Valuation                | Finance                                | 2        | 60             | 40             | 100         |
| T2055  | 0201480431  | Behavioral Finance                 | Finance                                | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>  |             |                                    |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |





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|--|-------------|---------------------------------------|--|-----------|----------------|----------------|-------------|
| <b>Specialization : Operations and Supply Chain Management</b> |             |                                       |  |           |                |                |             |
| T2165  | 0201480432  | Lean Six Sigma                        | Operations and Supply Chain Management | 2         | 60             | 40             | 100         |
| T2220  | 0201480433  | Operations Research                   | Operations and Supply Chain Management | 2         | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |                                       |  | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Analytics and IT</b>                       |             |                                       |  |           |                |                |             |
| T3036  | 0201480434  | Information Risk Management           | Analytics and IT                       | 2         | 60             | 40             | 100         |
| T3504  | 0201480435  | Digital Transformation                | Analytics and IT                       | 2         | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |                                       |  | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Innovation and Entrepreneurship</b>        |             |                                       |  |           |                |                |             |
| T2658  | 0201480436  | Design Thinking                       | Innovation and Entrepreneurship        | 2         | 60             | 40             | 100         |
| T2245  | 0201480437  | Creativity and Innovation             | Innovation and Entrepreneurship        | 2         | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |                                       |  | <b>4</b>  | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Semester : 5</b>  |             |                                       |  |           |                |                |             |
| <b>Generic Core Courses</b>                                    |             |                                       |  |           |                |                |             |
| T2857  | 0201480501  | Research Project                      |  | 20        | 600            | 400            | 1000        |
| T2569  | 0201480502  | Strategic Management                  |  | 3         | 150            | 0              | 150         |
| T2290  | 0201480503  | Leadership and Capacity Building      |  | 2         | 100            | 0              | 100         |
| <b>Total</b>   |             |                                       |  | <b>25</b> | <b>850</b>     | <b>400</b>     | <b>1250</b> |
| <b>Specialization Core Courses : Marketing</b>                 |             |                                       |  |           |                |                |             |
| T2148  | 0201480504  | Retail Marketing                      | Marketing                              | 2         | 60             | 40             | 100         |
| T2144  | 0201480505  | Sports and Entertainment Marketing    | Marketing                              | 2         | 60             | 40             | 100         |
| T2130  | 0201480506  | Brand Management                      | Marketing                              | 2         | 100            | 0              | 100         |
| T2125  | 0201480507  | Marketing Strategy                    | Marketing                              | 2         | 60             | 40             | 100         |
| <b>Total</b>   |             |                                       |  | <b>8</b>  | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Human Resource</b>            |             |                                       |  |           |                |                |             |
| T2286  | 0201480508  | Industrial Relations                  | Human Resource                         | 2         | 100            | 0              | 100         |
| T2295  | 0201480509  | Strategic Human Resource Management   | Human Resource                         | 2         | 60             | 40             | 100         |
| T2578  | 0201480510  | Organizational Development and Change | Human Resource                         | 2         | 60             | 40             | 100         |
| T2284  | 0201480511  | Learning and Development              | Human Resource                         | 2         | 60             | 40             | 100         |



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| Catalog Course Code   | Course Code | Course Title                       | Specialization                         | Credit   | Internal Marks | External Marks | Total Marks |
|---|-------------|------------------------------------|--|----------|----------------|----------------|-------------|
| <b>Total</b>  |             |                                    |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Finance</b>                                |             |                                    |  |          |                |                |             |
| T2674   | 0201480512  | Investment Banking                 | Finance                                | 2        | 60             | 40             | 100         |
| T2047   | 0201480513  | Mergers and Acquisitions           | Finance                                | 2        | 60             | 40             | 100         |
| T2019   | 0201480514  | Fixed Income Markets               | Finance                                | 2        | 60             | 40             | 100         |
| T2684   | 0201480515  | Financial Analytics                | Finance                                | 2        | 100            | 0              | 100         |
| <b>Total</b>  |             |                                    |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Operations and Supply Chain Management</b> |             |                                    |  |          |                |                |             |
| T2687   | 0201480516  | Operations Analytics               | Operations and Supply Chain Management | 2        | 100            | 0              | 100         |
| T2181   | 0201480517  | Supply Chain Strategy              | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| T2187   | 0201480518  | Service Operations Management      | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| T2169   | 0201480519  | Warehouse Management               | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| <b>Total</b>  |             |                                    |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Analytics and IT</b>                       |             |                                    |  |          |                |                |             |
| T3451   | 0201480520  | Data Visualization and modeling    | Analytics and IT                       | 2        | 60             | 40             | 100         |
| T3045   | 0201480521  | Security Management through VAPT   | Analytics and IT                       | 2        | 60             | 40             | 100         |
| T3350   | 0201480522  | IT Business Analysis               | Analytics and IT                       | 2        | 60             | 40             | 100         |
| T2692   | 0201480523  | Social Media Analytics             | Analytics and IT                       | 2        | 100            | 0              | 100         |
| <b>Total</b>  |             |                                    |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Core Courses : Innovation and Entrepreneurship</b>        |             |                                    |  |          |                |                |             |
| T2087   | 0201480524  | Business Modeling and Planning     | Innovation and Entrepreneurship        | 2        | 100            | 0              | 100         |
| T2248   | 0201480525  | Service and Process Innovation     | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |
| T2607   | 0201480526  | Venture and Private Equity Funding | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |
| T2617   | 0201480527  | Product Design                     | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |



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| Catalog Course Code  | Course Code | Course Title                             | Specialization                         | Credit   | Internal Marks | External Marks | Total Marks |
|--|-------------|--|--|----------|----------------|----------------|-------------|
| <b>Total</b>   |             |  |  | <b>8</b> | <b>280</b>     | <b>120</b>     | <b>400</b>  |
| <b>Specialization Group</b>                                    |             |  |  |          |                |                |             |
| <b>Specialization : Marketing</b>                              |             |  |  |          |                |                |             |
| T2143  | 0201480528  | Services Marketing                       | Marketing                              | 2        | 60             | 40             | 100         |
| T2139  | 0201480529  | Digital Marketing                        | Marketing                              | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Human Resource</b>                         |             |  |  |          |                |                |             |
| T2636  | 0201480530  | Cross Cultural Management                | Human Resource                         | 2        | 60             | 40             | 100         |
| T2300  | 0201480531  | HR Analytics                             | Human Resource                         | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Finance</b>                                |             |  |  |          |                |                |             |
| T2502  | 0201480532  | Wealth Management                        | Finance                                | 2        | 60             | 40             | 100         |
| T2011  | 0201480533  | Commercial Banking                       | Finance                                | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Operations and Supply Chain Management</b> |             |  |  |          |                |                |             |
| T2163  | 0201480534  | Quality Management                       | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| T2800  | 0201480535  | Enterprise Risk Management               | Operations and Supply Chain Management | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Analytics and IT</b>                       |             |  |  |          |                |                |             |
| T3130  | 0201480536  | ERP Modules and their Integration        | Analytics and IT                       | 2        | 60             | 40             | 100         |
| T3082  | 0201480537  | IT Consulting                            | Analytics and IT                       | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |
| <b>Specialization : Innovation and Entrepreneurship</b>        |             |  |  |          |                |                |             |
| T2643  | 0201480538  | Innovation and Entrepreneurship in India | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |
| T2354  | 0201480539  | Social Entrepreneurship                  | Innovation and Entrepreneurship        | 2        | 60             | 40             | 100         |
| <b>Total Required Credits</b>                                  |             |  |  | <b>4</b> | <b>120</b>     | <b>80</b>      | <b>200</b>  |



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| Semester                                      | Internal Credits | External Credits | Total Credits | Total Marks |
|---|------------------|------------------|---------------|-------------|
| <b>Marketing</b>                              |                  |                  |               |             |
| Semester 1                                    | 0                | 17               | 17            | 850         |
| Semester 2                                    | 4                | 12               | 16            | 800         |
| Semester 3                                    | 0                | 16               | 16            | 800         |
| Semester 4                                    | 4                | 10               | 14            | 700         |
| Semester 5                                    | 7                | 30               | 37            | 1850        |
| <b>Total</b>                                  | <b>15</b>        | <b>85</b>        | <b>100</b>    | <b>5000</b> |
| <b>Human Resource</b>                         |                  |                  |               |             |
| Semester 1                                    | 0                | 17               | 17            | 850         |
| Semester 2                                    | 4                | 12               | 16            | 800         |
| Semester 3                                    | 0                | 16               | 16            | 800         |
| Semester 4                                    | 4                | 10               | 14            | 700         |
| Semester 5                                    | 7                | 30               | 37            | 1850        |
| <b>Total</b>                                  | <b>15</b>        | <b>85</b>        | <b>100</b>    | <b>5000</b> |
| <b>Finance</b>                                |                  |                  |               |             |
| Semester 1                                    | 0                | 17               | 17            | 850         |
| Semester 2                                    | 4                | 12               | 16            | 800         |
| Semester 3                                    | 0                | 16               | 16            | 800         |
| Semester 4                                    | 4                | 10               | 14            | 700         |
| Semester 5                                    | 7                | 30               | 37            | 1850        |
| <b>Total</b>                                  | <b>15</b>        | <b>85</b>        | <b>100</b>    | <b>5000</b> |
| <b>Operations and Supply Chain Management</b> |                  |                  |               |             |
| Semester 1                                    | 0                | 17               | 17            | 850         |
| Semester 2                                    | 4                | 12               | 16            | 800         |
| Semester 3                                    | 0                | 16               | 16            | 800         |
| Semester 4                                    | 4                | 10               | 14            | 700         |
| Semester 5                                    | 7                | 30               | 37            | 1850        |
| <b>Total</b>                                  | <b>15</b>        | <b>85</b>        | <b>100</b>    | <b>5000</b> |
| <b>Analytics and IT</b>                       |                  |                  |               |             |
| Semester 1                                    | 0                | 17               | 17            | 850         |
| Semester 2                                    | 4                | 12               | 16            | 800         |
| Semester 3                                    | 0                | 16               | 16            | 800         |
| Semester 4                                    | 4                | 10               | 14            | 700         |
| Semester 5                                    | 7                | 30               | 37            | 1850        |
| <b>Total</b>                                  | <b>15</b>        | <b>85</b>        | <b>100</b>    | <b>5000</b> |
| <b>Innovation and Entrepreneurship</b>        |                  |                  |               |             |
| Semester 1                                    | 0                | 17               | 17            | 850         |
| Semester 2                                    | 4                | 12               | 16            | 800         |
| Semester 3                                    | 0                | 16               | 16            | 800         |
| Semester 4                                    | 4                | 10               | 14            | 700         |



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**Master of Business Administration (Executive)**  
**Programme Structure 2021-24**

|              |           |           |            |             |
|--------------|-----------|-----------|------------|-------------|
| Semester 5   | 7         | 30        | 37         | 1850        |
| <b>Total</b> | <b>15</b> | <b>85</b> | <b>100</b> | <b>5000</b> |

  
  
 ॥वसुधैव कुटुम्बकम्॥  
**SIBM, PUNE**