



**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

1.	<b>OBJECTIVE</b>	To mould and groom future business leaders by providing them with: <ul style="list-style-type: none"> <li>• World-class academic environment</li> <li>• Top-class faculty</li> <li>• Dynamic and contemporary course content that is constantly benchmarked against the course contents of top-rated institutes</li> <li>• Appropriate levels of industry interface and social sensitization</li> </ul>			
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).			
6.	<b>SELECTION PROCEDURE</b>	Symbiosis National Aptitude Test Score, Group Exercise, Personal Interaction and Writing Ability Test			
7.	<b>MEDIUM OF INSTRUCTION</b>	English			
8.	<b>PROGRAMME PATTERN</b>	Semester			
9.	<b>COURSE &amp; SPECIALIZATION</b>	As per Annexure A Specializations: Marketing/Finance/Operations/Human Resources Management			
10.	<b>FEE</b>		<b>Academic Fee p.a</b>	<b>Institute Deposit</b>	<b>Total</b>
		<b>Indian Students</b>	725000	20000	745000
		<b>International Students (USD equivalent to INR)</b>	1090000	20000	1110000
11.	<b>ASSESSMENT</b>	All internal courses will have 100% component as internal evaluation at the institute level. All external courses will have 60% internal component and 40% component as external (University) Examination.			
12.	<b>STANDARD OF PASSING</b>	The assessment of the student for each examination is done, based on relative performance. Maximum Grade Point (GP) is 10 corresponding to O (Outstanding). For all courses, a student is required to pass both internal and external examination			

		separately with a minimum Grade Point of 4 corresponding to Grade P. Students securing less than 40% absolute marks in each head of passing will be declared FAIL. The University awards a degree to the student who has achieved a minimum CGPA of 4 out of maximum of 10 CGPA for the programme.
13.	<b>AWARD OF DEGREE/ DIPLOMA/ CERTIFICATE</b>	Master of Business Administration will be awarded at the end of semester IV examination by taking into consideration the performance of all semester examinations after obtaining minimum CGPA of 4 out of maximum of 10 CGPA.

**14. NATURE WISE DISTRIBUTION OF CREDITS**

Semester	Generic Core	Generic Elective	Specialization Core	Specialization Elective	Open Elective	Audit	Total
1	28	0	0	0	0	1*	28
2	28	0	0	0	0	0	28
3	6	2	18	0	0	1*	26
4	4	2	12	0	0	0	18
<b>Total</b>	<b>66</b>	<b>4</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>

\* Satisfactory completion of the non letter- grade courses 'Integrated Disaster Management' and 'Research Publication' are mandatory for award of degree.

The revised programme structure supersedes the previously approved programme structure dated 30/04/2020 for the programme.

Programme Structure is approved by the Academic Council subject to its norms & conditions. Any provision in the Programme Structure which violates the basic rules & regulations is deemed to be termed "Null & Void".

Head-Academics

THIS IS SYSTEM GENERATED DOCUMENT AND REQUIRES NO SIGNATURE.



Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

**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>							
T6076	020841101	Microeconomics		3	90	60	150
T2116	020841102	Marketing Management		3	90	60	150
T2279	020841103	Organizational Behaviour		3	90	60	150
T2217	020841104	Business Statistics		3	90	60	150
T2186	020841105	Operations Management		3	90	60	150
T1140	020841106	Legal Aspects of Business		2	60	40	100
T2239	020841107	Business Communication		2	100	0	100
T3151	020841108	Technology in Business		2	100	0	100
T2003	020841109	Financial Accounting		2	60	40	100
T2778	020841110	Basics of Financial Management		2	60	40	100
T2387	020841111	Global Business Environment		2	100	0	100
T2237	020841112	Corporate Social Responsibility		1	50	0	50
T4005	020841113	Integrated Disaster Management *		0	0	0	Non Letter Grade
<b>Total</b>				<b>28</b>	<b>980</b>	<b>420</b>	<b>1400</b>
<b>Semester : 2</b>							
<b>Generic Core Courses</b>							
T5525	020841201	Research Methodology		3	90	60	150
T2569	020841202	Strategic Management		3	90	60	150
T2280	020841203	Human Resource Management		3	90	60	150
T6073	020841204	Macroeconomics		3	90	60	150
T2228	020841205	Business Analytics		3	150	0	150
T2615	020841206	Marketing Strategy		3	90	60	150
T2236	020841207	Corporate Governance and Ethics		2	100	0	100
T2220	020841208	Operations Research		2	60	40	100
T2034	020841209	Financial Management		2	60	40	100
T2006	020841210	Cost Accounting		2	60	40	100
T2353	020841211	Entrepreneurship		2	100	0	100
<b>Total</b>				<b>28</b>	<b>980</b>	<b>420</b>	<b>1400</b>
<b>Semester : 3</b>							
<b>Generic Core Courses</b>							
T2806	020841301	Project		6	300	0	300
T0100	020841340	Research Publication *		0	0	0	Non Letter Grade
<b>Total</b>				<b>6</b>	<b>300</b>	<b>0</b>	<b>300</b>
<b>Specialization Core Courses : Marketing</b>							



Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

**Annexure A**

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2146	020841302	Retail Management	Marketing	3	90	60	150
T2746	020841303	Business Analytics for Marketing	Marketing	3	90	60	150
T2744	020841304	Services Marketing	Marketing	3	90	60	150
T2119	020841305	Consumer Behaviour and Insights	Marketing	3	90	60	150
T2131	020841306	Brand Management and Communications	Marketing	3	90	60	150
T2135	020841307	Sales and Distribution Management	Marketing	3	90	60	150
<b>Total</b>				<b>18</b>	<b>540</b>	<b>360</b>	<b>900</b>
<b>Specialization Core Courses : Human Resource Management</b>							
T2750	020841308	Compensation and Reward Management	Human Resource Management	3	90	60	150
T2287	020841309	Employment Related Laws	Human Resource Management	3	90	60	150
T2269	020841310	Organizational Development and Change	Human Resource Management	3	90	60	150
T2758	020841311	Talent Acquisition and Retention	Human Resource Management	3	90	60	150
T2752	020841312	HR Scorecard and Analytics	Human Resource Management	3	90	60	150



Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

**Annexure A**

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2751	020841313	Competency Based Management & Performance Management Systems	Human Resource Management	3	90	60	150
<b>Total</b>				<b>18</b>	<b>540</b>	<b>360</b>	<b>900</b>
<b>Specialization Core Courses : Finance</b>							
T2014	020841314	Derivative Markets	Finance	3	90	60	150
T2012	020841315	Commercial Banking	Finance	3	90	60	150
T2046	020841316	Corporate Valuation	Finance	3	90	60	150
T2005	020841317	Financial Statement Analysis	Finance	3	90	60	150
T2048	020841318	Mergers and Acquisitions	Finance	3	90	60	150
T2044	020841319	Security Analysis and Portfolio Management	Finance	3	90	60	150
<b>Total</b>				<b>18</b>	<b>540</b>	<b>360</b>	<b>900</b>
<b>Specialization Core Courses : Operations Management</b>							
T2792	020841320	Purchasing and Material Management	Operations Management	3	90	60	150
T2188	020841321	Advanced Service Operations Management	Operations Management	3	90	60	150
T2191	020841322	World Class Manufacturing	Operations Management	3	90	60	150



Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

**Annexure A**

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2796	020841323	Total Quality Management	Operations Management	3	90	60	150
T2167	020841324	Supply Chain Management	Operations Management	3	90	60	150
T2618	020841325	Project Management	Operations Management	3	90	60	150
<b>Total</b>				<b>18</b>	<b>540</b>	<b>360</b>	<b>900</b>
<b>Generic Elective Courses Group</b>							
T2150	020841326	Marketing of Financial Services		2	100	0	100
T2153	020841327	International Marketing		2	100	0	100
T2389	020841328	Business, Government and the Global Political Economy		2	100	0	100
T2132	020841329	Pricing		2	100	0	100
T2294	020841330	Conflict and Negotiation		2	100	0	100
T2127	020841331	Integrated Marketing Communication		2	100	0	100
T3010	020841332	Essentials of Internet and Web Technologies		2	100	0	100
T2051	020841333	Financial Modeling		2	100	0	100
T2286	020841334	Industrial Relations		2	100	0	100
T2055	020841336	Behavioral Finance		2	100	0	100
T2748	020841337	Theory of Constraints		2	100	0	100
T2935	020841338	Value Investing		2	100	0	100
T6003	020841339	Indian Kaleidoscope-Culture and Communication		2	100	0	100
<b>Total Required Credits</b>				<b>2</b>	<b>100</b>	<b>0</b>	<b>100</b>
<b>Semester : 4</b>							
<b>Generic Core Courses</b>							
T2704	020841401	Dissertation		4	200	0	200
<b>Total</b>				<b>4</b>	<b>200</b>	<b>0</b>	<b>200</b>
<b>Specialization Core Courses : Marketing</b>							
T2741	020841402	Customer Relationship Management	Marketing	3	90	60	150



Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

**Annexure A**

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2742	020841403	Digital Marketing	Marketing	3	90	60	150
T2745	020841404	Business to Business Marketing	Marketing	3	90	60	150
T2743	020841405	Rural Marketing	Marketing	3	90	60	150
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Specialization Core Courses : Human Resource Management</b>							
T2753	020841406	International Human Resource Management	Human Resource Management	3	90	60	150
T2755	020841407	Leadership and Capacity Building	Human Resource Management	3	90	60	150
T2756	020841408	Learning and Development	Human Resource Management	3	90	60	150
T2757	020841409	Strategic Human Resource Management	Human Resource Management	3	90	60	150
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Specialization Core Courses : Finance</b>							
T2058	020841410	Advanced Topics in Corporate Finance	Finance	3	90	60	150
T2057	020841411	Financial Econometrics	Finance	3	90	60	150
T2074	020841412	Advanced International Finance	Finance	3	90	60	150



Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

**Annexure A**

Catalog Course Code	Course Code	Course Title	Specialization	Credit	Internal Marks	External Marks	Total Marks
T2020	020841413	Fixed Income Markets	Finance	3	90	60	150
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Specialization Core Courses : Operations Management</b>							
T2793	020841414	Technology & Innovation Management	Operations Management	3	90	60	150
T2616	020841415	Operations Strategy	Operations Management	3	90	60	150
T2223	020841416	Advanced Operations Research	Operations Management	3	90	60	150
T2795	020841417	Supply Chain Analytics	Operations Management	3	90	60	150
<b>Total</b>				<b>12</b>	<b>360</b>	<b>240</b>	<b>600</b>
<b>Generic Elective Courses Group</b>							
T2449	020841418	Concepts and Applications in Sustainability		2	100	0	100
T6011	020841419	Case Study Writing and Analysis Method		2	100	0	100
T6670	020841420	OOP's: Objects Out of Place, the Unexplained and the Unexplainable		2	100	0	100
T2256	020841421	Leadership Styles		2	100	0	100
T2658	020841422	Design Thinking		2	100	0	100
T2254	020841423	Game Theory for Strategic Thinking		2	100	0	100
F0002	020841424	Flexi-Credit Course		2	100	0	100
F0002	020841425	Flexi-Credit Course		2	100	0	100
<b>Total Required Credits</b>				<b>2</b>	<b>100</b>	<b>0</b>	<b>100</b>





Celebrating 50 Years of Excellence

**Symbiosis Institute of Business Management, Bengaluru**  
**Master of Business Administration**  
**Programme Structure 2019-21**

Semester	Internal Credits	External Credits	Total Credits	Total Marks
<b>Marketing</b>				
Semester1	7	21	28	1400
Semester2	7	21	28	1400
Semester3	8	18	26	1300
Semester4	6	12	18	900
<b>Total</b>	<b>28</b>	<b>72</b>	<b>100</b>	<b>5000</b>
<b>Human Resource Management</b>				
Semester1	7	21	28	1400
Semester2	7	21	28	1400
Semester3	8	18	26	1300
Semester4	6	12	18	900
<b>Total</b>	<b>28</b>	<b>72</b>	<b>100</b>	<b>5000</b>
<b>Finance</b>				
Semester1	7	21	28	1400
Semester2	7	21	28	1400
Semester3	8	18	26	1300
Semester4	6	12	18	900
<b>Total</b>	<b>28</b>	<b>72</b>	<b>100</b>	<b>5000</b>
<b>Operations Management</b>				
Semester1	7	21	28	1400
Semester2	7	21	28	1400
Semester3	8	18	26	1300
Semester4	6	12	18	900
<b>Total</b>	<b>28</b>	<b>72</b>	<b>100</b>	<b>5000</b>