

University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System
For
Master of Management Studies (MMS)
2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

Title

Name of the Programme: - Master of Management Studies (MMS)

Nature of the Programme: - MMS (Master of Management Studies) is a 2 year Full time Degree course of University of Mumbai.

Eligibility Criteria

A learner for being eligible for admission into the Post Graduate Programme i.e Master of Management Studies shall have passed the Bachelor's degree examination of this university or any other university recognized as equivalent thereto with a minimum of 50% marks. Besides, the learner should have cleared the prescribed entrance test MH – CET conducted by the Directorate of Technical Education (DTE) Government of Maharashtra or any other entrance test approved by the regulatory authorities/University of Mumbai.

- Many institutions/colleges are conducting this course in Mumbai with varying in take of students.
- University of Mumbai also runs BMS as a 3 year full time undergraduate course in management.

Preamble:

The restructured and revised curriculum for MMS is developed considering the current industry needs in terms of skill sets demanded under new business environment. It also endeavours to align the programme structure and course curriculum with student aspirations and corporate expectations.

Need for Revision and Restructure of MMS Curriculum

The Current Scenario

- Changing global facets of businesses and economies
- Dynamism in industry practices and evolution of technology
- Emergence of new businesses and business practices
- Thrust on Application oriented and experiential learning
- Expectations of Key stakeholders viz. students, industry and academicians

This has led to

1) Gaps in Current Curriculum

- Disproportionately large number of subjects in the current curriculum.
- Lack of specialized in – depth knowledge in a specific domain.
- Lack of thrust on current management practices.
- Big perceptible gaps in soft skills – Analysis, Judgments and Creativity
- Absence of cross-functional skills and holistic thinking.

2) Emergence of Novel Competencies and Skills

Jobs that exist today did not exist 3 or 4 years ago. The direct linkage of the industry practices to the structure and detailed contents in terms of Skills, Knowledge, Attitude and Approach mandated the need for up gradation and restructuring of the course structure and curriculum.

3) Transformation of the Learners mindset

The psychological profile, learning style and outlook towards higher education has undergone a change due to explosion of information and abundance of knowledge. New and innovative methods of evaluation and application are the need of the hour.

4) Demand for Application oriented and Experiential Learning

Management Education has to transcend beyond the realms of classrooms and focus on interactive, experiential learning. There is a pressing need to inculcate application oriented thinking and practical approach based on sound knowledge of management theories, principles and concepts.

Also the MMS course was last revised in 2007 and hence there was a need for up gradation of curriculum.

Objectives for new Curriculum

The MMS programme prepares a student for a career in diverse sectors nationally as well as globally. The MMS programme facilitates absorption & application of knowledge in theory and practice across multiple functional areas of management and enables students to adopt an integrated approach towards real life situations and circumstances.

The Objectives of New Curriculum are: -

- Enable students to concentrate on goals tailored to career.
- Incorporate some flexibility for institutes to teach new and contemporary curriculum for greater employability of their students.
- Updating syllabus in line with expectations of stakeholders – corporate and students
- Need to have a new syllabus ready for implementation from Academic year 2014 – 15.
- Make the course attractive for large no of students to specialize in the existing domains and other attractive new domains like education management, corporate law and consultancy streams.

The goal is aimed at to imbibe and enhance the following skill sets

- i) Exposure to Global talents
- ii) Application of technology and enhancement of technological skills
- iii) Peer based learning and team work
- iv) Experiential Learning (Learning by Action and Application)

With the breadth and depth of our **core** and **electives**, students can take a multi disciplinary approach or delve deeply into a single area.

Highlights of the New Curriculum

- 1) Introduction of three new specializations viz. **Corporate Law, Education Management and Consulting.**
- 2) Reduction in the number of subjects in all semesters to enable students to delve deep into the domain specialization subjects and utilize the time for employment oriented training for their employability.
- 3) Commencement of Specialisations from 2nd Semester.
- 4) Augmentation in the number of electives starting from 2nd semester to provide greater flexibility and choice from the career perspective.
- 5) **Introduction of new subjects in the existing domains namely**

Marketing

Integrated Marketing Communications and Digital marketing, Strategic Marketing Management, Marketing Research & Analytics, Media Planning & Strategy

Finance

Commodities Market, Fixed Income Securities, Treasury Management, Financial Modeling, Behavioural Finance and Project Finance.

HR

Human Resource Information Systems, Global HRM, Employee Rewards Management, Strategic HRM, Management of Change, Competency based HRM, Performance Management Systems, Role of HR in Knowledge Management

Operations

Supply Chain Risk and Performance Measurement, Designing Operations Systems, Manufacturing Resource Planning & Control, International Logistics and Operations, Strategic Operations Management, Project Management, Six Sigma, Service Operations Management, Lean Manufacturing

IT

Software Quality Assurance & Marketing, Software Testing, Information Systems & Audit, Business Intelligence and Analytics, ERP & SAP Configuration & Management, Knowledge Management Systems, Project Management, IT Infrastructure Management, Technology Competition & Strategy, Technology Forecasting.

Structure of the Revised MMS Curriculum

The revised Course would consist of four semesters with one live project of two months at the end of the second semester and an internship of four months during the final semester leading to the industry oriented project/dissertation

The courses under the revised structure and curriculum fall under three categories of **Core** (common for all specializations), **Majors** (compulsory for specializations) and **Electives** (choice for students within specializations) leading towards super specialization.

The electives component will provide flexibility and allow the institutes to provide some initiatives in new courses, coaching and mentoring process to nurture professional competencies. List of elective courses allows flexibility for institutes to teach courses of students choice so as to enable them to position themselves based on their areas of expertise.

The essence of this structure is to encourage students to “**think like a mountain**”, starting with a broad canvas to assimilate knowledge from all facets of management and meticulously move towards acquisition and practice of excellence in a specific and desired domain of expertise.

Learning Pedagogy

- 1) **Foundation course is the first step taken towards the foothills of the mountain in the journey towards perfection.** Foundation course is offered in first two weeks of the commencement to acquaint with the basics of the course as a bridge course meant for students not exposed to management subjects earlier. All students will be evaluated at the end of each foundation course through objective on line testing. Foundation course shall focus on core competence courses viz – Economics, Statistics, Financial Accounting, Communication and Basic computer literacy.
- 2) **The first semester is the foothill, where the odyssey begins. A common base of knowledge essential for all management professionals.** The first semester shall be a common semester consisting of eight subjects.

- 3) Having cleared the foothills, **students in the second semester** endeavour to attain further skill sets through **an integrated frame work**, which guides them towards their desired field through subtle introduction of specialisation subjects. The second semester would consist of eight subjects of which 6 subjects would be core subjects and 2 subjects would be specialization subjects. Students are free to choose from the four specialization subjects offered, two electives as per their choice of specialization.
- 4) Students are required to undertake a live Project/Assignment after the second semester with an organization in the month of May & June and submit the summer internship project report after the due completion of the Project/Assignment. This marks the conquest of a milestone.
- 5) In the third and fourth semesters, students venture into realm of **specific management functions charting a path towards specialization and advanced learning**.
 - The third semester would consist of eight subjects, of which 2 subjects would be core subjects (compulsory for all specializations), 4 subjects would be major subjects (compulsory for respective specializations) and 2 subjects would be specialization electives. Students are free to choose two subjects as specialization electives out of the four specialization electives offered.
 - The fourth semester would consist of six subjects of which 2 subjects would be core subjects (compulsory for all specializations), 2 subjects would be major subjects (compulsory for respective specializations) and 2 subjects would be specialization electives. Students are free to choose two subjects as specialization electives out of the four specialization electives offered.
- 6) In the final leg of their journey known as “**Culmination**”, students would have to pursue an internship of four months during the fourth semester. Students shall pursue the internship by working with an organization on week days i.e Monday to Friday and shall attend lectures on weekends i.e Saturday and Sunday. Through this arrangement students shall acquire conceptual knowledge and put it into practice in the industry as part of experiential learning.

At the end of the internship, students have to submit a final report on their internship along with the certificate of completion from the organization containing the details of areas where they have acquired hands on experience in the organization.

Throughout the course, students work towards mastery of fundamentals in management and domain expertise in a specific field through a challenging, dynamic and rigorous curriculum.

Proposed Changes

Semester I

The First semester shall comprise of 8 Core subjects common to all specializations.

Perspective Management shall be a full credit paper of 100 marks

IT for Management shall be replaced by **Management Information Systems (MIS)**.

Communication Skills has been replaced by **Business Communication** to lay more emphasis on development of soft skills and interpersonal skills from the business and managerial perspective and has been merged with **Management Information Systems (MIS)** to form a single paper of 100 marks.

Semester II

Specialisations would commence from second semester onwards.

The second semester would consist of eight subjects of which 6 subjects would be core subjects (compulsory for all specializations) and 2 subjects would be specialization electives. Students are free to choose two subjects as specialization electives out of the four specialization electives offered.

Research Methodology has been replaced by **Business Research Methods**, which shall be a full credit paper of 100 marks

Third Semester

The third semester would consist of eight subjects of which 2 subjects would be core subjects (compulsory for all specializations), 4 subjects would be major subjects (compulsory for respective specializations) and 2 subjects would be specialization electives. Students are free to choose two subjects as specialization electives out of the four specialization electives offered. The third semester would include two university papers for every specialization. These papers have been highlighted in bold in the MMS Syllabus Structure.

Fourth Semester

The fourth semester would consist of six subjects of which 2 subjects would be core subjects (compulsory for all specializations), 2 subjects would be major subjects (compulsory for respective specializations) and 2 subjects would be specialization electives. Students are free to choose two subjects as specialization electives out of the four specialization electives offered. The fourth semester would include one university paper for every specialization. This paper has been highlighted in bold in the MMS Syllabus Structure.

Faculty Students Ratio

While the faculty students ratio of 1:15 is maintained, the staffing pattern for appointment of faculty for all the Management programmes be modified. i.e 50% Full time faculty, 50% industry experts as visiting faculty be made applicable from the academic year 2014 – 15.

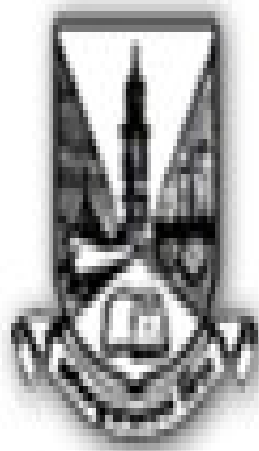
Institutes should attract more people with industry experience to participate in this programme. To attract industry experts into teaching, they be designated similar to full time faculty based on their industry experience as is noticed in the parallel practice at NCC Units.

A person having 15 years or more Industry Experience holding a senior supervisory position be designated as Hon. Professor & a person with 10 years or more industry experience holding a senior supervisory position be designated as Hon. Associate. Professor & a person having minimum 05 years of industry experience at a supervisory position be designated as Hon. Assistant Professor.

Teaching Pedagogy

Teachers are expected to impart knowledge through new and innovative pedagogical approaches. Some of these techniques are: -

Reading, Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.



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MMS – SYLLABUS
MARKETING SPECIALIZATION

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5	
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5	
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5	
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5	
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5	
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5	
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5	
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Marketing Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Product & Brand Management	30	2	40 IA	60 UA	100	3	2.5
4	Sales Management & Sales Promotion	30	2	40 IA	60 IA	100	3	2.5
5	Consumer & Industrial Buyer Behaviour	30	2	40 IA	60 IA	100	3	2.5
6	Financial Aspects of Marketing	30	2	40 IA	60 IA	100	3	2.5
7	Marketing Elective – I	30	2	40 IA	60 IA	100	3	2.5
8	Marketing Elective – II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Marketing Specialisation Electives (Any Two)

Services Marketing
 Distribution and Supply Chain Management
 Marketing Research & Analytics
 Customer Relationship Management

MMS –Semester IV – Marketing Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Strategic Marketing Management	30	2	40 IA	60 IA	100	3	2.5
4	Integrated Marketing Communications & Digital Marketing	30	2	40 IA	60 IA	100	3	2.5
5	Marketing Elective – I	30	2	40 IA	60 IA	100	3	2.5
6	Marketing Elective – II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
Total No of Credits								17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Marketing Specialisation Electives (Any Two)

Quantitative Models in Marketing
 Business to Business Marketing
 Media Planning & Strategy
 Emerging Trends in Marketing

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control • And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Schefler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

MMS SEMESTER – II
MARKETING ELECTIVES

Rural Marketing 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1.	<p>Introduction Definition – scope of rural marketing – concepts – components of rural markets –classification of rural markets – rural vs. urban markets</p> <p>Characteristics and Dimensions of Rural Markets - Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.</p>	1 Session of 3 Hours
2.	<p>Rural marketing environment</p> <p>Population – occupation pattern – income generation – location of rural population – expenditure pattern – literacy level – land distribution – land use pattern – irrigation – development programs – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas – rural areas requirement – problems in rural marketing – rural demand – rural market index</p>	2 Sessions of 3 Hours
	<p>Rural Market Behaviour</p> <p>Rural consumer dimensions - Rural Demand Dimension - Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies - Consumer Behavior in Rural Markets - Approach to Rural Markets of India - Marketing Research.</p>	1 Session of 3 Hours
3.	<p>Marketing of agricultural input</p> <p>-Illustration Consumable inputs – durable inputs – fertilizers – product – price – distribution – promotion – SWOT analysis of fertilizer market – agro chemicals – product - price – distribution – promotion – SWOT analysis of agro chemicals market – seeds – cattle – poultry – aqua feeds – tractors – power tillers – irrigation equipments – other farm machinery</p>	2 Sessions of 3 Hours
	<p>Marketing Communication in Rural Markets</p> <p>Promotion as a component in marketing communication - Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities.</p> <p>Channels of Distribution</p> <p>Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation.</p>	2 Sessions of 3 Hours

4.	<p>Marketing of consumables and durables Product – price – distribution strategies – product redesign – modification needs</p> <p>Marketing of agricultural produce and rural and cottage industry products Marketing of agricultural produce – regulated markets – formation of cooperative organizations – contract farming – agricultural exports zone (AEZ) – marketing of rural / cottage industries – artisan products</p>	2 Sessions of 3 Hours
5.	<p>Role of financial institutions in rural marketing Agricultural credit situation – types of credit – rural credit institutions – NABARD – commercial banks – state cooperative banks (SCB) – state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RRB – local area banks – flow of institutional credit to agriculture – kissan credit card scheme – impact on rural market</p>	2 Sessions of 3 Hours
6.	<p>Role of cooperative institutions in rural marketing Cooperatives as organizations – structure of cooperative organizations – types – share of cooperatives in national economy – impact of cooperatives on rural marketing</p>	1 Session of 3 Hours
7.	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text:

- 1) Rural Marketing – R V Badi, N V Badi – HPH, 2 /e, 2005
- 2) Rural Marketing – T P Gopaldaswamy – Vikas Publishing House
- 3) The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005
- 4) Rural Marketing – Habeeb Ur Rahman – HPH, 1 /e, 2004
- 5) Rural Marketing :Text and Cases – S.L. Gupta, Wisdom Publication
- 6) Rural Marketing – Text and Cases – U.C. Mathur, Excel Books

**Event Management 100 marks (15 Sessions of 3 Hours Each) Sem II
Elective**

S. No.	Particulars	Sessions
1.	Principles of Event Management Historical Perspective Introduction to event Management, Size & type of event, Event Team, Code of ethics	1 Session of 3 Hours
2.	Principles of event Management, concept & designing. Analysis of concept, Logistics of concept	1 Session of 3 Hours
3	Feasibility, Keys to Success, SWOT Analysis	1 Session of 3 Hours
4	Event Planning & Team Management Aim of event, Develop a mission Establish Objectives Preparing event proposal Use of planning tools	2 Sessions of 3 Hours
5	Protocols, Dress Codes, Staging and Staffing Leadership Traits and Characteristics	2 Sessions of 3 Hours
6	Event Marketing & Advertising Nature of Marketing Process of Marketing Marketing Mix Sponsorship Image, Branding, Advertising, Publicity & Public Relations	2 Sessions of 3 Hours
7	Event Leadership & Communication Leadership skills Managing team Group development, Managing meetings Written communications (Official, demi-official, Invoice) Verbal Communications	2 Sessions of 3 Hours
8	Event Safety & Security Security, Occupational safety, Crowd management Major risks and emergency planning, Incident reporting, emergency procedures	2 Sessions of 3 Hours
9	Case Studies and Presentations.	2 Sessions of 3 Hours

Suggested Reading

: Event Management By Lynn Van Der Wagen & Brenda R Carlos.

**Retail Management 100 marks (15 Sessions of 3 Hours Each) Sem II
Elective**

SL.No	Particulars	Sessions
1	Place of Retailing in the Marketing Mix, Trends in retailing, Retail Economics	1 Session of 3 Hours
2	Retail Merchandising and Shop Displays, Retail Advertising and Sales Promotions	1 Session of 3 Hours
3	Managing People at Work - Recruitment and Motivation	1 Session of 3 Hours
4	Communication and Customer Relations	1 Session of 3 Hours
5	Inventory control and Financial Management	1 Session of 3 Hours
6	Retail Strategies, Retail Marketing Store Site Selection Space Management Merchandise Management Private Label Management Category Management Retail Store Operation Store Design and Visual Merchandising	1 Session of 3 Hours Each
7	Retail Management Information Systems: - Use of New Technology	1 Sessions of 3 Hours Each
8	Super Market / Departmental Stores /Chain store Management	1 Sessions of 3 Hours Each
9	Comparative retailing across the World	1 Sessions of 3 Hours Each
10	Role of personal selling in retailing, Store layout	1 Sessions of 3 Hours Each
11	Relationship Marketing, Supply Chain Management	1 Sessions of 3 Hours Each
12	Retail Research including Retail Audits and Consumer Research at the point of purchase	1 Sessions of 3 Hours Each
13	On-line retailing, Trends in retailing should include the Indian as well as the international context.	1 Sessions of 3 Hours Each
14	Presentations and Case Studies	2 Sessions of 3 Hours Each

Reference Text:

1. Retailing Management – Michael Levy
2. Retail Management – Barry Berman & Joel Evans
3. Retailing Management – Text & Cases – Swapna Pradhan
4. Retail Management – Lusch, Dunne
5. Retail Management – Gibson Vedamani
6. Retail Management – Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava – Oxford Publications
7. Retailing & E – Tailing – S.L Gupta, Ramesh Mittal, Ruchi Nayyar – International Book House Ltd
8. Retailing – An Introduction – Roger Cox, Paul Brittain – Pearson Publications

Export Documentation & Procedures 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1.	Financial transactions between exporter & importer open account D/P, D/A, Letters of credit etc. – Exchange control regulations regarding export and foreign exchange expenditure on export promotion, pre-shipment and post-shipment finance from banks - policies of ECGC.	2 Sessions of 3 Hours
2.	Significance of Procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned documentation system; Official Machinery for trade procedures and documentation; ITC (HS) classification system; Role of ICC; INCOTERMS; Nature of Export Trading Houses	2 Sessions of 3 Hours
3.	Export Order Processing; Export Contract; Export Price Quotations; Shipping and custom clearance of export & import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance & claim procedure.	2 Sessions of 3 Hours
4.	Export procedures and documentation – registration with various agencies – compulsory quality control and pre-shipment with inspection – processing export orders – export production and packing – procedure for claim of central excise duty on export goods – customs and shipment procedure – duty drawback – procedures to claim REP license and cash assistance – export houses etc.	3 Sessions of 3 Hours
5	Major Export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institutions – role of export promotion councils, commodity boards and ITPO.	2 Sessions of 3 Hours
6	Regulations for International Trade:- Major Laws governing India's export – import trade – Foreign Trade (Development & Regulation) Act, Pre – shipment Inspection & Quality Control Act 1963 & Customs Act 1962; Foreign Exchange Management Act 2000	2 Sessions of 3 Hours
7	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. A Guide on Export Policy Procedure & Documentation–Mahajan
4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor
6. International Marketing – Rakesh Mohan Joshi – Oxford Publications
7. International Marketing and Export Management – Gerald Albaum and Edwin Duerr
– Pearson Publications

MMS SEMESTER – III
(Core Papers All Specialisations)

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core
(University Assessment)**

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

**MMS SEMESTER – III MARKETING
MAJORS**

Product & Brand Management University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem III Major

S. No.	Particulars	Sessions
1.	<p>Role of Product Management in Contemporary Marketing Environment</p> <p>Functions, limitations, Challenges & Conflicts of Product Management</p>	2 Sessions of 3 Hours
2.	<p>Product Strategy and Integration with Marketing Mix elements, Product Planning and Marketing Planning:</p> <p>Understanding the relationship , Category Planning and Evaluation</p> <p>Importance of Market Planning & Preparation of Marketing Plan</p> <p>Customer & Competitor Analysis</p>	2 Sessions of 3 Hours
3.	<p>Use of secondary sources of data for product market analysis, opportunity analysis, demand potential, media planning etc., sources such as CMIE, R K Swamy, BBDO Index,</p> <p>GIS/NRS/IRS, ORG retail audit etc.</p> <p>Maintaining fact book & setting up MIS system</p> <p>Different Importance of Marketing Mix elements for different product categories</p>	2 Sessions of 3 Hours
4.	<p>Managing new product process & diffusion of innovation</p> <p>Managing existing product over product life cycle.</p> <p>Financial Analysis for Product Management</p> <p>Giving brief to advertising agency & evaluating advertising & media plan.</p> <p>Assessing research requirements, actioning & monitoring output. Creativity & Product Management.</p>	3 Sessions of 3 Hours
5	<p>Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of brand building process</p> <p>Customers and Brands: Understanding brands from the customer's perspective</p> <p>Brand Positioning</p> <p>Brand Identity: Brand Essence, Brand Personality, Brand Customer Relationships etc.</p>	2 Sessions of 3 Hours

6	<p>Articulating the Brand Identity: Logos, Mascots, Taglines, Packaging etc.</p> <p>Executing the Brand Identity through the 4P's Executing the Brand Identity through 'Promotion' Brand Extensions Brand Product Portfolio Brand Equity: Development and Measurement Managing the Brand Portfolio over time</p>	2 Sessions of 3 Hours
7	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text:

- 1) Product Management – Lehmann
- 2) Strategic Brand Management – David Aaker
- 3) Building strong brands – Keller
- 4) Product management in India, Third Edition, Majumdar, PHI Publication.
- 5) Product Management – S.A. Chunawalla, HPH
- 6) Brand Management – Kirti Dutta – Oxford Publications

Sales Management & Sales Promotion 100 marks (15 Sessions of 3 Hours Each) Sem III Major

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Sales Organization and its evaluation • Job and role of Sales Management in Organizations, • The Selling functions • The importance of systems selling in contemporary environment • Selling of services as opposed to selling of tangible products selling process 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> • Sales management Planning • Sales Management Information Systems • Sales Forecasting • Sales Budgeting • Planning quotas 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Manpower Planning for the sales organization for and development of sales organization, • Recruitment, • selection, • Training, and development of sales Personnel. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Time and Territory Management • Territory Planning, • establishing and revising territories, • Bases of territory design, • methods of territory design including computer models, assigning Sales people to territories • route planning • Territory coverage. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Sales incentives and sales compensation, • Identify the roles of consumer and trade promotion activities in terms of differences, • Characteristics and application 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Sales promotion strategies to integrate below the line promotion into the communication mix. • process of researching, • planning and setting goals to measure and test the • Effectiveness 	1 Session of 3 Hours Each
7	<ul style="list-style-type: none"> • Planning and designing sales promotion Programme with specific reference to sales contests, • Trade-in discounts, • Coupons etc. 	1 Session of 3 Hours Each

8	Sales Force Performance Evaluation & Control Performance Evaluation for Salesmen and setting Standards of performance, Recording actual performance, Evaluation and Sales Meetings and Field Sales Control and Sales meetings - Planning and staging sales meetings, Sales contests, Sales Control Sales Audit, Sales analysis and Marketing cost analysis.	2 Sessions of 3 Hours Each
9	<ul style="list-style-type: none"> • Presentations and Case Studies 	2 Sessions of 3 Hours Each

Reference Text

1. Sales management – Still , Cundiff & Govani Prentice Hall India
2. Professional Sales Management – Anderson , Hair & Bush Tata McGraw Hill
3. Management of sales force – Stanton & Spiro McGraw Hill International
4. Sales Management – Futrell 6th edition Thomson South western

Consumer & Industrial Buyer Behaviour 100 marks (15 Sessions of 3 Hours Each) Sem III Major

S. No.	Particulars	Sessions
1.	Diversity of consumer behavior; Role of consumer behavior in marketing strategy.	1 Session of 3 Hours
2.	Individual aspects of consumer behavior: Perception, Learning & Information Processing, Motivation and Involvement, Attitudes and Personality	1 Session of 3 Hours
3.	External Influences: Group behavior; Social class; Opinion leaders; Reference Groups. Role of Culture and Subcultures; Family	1 Session of 3 Hours
4.	Consumer decision process: Problem recognition; Search and evaluation of alternatives; Purchase process; Post purchase behavior and cognitive dissonance. Consumer adoption process and diffusion of innovation; Situational influences.	2 Sessions of 3 Hours Each
	Cross-cultural issues of consumer behaviour Rural consumer behaviour Organisational buying behaviour Behaviour for FMCGs v/s Consumer durables v/s Services Consumer behavioural research	2 Sessions of 3 Hours Each
5.	Organization buying process: Roles of buying centers/ Decision making units.	1 Session of 3 Hours
6.	Application of consumer behavior studies in Consumerism in India and global markets.	1 Session of 3 Hours
7	To understand the industrial products, characteristics and applications Differences between Industrial Marketing and Consumer Marketing with specific reference to the Marketing mix Segmenting the Industrial Markets and positioning the products Vendor selection process, value analysis and value engineering Importance of costing, pricing and bidding; Factors influencing industrial product pricing	2 Sessions of 3 Hours Each

8	<p>Industrial buying behaviour; the importance of decision making process in Industrial Marketing</p> <p>Use of various promotional tools, viz., advertising, catalogues, brochures, participation in exhibitions – the effectiveness of each of these tools in Industrial Marketing</p> <p>Role of Personal Selling in Industrial Marketing; Importance of consultants and expectations from the consultants in marketing</p>	2 Sessions of 3 Hours Each
9	Case Studies and Presentation.	2 Session of 3 Hours

Reference Text:

1. Consumer Behavior Schiffman & Kanuk 6th edition Prentice Hall India
2. Consumer Behavior Loudon & Della Bitta 4th edition Tata McGraw Hill
3. Consumer Behaviour in Indian Context, Suja R Nair, Himalaya Pub. House\
4. Consumer Behavior building marketing strategy: Hawkins Best & Coney 7THedition McGraw Hill International edition
5. Satish Batra & S. H. H. Kazmi: Consumer Behavior Text & Cases (Excel)
6. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
7. Industrial Marketing Management – By Michael D. Hutt [Arizona State University], Thomas W. Speh [Miami University] – Published by Holt Sarenders
8. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill
9. Consumer Buyer Behaviour – Rajneesh Krishna – Oxford Publications
10. Case Studies in Consumer Behaviour – Dr S Ramesh Kumar – Pearson Publications
11. Consumer Behaviour – Leon G Schiffman, Leslie Lazar Kanuk, S Ramesh Kumar – Pearson Publications

Financial Aspects of Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem III Major

S. No.	Particulars	Sessions
1.	<p>Sales Revenue as an Integral Elements of Cost - Revenue –</p> <ul style="list-style-type: none"> a. Investment Framework by ROI b. Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc. c. Analysis of Marketing Costs in terms of Engineered Costs, Capacity(fixed) Costs and Managed Costs d. Classification of Marketing Costs by Function - Marketing e. Cost allocations and its limitations for Managerial Decisions 	3 Sessions of 3 Hours
2.	<p>Marketing Investment</p> <ul style="list-style-type: none"> a. Management of Accounts Receivables and Inventories b. Credit decisions and Credit Policy c. Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the Probability Theory and Decisions Trees d. Evaluating Return on Marketing Investment e. Developing and Launching New Products and the Concept of Investment in Life Cycle of Product f. Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming. 	3 Sessions of 3 Hours

3.	<p>Policy Decisions and Marketing Finance</p> <ul style="list-style-type: none"> a. Pricing of Joint Product and Application of Linear Programming b. Pricing of New Products under ROI Concept c. Bayesian Decision Theory and Pricing d. Government Price Control e. Dual Pricing f. Approaches of Government Bodies to Development "Fair Price" g. Submitting Tenders h. Applications of DCF Technique. i. Export Marketing and Finance - Financial Incentives, Export Costs and Export Pricing - Export Credit - Tax Concessions. j. Applications and Forecasting Techniques to Developing Marketing Budgeting - Developing Sub-budgets by Marketing Segments - Advertising Budget- Budgeting Sales fore Efforts - Optimum Level and Allocation for Selling Efforts among Dealers Developing Comparison Plans for Sales Force - budgeting Samples. k. Warehousing decisions - Transportation Decision - Deliver Route Decisions - Cost Analysis for Distribution alternatives Financial Analysis for switching over form. l. Soul selling agency to Direct selling to Trade Channels - Economics of directs rating by manufacturer. Impact of marketing strategies on organization structure design and consequent financial implications. m. The Concept of Marketing Cost & Value - Measuring Marketing Value - "Value Added" by marketing effort Productivity Marketing and its social justification. 	<p>4 Sessions of 3 Hours</p>
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4.	<p>Target Pricing</p> <ul style="list-style-type: none"> a. Pricing of Turn Key Project b. Notional Pricing c. Brand Valuation d. Financial Aspects of Brand Management e. Impact of Transfer Pricing f. Mechanism on Marketing Performance g. Value Chain Analysis & relevant decisions about Marketing Costs & Marketing Investments. 	3 Sessions of 3 Hours
5	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text: Marketing Management – A Finance Emphasis, B.K. Chatterjee, Jaico Book.

**MMS SEMESTER – III MARKETING
ELECTIVES**

**Services Marketing 100 marks (15 Sessions of 3 Hours Each) Sem III
Elective**

SL.No	Particulars	Sessions
1	Introduction – Nature of services	1 Session of 3 Hours
2	Market positioning	1 Session of 3 Hours
3	Service delivery system	1 Session of 3 Hours
4	New service development	1 Session of 3 Hours
5	Services marketing mix decisions	2 Session of 3 Hours
6	Managing demand, capacity and service assets	1 Session of 3 Hours
7	Service processes – managing service encounter	1 Session of 3 Hours
8	Customer satisfaction and service quality	1 Session of 3 Hours
9	Customer complaints and service recovery	1 Session of 3 Hours
10	Managing service profit chain	1 Session of 3 Hours
11	Managing customer relationships	1 Session of 3 Hours
12	Managing people in service organisations	1 Session of 3 Hours
13	Case Studies and Presentations	2 Sessions of 3 Hours

References

Services Marketing – Valarie Zeithml
Services Marketing- E Rampal Gupta

Gronroos, C. (2004). *Service management and marketing. A customer relationship management approach*.
New York: John Wiley.

Hoffman, K. D., & John, E. G. B. (2006). *Marketing of services. Concepts strategies and cases*. New Delhi. Thomson-South Western.

Lovelock, C., & Chatterjee, J. (2006). *Service marketing. people technology and strategy*.
Shanker, R. (2002). *Services marketing. The Indian perspective*. New Delhi. Excel Books.

Distribution & Supply Chain Management 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	Concept of Physical Distribution Channels of Distribution Transportation and its Role in Distribution Inventory Management and its Role in Distribution Warehousing and Warehouse Management Introduction and Role of Unitization Introduction to Logistics and Supply Chain Key Issues and Challenges in Logistics Planning framework for Logistics Understanding the Logistic Process Planning Physical Distribution Distribution: Tactical and Operational Techniques New Concepts in Logistics Channel Management and Communication Distribution Control and Performance Evaluation	5 Sessions of 3 Hours
2	Warehousing – Why? Types and functions, Distribution Requirement Planning (DRP), Concept of Inventory Management Inventories Control Techniques-ABC Analysis and VED Analysis, E.O.Q., Reorder level, Standard deviation Reliability Characteristics and check Techniques, Floating or Process stock, Location and Selection of Warehouses Operations of warehouses, Material Handling, Characteristics of good warehousing Elements of transportation, Types of Carrier and their Productivity Analysis, Transportation Planning, Freight Rate Breakup	4 Sessions of 3 Hours
3	Introduction to Supply Chain Management	2 Sessions of 3 Hours
4	Integrated Supply Chain Management	2 Sessions of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Logistical Management Donald J Bowersox
2. Logistics Management Bowersox & Closs
3. Physical Distribution Management Logistical Approach Dr.K.Khanna
4. S. L. Gupta: Sales and Distribution Management (Excel)

Marketing Research & Analytics 100 marks (15 Sessions of 3 Hours Each)
Sem III Elective

SL.No	Particulars	Sessions
1	<p>Introduction to MR Need and Scope of MR Structure of MR studies</p> <p>Quantitative and Qualitative analysis during various decision phases, scaling</p> <p>Opportunity Analysis: Attitude and motivation research; focus groups and depth interviews; concept tests and CUT</p>	2 Sessions of 3 Hours
2	<p>Test marketing and market segmentation Advertising Research concepts of copy testing, Ad, recall, Ad. Comprehension, Opening and Punch/Base line Research. Stages involved in Advertising research</p> <p>Types of advertising research- Print, Out-door, TV/Cinema, Mobile outdoor media, effectiveness of each medium and how to determine it, suitability of each medium to our products and industry, NRS/IRS-How to read and use them for decision making</p>	3 Sessions of 3 Hours
3	<p>Brand Equity Research Positioning Research Brand Valuation Research Corporate Image Measurement Research Sales Promotion Research Campaign Tracking Research Research for Advertising planning; advertising objectives and media experiments Advertising Research for monitoring and control: pre/post testing of ads; DARs and Tracking studies; Consumer panels</p>	3 Sessions of 3 Hours
4	<p>Understanding and Application of Marketing Analytic Tools</p> <ol style="list-style-type: none"> a. Forecasting Models b. Regression Models c. Discriminant Analysis d. Logistic Regression e. Factor Analysis f. Cluster Analysis g. Multidimensional Scaling h. Conjoint Analysis i. Survival Analysis 	3 Sessions of 3 Hours

5	Introduction to Data Warehousing	1 Session of 3 Hours
6	Analytics for Big Data	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
2. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
3. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
4. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
5. Marketing Research – Burns , Alvin, Bush, Ronald (3rd edition Prentice Hall)
6. Rajendra Nargundkar: Marketing Research (Macmillan)
7. S. L. Gupta: Marketing Research (Excel Books)
8. Marketing Research – Sunanda Easwaran and Sharmila J Singh – Oxford Publications
9. Marketing Research – Nigel Bradley – Oxford Publications
- 10 .Marketing Research – An Applied Orientation – Naresh K Malhotra – Pearson Publications

Customer Relationship Management 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	Introduction to Customer Relationship Management (“CRM”)	1 Session of 3 Hours
2	CRM-An enterprise-wide (vs. program /project) view	1 Session of 3 Hours
3	CRM Strategy, Planning, Process and Structure	1 Session of 3 Hours
4	CRM and its measurement-Customer Equity and Customer Life Time Value (“CLV”)	2 Sessions of 3 Hours
5	Technology challenges and issues in making CRM a reality	2 Sessions of 3 Hours
6	CRM Implementation- a key to success	2 Session of 3 Hours
7	CRM in different markets –B2B, B2C, services and manufacturing e-CRM	2 Sessions of 3 Hours
8	CRM and its economics	1 Session of 3 Hours
9	Current Trends, Issues and Challenges in CRM	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours

1. Customer Relationship Management, Jagdish Sheth & G shainesh
2. CRM : Emerging Concepts, Tools and Applications : Jagdish Seth & Parvatiyar
3. CRM Essentials, J W Gosney

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

**MMS SEMESTER – IV
MARKETING MAJORS**

Strategic Marketing Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Major

SL.No	Particulars	Sessions
1	Introduction to Strategic Marketing Management : Strategic Marketing Management - Objectives & concept of Strategic Marketing Management - Strategy Definition.	1 Session of 3 Hours
2	Principles of Strategic Marketing Management	1 Session of 3 Hours
3	Strategy Formulation : Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. 4Ps : Product, Price, Place and Promotion.	2 Sessions of 3 Hours
4	Strategic Marketing Analysis : SWOT Analysis, GAP Analysis - Competitive Analysis - Porter's 5 forces Model of competition, GE 9 Cell Model, Product Portfolio Analysis - BCG Matrix, Ansoff Matrix, McKinsey's 7s framework for analyzing and improving organizational effectiveness.	2 Sessions of 3 Hours
	Marketing Strategy Implementation : Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services etc. Constraints in marketing strategy implementation. Specific strategy initiatives : Product Life Cycle. Marketing Warfare strategies. Competitive Strategies. New product development and introduction strategies, Planned or unplanned strategic withdrawals (Exit Strategies / Obsolescence, Contingency / Alternative strategic planning). Brand Strategies in FMCG markets. Rural and Export marketing strategies - Introduction.	2 Sessions of 3 Hours
	Pricing Strategies : Introduction to Pricing, Types of Pricing, Pricing Strategies, pricing New Products, Market Segmentation and Pricing.	1 Session of 3 Hours
	Marketing Plan Formulation : Go to Market Strategies.	1 Session of 3 Hours
	Marketing Strategy Evaluation : Marketing Audit Introduction & Scope.	1 Session of 3 Hours

	Marketing Strategy Case Studies : One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.	1 Session of 3 Hours
	Governance Strategies : Corporate Governance, Corporate Ethics, and Social Responsibility.	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Marketing Strategy – Boyd, Walker and Larreche McGraw Hill Irwin
2. Marketing strategy – Stephen Schnaars Free Press
3. Strategic Market management – David Aaker John wiley & sons
4. Strategic marketing text & cases - Craverns

**Integrated Marketing Communications & Digital Marketing 100 marks
(15 Sessions of 3 Hours Each) Sem IV Major**

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Communication Process – Communication models for urban and rural • Communication, Integrated Market Communications 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Advertising – Organizational structure of advertising agency and its function. • Evaluation of agency functioning. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Advertising objectives with specific reference to DAGMAR, Brand objectives, • Consumer attitude and market structure 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Brand position and brand image strategy development. • Persuasion and attitudinal change through appropriate copy development • Creative decisions, Copy decision – Creation and production of the Copy 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Advertising Research • Advertising budget, Media planning and Media research 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Basics of Project Management Public relations & Publicity campaigns 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Event management, Role of advertising manager in firms, advertising briefs, Agency coordination activities, managing advertising campaigns 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Promotions – Trade and Consumer Promotions. Strategies and tactics for effectiveness. With select case studies • Personal selling – Conventional selling practices and new trends – call centers, multi-level marketing, viral marketing • Direct marketing – the evolution from mail order selling to database marketing. The emerging trend towards CRM • PR and media management – profiling target audiences and crafting media exposure strategies. Building media relationships • Evaluating IMC Programs- using appropriate metrics, determining effectiveness levels, setting benchmarks. 	2 Session of 3 Hours

9	<p>Understanding Social Media Marketing</p> <p>a. Social Networking (Facebook, LinkedIn, Twitter, etc.)</p> <p>b. Social Media (Blogging, Video Sharing - Youtube, Photosharing – Instagram, Podcasts)</p>	1 Session of 3 Hours
10	<p>E-Commerce – Overview</p> <p>Understanding Internet Marketing</p> <p>Search Engine Optimisation</p> <p>Search Engine Marketing</p> <p>Email Marketing</p> <p>Digital Display Marketing</p>	1 Session of 3 Hours
11	<p>Introduction to New Age Media (Digital) Marketing</p> <p>Internet Marketing – Overview</p> <p>Social Media Marketing – Overview</p> <p>Mobile Marketing – Overview</p>	1 Session of 3 Hours
12	<p>Understanding Mobile Marketing</p> <p>Mobile Application Ecosystem</p> <p>SMS Marketing</p> <p>Emerging Technologies - NFC</p> <p>Web Analytics</p> <p>Copy Writing – New Age Media</p> <p>Planning Integrated Digital Marketing Campaigns</p>	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Presentations and Case Studies 	2 Session of 3 Hours

Reference Text

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, George Belch, San Diego University Michael Belch, San Diego University
2. Advertising Management: Rajeev Batra, John G. Myers, David A. Aaker
3. Logo – Naomi Klein
4. Brand Reporter fortnightly
5. Other Guy Blinked , The - Jesse Kornbluth
6. Belch: Advertising & Promotions (TMH)
7. J. V. Vilanilam & A. K. Verghese: Advertising Basics (Sage)

MMS SEMESTER – IV
MARKETING ELECTIVES

Quantitative Models in Marketing 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

S. No.	Particulars	Sessions
1.	The Place of Models in Marketing, Decision Making Theories like the Bayesian Decision Theory.	2 Sessions of 3 Hours
2.	Consumer Behaviour Models: Attitude, Perception & Brand Switch. Organizational Buying Models	1 Session of 3 Hours
3.	New Product Design, Pricing Models : Pricing a New Product, Price-elasticity of Demand, Cross-elasticity	1 Session of 3 Hours
4.	Distribution / Location Decision	1 Session of 3 Hours
5.	Communication Models: Objective Setting Promotion - mix, Budget Allocation, Media Models, Models to Measure the Effects of Advertising	1 Session of 3 Hours
6.	Forecasting, Sales - force Divisions	1 Session of 3 Hours
7.	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text:

Quantitative models in marketing – By William King

Business to Business Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem IV Elective

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Industrial Marketing, • Differences between Industrial & Consumer Marketing 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Industrial Marketing Environment, • Types of Customers, • Types of buying situations, • Segmentation 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Derived demand concepts, • Industrial Buyer Behavior & Industrial Marketing Research 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Industrial Advertising & Promotions, • Branding of Industrial, High Technology & Commodities 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • B2B Product Decisions, • New Product Development, • Industrial Pricing Decisions 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> • Role of after sales services in Industrial Marketing • Industrial Distribution 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • B2B selling & Sales management, • key account management concepts, • Negotiated selling, • Bidding for contracts, • selling to Govt. customers 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Presentations and Case Studies 	2 Sessions of 3 Hours Each

1. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
2. Industrial Marketing Management – By Michael D. Hutt [Arizona State University], Thomas W. Spoh [Miami University] – Published by Holt Sarenders
3. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill

Media Planning & Strategy 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Role and importance of media planning	1 Session of 3 Hours
2	Media planning concepts	1 Session of 3 Hours
3	Determining a “media mix”	1 Session of 3 Hours
4	Media models	1 Session of 3 Hours
5	Qualitative inputs for the planning process	1 Session of 3 Hours
6	Media research	2 Sessions of 3 Hours Each
7	Scheduling tactics	2 Sessions of 3 Hours Each
8	Achieving cost-effectiveness	2 Sessions of 3 Hours Each
9	Media in India	1 Session of 3 Hours
10	Special issues in Indian media	1 Session of 3 Hours
11	Presentations and Case Studies	2 Sessions of 3 Hours Each

Reference Books

Jack Z. Sissors and Roger Baron (2002). Advertising Media Planning 7th edition. New York: McGraw-Hill

Dennis Martin and Robert Coons (2002). Media Flight Plan IV . Provo, Utah: Deer Creek Publishing. (This is a software program that you must purchase, Mac OS version preferred).

Clarke Caywood (ed) (1997). The Handbook of Strategic Public Relations and Integrated Communications, New York: McGraw-Hill. (Readings are on Reserve in JRR)

Esther Thorson and Jeri Moore (eds.) (1996) Integrated Communication. Mahwah, NJ: Lawrence Erlbaum (Readings are on Reserve in JRR)

Emerging Trends in Marketing 100 marks (15 Sessions of 3 Hours Each)
Sem IV Elective

SL.No	Particulars	Sessions
1	01. Emerging Trends in Marketing – An Overview	1 Session of 3 Hours
2	01. Reasons for Emerging Trends	1 Session of 3 Hours
3	01. Emerging Trends – An Indian Perspective	1 Session of 3 Hours
4	01. Challenge for Marketers in the New Economy	1 Session of 3 Hours
5	01. Understanding Various Emerging Trends a. Customer Experience Marketing b. Data Driven Marketing c. Green Marketing d. Social Marketing e. Referral Marketing f. Cause Related Marketing g. Event Based Marketing h. Crowd sourcing i. Bottom of the Pyramid Marketing j. Collaborative Marketing k. Experiential Marketing l. Engagement Marketing	5 Sessions of 3 Hours Each
6	Entertainment Marketing a. Using Movies / Serials / Forms of Entertainment for Marketing b. Marketing of Movies / Serials / Forms of Entertainment	2 Sessions of 3 Hours Each
7	Sports Marketing 01. Gaming and Marketing 02. Marketing to Emerging Segments like Kids, Women etc.	2 Sessions of 3 Hours Each
8	Presentations and Case Studies	2 Sessions of 3 Hours Each

Reference Books: -

Marketing in the Cyber Era: - Ali Ghorbani
Marketing Case Studies

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

$$\frac{\text{-----}}{\Sigma \text{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\frac{\Sigma CG}{\Sigma C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 18						$\Sigma CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\Sigma CG / \Sigma C$
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	60	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 20						$\Sigma CG = 85$	Grade C
Passes							

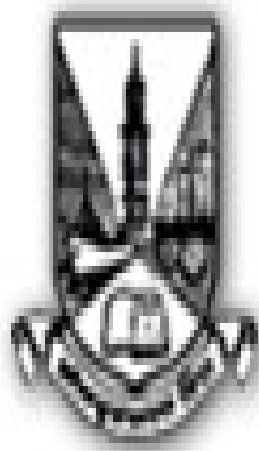
Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System**

For

Master of Management Studies (MMS)

**2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
FINANCE SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5	
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5	
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5	
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5	
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5	
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5	
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5	
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Finance Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Advanced Financial Management	30	2	40 IA	60 UA	100	3	2.5
4	Security Analysis & Portfolio Management	30	2	40 IA	60 IA	100	3	2.5
5	Corporate Valuation	30	2	40 IA	60 IA	100	3	2.5
6	Corporate Law	30	2	40 IA	60 IA	100	3	2.5
7	Finance Elective I	30	2	40 IA	60 IA	100	3	2.5
8	Finance Elective II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
		Total No of Credits						22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Finance Specialisation Electives (Any Two)

Commodities Market
 Fixed Income
 Strategic Cost Management
 Derivatives & Risk Management

MMS –Semester IV – Finance Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Financial Modeling	30	2	40 IA	60 IA	100	3	2.5
4	Mergers Acquisitions & Corporate Restructuring	30	2	40 IA	60 IA	100	3	2.5
5	Finance Elective I	30	2	40 IA	60 IA	100	3	2.5
6	Finance Elective II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
		Total No of Credits						17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Finance Specialisation Electives (Any Two)

Wealth Management
 Treasury Management
 Behavioural Finance
 Project Finance

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

**MMS SEMESTER – II
FINANCE ELECTIVES**

Financial Markets, Products & Institutions 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

SL.No	Particulars	Sessions
1	Financial Markets Primary and Secondary Market OTC and Exchange markets Financial Securities Market Operations Financial market activities - Speculation, Hedging and Arbitrage	2 Sessions of 3 Hours Each
2	Financial Institutions Stock and Other Exchanges Clearing House Mechanisms and Clearing Corporations Commercial Banks and Investment Banks Broking Houses PMS, Hedge Funds Mutual Funds and Insurance Firms Other types of Financial Institutions	2 Sessions of 3 Hours Each
3	Financial Instruments Equity Debt Derivatives - Forwards, Futures and Options Equity and Equity Index derivatives Fixed-Income and Interest Rate Derivatives Currency Derivatives Commodity Derivatives Swaps and Swap options Mortgages and MBS	2 Sessions of 3 Hours Each
4	Fixed Income Instruments Time Value of Money Bond Characteristics Bond Types - Sovereign, Municipal, Agency, Corporate, etc. Coupon Types - Zero Coupon, Fixed Rate Coupon, Floating Rate Coupon Risk-free Rate of Interest Term Structure of Interest Rates Yield to Maturity (YTM) Bond Pricing Using Yield-to-Maturity (YTM) Estimation of YTM from market data Spot Rates / Zero Coupon Yield (ZCY) Bond Pricing using ZCYC curve Bootstrapping ZCYC from YTM Forward Rates Yield Curve construction using methods like: bootstrapping, linear interpolation, polynomial interpolations. Pricing Floaters and Inverse Floaters	5 Sessions of 3 Hours Each

	<p>Fixed Income & Money Market returns : Coupon Rate, Current Yield, Yield-To-Maturity, Discount Yield, Money Market Yield, Par Yield, Bond-equivalent Yield, Yield-To-Call/Yield-To-Put</p> <p>Price Yield Relationship</p>	
5	<p>Fixed Income Risk Measures Bond Duration, Modified Duration Bond Convexity Price Value of Basis Point (PVBP)</p>	<p>2 Sessions of 3 Hours Each</p>
7	<p>Case Studies and Presentations</p>	<p>2 Sessions of 3 Hours Each</p>

Reference Text:

1. Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication
2. SEBI Guidelines (available on net) on Mutual funds.
3. Handouts / Soft copies ('Excel bond') on some topics like Bond Mathematics, Portfolio Management, Evaluation of Mutual Fund performance etc will be given.
4. Financial Institutions & Markets – Meir Kohn – Oxford Publications
5. Indian Financial System – Dr S.C Bihari – International Book House Ltd
6. Financial Markets & Institutions – Fredric S Mishkin, Stanley G Eakins – Pearson Publications

Analysis of financial statements 100 Marks (15 Sessions of 3 Hours Each)
Sem II Elective

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Revision of Balance Sheet and P&L statement fundamentals. ➤ Indian Accounting Standards ➤ Indian Accounting Standard vs US GAAP ➤ (This would also cover the manipulations often done by companies to show higher profits) 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Cash Flow Analysis ➤ Measuring operating / financing and investing Cash flows. ➤ Cash flows and life cycle state of a company ➤ Cash flows and financial flexibility (linkages to dividend policy and over retention of profits) 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Assessing Business Performance ➤ Operational efficiency ratios (Gross profit, net profit margins and various turnover ratios) ➤ Liquidity ratios – Current Ratio / Acid test ➤ Profitability ratios, Valuation Ratios ➤ EPS/ ROE/ ROCE/ Total Shareholder returns, Linkages between ROE & ROCE & ➤ optimal capital structure and determinants of PE multiple, Price to book value, EV/EBDITA multiple. ➤ Capitalization ratios- Debt Equity, Debt to Assets. ➤ Du-pont Analysis ➤ Coverage ratios and credit analysis and ratings ➤ (The emphasis will be on correct interpretation and correct measurement i.e. with necessary ➤ accounting adjustments for these ratios). 	3 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Free Cash flows to Equity / Firm ➤ From earnings to free cash flows ➤ Adjustment from standard accounting to correctly measure free cash flow. ➤ Capitalisation leasing expense and R&D expenditure, correct treatment for amortization ➤ expense and deferred taxes ➤ Measuring correct ROE & ROC after adjusting for inter-corporate investments. ➤ Implication of the above mentioned adjustments on fundamental valuations / company and ➤ PE or Price / Book Value or EBDITA multiple. 	2 Sessions of 3 Hours Each

5	<ul style="list-style-type: none"> ➤ Introduction to Advance Accounting Concepts ➤ Merger and acquisition ➤ Consolidation of balance sheets ➤ Deferred taxes, minority interest ➤ NOPAT and adjustments to NOPAT from EVA perspective to measure correct economic cash flows. ➤ Economic value added (EVA) and linkages between value of a company and EVA. ➤ Equity Analysis, Stock Splits and Buy back ➤ Managing Productivity of Corporate Capital ➤ Composite Index for measuring productivity 	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Forecasting FCFE / FCFF and Security Valuation 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ➤ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

Financial Management by Prasanna Chandra

Financial Management by Khan and Jain.

Corporate Finance by Brealey – Myers

International Finance 15 Sessions of 3 Hours 100 Marks Sem II Elective

SL.No	Particulars	Sessions
1	<p>Fundamental equilibrium relationships covered interest parity, purchasing power parity & Fisher open theorem.</p> <ul style="list-style-type: none"> ❖ Foreign Exchange exposure; transaction & operating. ❖ Derivatives Pricing & Analysis; foreign exchange arithmetic, foreign exchange swaps, forward contracts, financial futures & financial swaps. ❖ Currency options fixed income analytic & interest rate options. ❖ Capital budgeting for international projects, international cash management, international asset pricing theories, Financial Aspects of International Negotiations. 	3 Sessions of 3 Hours
2	<p>Operations of foreign exchange markets, modes & mechanism of spot & forward</p> <ul style="list-style-type: none"> ❖ Exchange contracts. ❖ Exchange trading & position. ➤ Syndication, Swaps, Options, Offshore banking, International Money, Capital & Foreign Exchange Markets with reference to New York, London, Tokyo, Hong Kong & Singapore. 	3 Sessions of 3 Hours
3	<p>Theories of exchange rates.</p> <ul style="list-style-type: none"> ❖ Purchasing power parity theory. ❖ Demand supply & elasticity in foreign exchange rate determination. ❖ Balance of Payments theory. Historical perceptive on exchange rate, Gold Standard. ❖ Inter-war instability, Bretton woods, fixed exchange rates, fluctuating exchange rates Case for fixed or fluctuating exchange rates. The changing nature of world money. ❖ The rise of private world money. 	5 Sessions of 3 Hours

	<ul style="list-style-type: none"> ➤ Euro-currencies, Euro-dollars, European Currency Unit ➤ C.R.U., their mechanics & impact, ❖ International capital-flows & shocks. ❖ International debt problem - its origin, history & status. ❖ International liquidity & SDRs. 	
4	<p>Innovative International Financial Products</p> <p>Socio-Political Issues in Strategic International Financial Management (with special reference to multi-national corporations)</p>	2 Sessions of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours

ReferenceText:

1. International Finance – Avadhani
2. Foreign Exchange Management – A.V.Rajwade
3. International Finance – Thomas J.O’Brien – Oxford Publications

Banking and Insurance 15 Sessions of 3 Hours 100 Marks Sem II Elective

SL no	Particulars	Sessions
1.	Introduction to Banking Role of banks in an economy	1 session of 3 hours
2	Structure, growth and development of banking in India	1 session of 3 hours
3	Study of bank balance sheet and profit and loss account Treasury and funds management in banks	1 session of 3 hours
4	Risk management in Banks Assets liability management in banks	1 session of 3 hours
5	Regulatory role of RBI and its monetary policy	1 session of 3 hours
6	Cooperative banks, RRB's and rural banking in India	1 session of 3 hours
7	Special issues in Indian banking sector Narasimham committee report Basel II Assets Reconstruction Companies Securitization Act	3 sessions of 3 hours
8	Consolidation In Indian banking sector	1 session of 3 hours
9	Introduction to insurance	1 session of 3 hours
10	Growth and Development of Insurance in India Range of products and services of insurance Fund management in insurance sector	1 session of 3 hours
11	Opening up of sector in India and challenges Regulation and reforms in Indian insurance sector	1 session of 3 hours
12	Case studies and Presentations	2 sessions of 3 hours

Reference Text:

1. Banking in the new Millennium by ICAI University banking series edited by N Rajashekar, Year 2001.
2. Banking Strategy by ICAI University banking series edited by Katuri Nageshwara Rao, Year 2002.
3. Central Banking by Charles Goodhart
4. International Corporate and Investment Banking : Practice and Law by Lagan Mark, UK/Institute of Financial Services/2003
5. European Banking and Financial Services Law by Gerster /Schwander, Netherland/Kluwer Law Int/2004
6. Banking Supervision and Systemic Bank Restructuring : An International and Comparative Legal Perspective - By Mwenda Kenneeth Kaoma, London/Cavendis Pub/2000.
7. Risk Management in Banking- 2nd ,By Bessis Joel, Chichester/John Wiley/2004.
8. Commercial Banking : The Management of Risk-2nd By Frster Donald R/Gup Benton E/Kolari James W, Australia/South-Western/2001.
9. Strategic Business Management and Banking, By Sarkar A N, New Delhi Deep&Deep/2005/.

MMS SEMESTER – III
(Core Papers All Specialisations)

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core
(University Assessment)**

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

**MMS SEMESTER – III FINANCE
MAJORS**

Advanced Financial Management University Assessment 15 Sessions of 3 Hours 100 Marks Sem III Major

SL. No.	Particulars	No. of Sessions
01	Indian Financial System: Functions of the financial system; Financial Assets; Financial markets; Financial intermediaries; Regulatory system	1 Session of 3 Hours
02	Analysis of Leverage: Operating, financial and total	1 Session of 3 Hours
03	Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach; Designing capital structure and factors affecting capital structure.	2 Sessions of 3 Hours
04	Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach	1 Session of 3 Hours
05	Financial Planning and Forecasting: Meaning and importance of financial planning; Approaches to financial planning; Proforma profit & loss account; Proforma balance sheet; Growth and external financing requirements	1 Session of 3 Hours
06	Corporate valuation and Value Based Management: Valuation concepts; Valuation of equity, Valuation of debt instruments, Corporate valuation approaches; various approaches and concepts of EVA & MVA	2 Sessions of 3 Hours
07	Project Financing and Appraisal: Sources of long term finances; Institutional considerations; Venture capital; SEBI Guidelines	2 Sessions of 3 Hours
08	Inflation and Financial Management: Project appraisal and inflation	1 Session of 3 Hours
09	Derivatives and Risk Management: Forward contracts; Futures and Futures contracts; Options and option contracts; Interest rates, currency swaps	1 Session of 3 Hours
10	Investment Banking: Internal and external funding options; Primary issue management; Private placement; ADRs/GDRs; Important SEBI Guidelines / Companies Act provisions pertaining to IPOs; Credit rating agencies and Process	1 Session of 3 Hours
11	Financial Management of PSUs	1 Session of 3 Hours
12	Financial Management of sick units	1 Session of 3 Hours

Reference Books; -

- | | |
|--|---------------------------------|
| 1. Financial Management – Theory & Practice | - Prasanna Chandra |
| 2. Financial Management – Text, Problems & Cases | - M. Y. Khan & P. K. Jain |
| 3. Financial Management | - I. M. Pandey |
| 4. Financial Management | - E. F. Brigham & J. F. Houston |
| 5. Financial Management & Policy | - Van Horne |

Managerial Finance

**Security Analysis and Portfolio Management 15 Sessions of 3 Hours 100
Marks Sem III Major**

SL.No	Particulars	Sessions
1	<p>Risk And Return</p> <p>Risk and return in each asset class - equity, fixed income, MF etc.</p> <ul style="list-style-type: none"> · Simple determination of stock market price using time value of money - simple one period and multi period case. · Return on common stock under uncertainty, for a single stock Expected Return, Variance of Return, Concept of probability Distribution of Returns. · Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient · Two asset portfolio case, expected return and variance of returns of a Two asset Portfolio Simple Numerical Example and Graphical Illustration · Diversification of Risk, Systematic and Unsystematic risk 	2 Sessions of 3 Hours
2	<p>MODERN PORTFOLIO THEORY</p> <ul style="list-style-type: none"> · General N-asset Portfolio Problem, Markets Model: Objectives Function and Constraints, Meaning of Efficient Frontier / Set, Concept of CML (Capital Market Line), Concept of Market Portfolio, Risk Free rate, Borrowing and Lending rates. 	2 Sessions of 3 Hours
3	<p>SHARP'S SINGLE INDEX OR MARKET MODEL:</p> <ul style="list-style-type: none"> · How Asset Returns move with the market. · Slope of security Market Line (SML) · Properties of any asset on the line. · Assumptions and some empirical evidence of CAPM · Arbitrage pricing theory - Introduction 	2 Sessions of 3 Hours

4	<p>CAPITAL ASSET PRICING MODEL:</p> <ul style="list-style-type: none"> · Statement of CAPM. · Slope of security Market Line (SML) · Properties of any asset on the line. · Assumptions and some empirical evidence of CAPM · Arbitrage pricing theory – Introduction 	2 Sessions of 3 Hours
5	<p>EFFICIENT MARKET HYPOTHESIS (EMH) :</p> <ul style="list-style-type: none"> · Random walk theory · Weak, Semi-Strong and Strong form · Empirical Evidence of EMH · Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect. 	2 Sessions of 3 Hours
6	<p>Hedging, speculation and managing risk - return balance</p> <p>Effect of taxation on investment decision, permissible deductions, exemptions, tax free investments, tax lots and loss harvesting</p> <p>Asset allocation basics - as per IPS, tolerance definitions, substitution rules</p> <p>Weighted average cost of capital, portfolio beta and risk premium</p> <p>Using fundamental analysis for security selection and technical analysis for timing of orders</p> <p>Investor behaviour analysis - cyclic nature, need induced decisions, tax dependencies, risk and return expectations, modeling using intelligence derived from behavioural analysis</p>	2 Sessions of 3 Hours
7	<p>PORTFOLIO PERFORMANCE MEASURES</p> <ul style="list-style-type: none"> · Sharp Index · Treynor Index · Jensen's Measure · Empirical Test of Mutual Fund Performance & EMH 	1 Session of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

1. Security Analysis and Portfolio Management (6th Edn.) By Donald Fischer and Ronald Jordan, Prentice Hall of India (1995)
2. Securities Analysis and Portfolio Management , Prasanna Chandra, Tata McGraw Hill (2002)

Corporate valuation 15 Sessions of 3 Hours 100 Marks Sem III Major

SL.No	Particulars	Sessions
1	Approaches to Valuation	1 Session of 3 Hours
2	Valuation Tools: An overview The Time Value of Money, Risk Measurement, Accounting data, Statistics, Looking for Relationships in the Data Purposes For Valuation And Various Special Situations	1 Session of 3 Hours
3	Discounted Cash Flow Valuation a. Basics b. Estimating Inputs <input type="checkbox"/> Discount Rates <input type="checkbox"/> Growth flows <input type="checkbox"/> Growth <input type="checkbox"/> Growth Patterns c. Choosing the Right Model d. Loose Ends <input type="checkbox"/> Dealing with Cash and Cross Holdings <input type="checkbox"/> Dealing with Management Options/ Warrants/ Convertibles e. Examples of Valuation	2 Sessions of 3 Hours
4	Relative Valuation a. Basics and Tests b. Multiples <input type="checkbox"/> PE Ratio <input type="checkbox"/> PEG Ratios <input type="checkbox"/> Relative PE Ratios <input type="checkbox"/> EV/EBIT Multiples <input type="checkbox"/> Book Value Ratios <input type="checkbox"/> Sales Multiples <input type="checkbox"/> Choosing the right multiple	3 Sessions of 3 Hours
5	Brand Name Valuation	1 Session of 3 Hours
6	Valuing Private Companies	1 Session of 3 Hours
7	Option Pricing Applications in Valuation	1 Session of 3 Hours
8	Valuation in Acquisitions	2 Sessions of 3 Hours
9	Value Enhancement : DCF, EVA, and CFROI	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

- ❖ Koeller, Goedhart, and Wessels, Valuation: Measuring and Managing the Value of Companies, John Wiley & Sons, 4th Edition, 2005.
- ❖ Palepu, Healy, and Bernard, Business Analysis and Valuation Using Financial Statements, Southwestern Publishing, 3rd Edition, 2000.
- ❖ Pereiro, Valuation of Companies in Emerging Markets: A Practical Approach, John Wiley & Sons, 1st Edition, 2002.
- ❖ Ross, Westerfield, Jaffe, Corporate Finance
- ❖ Brearly Myers , Corporate Finance
- ❖ Aswath Damodaran, Valuations
- ❖ Corporate Valuation – Prasanna Chandra

Corporate Law 15 Sessions of 3 Hours 100 Marks Sem III Major

SL.No	Particulars	Sessions
1	Definition of Securities U/Securities Contract Regulation Act 1956. -SEBI Act 1992 -Depositories Act 1996 SEBI (Issue of Capital & Disclosure Requirement Regulations 2009) -SEBI Mutual Fund Regulations -SEBI Insider Trading Regulations -SEBI Takeover Code 2011	3 Sessions of 3 Hours
2	FEMA 1999 – Salient Features – Capital Account & Current Account Transactions	2 Sessions of 3 Hours Each
3	DRT Act 1993 – R/W Securitisation Act 2002	2 Sessions of 3 Hours Each
4	Prevention of Money Laundering Act	2 Sessions of 3 Hours
5	Law relating to NBFC (S/45 (I) of RBI Act 1934)	2 Sessions of 3 Hours Each
6	Recovery of Money inclusive of Concept under limitations Act 1963	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

Banking Regulation Act (Commentary) – Seth, P.R Kulkarni, Justice A.B Srivastava
 Banker’s Manual – Modern Law Publications
 Guide to FEMA with Ready Reckoner and RBI Circulars – T.R Ramamurthy
 RBI Act – Private Publication
 Guide to Prevention of Money Laundering Act with Rules and Notifications – Ritika Garg and Bharat Agarwal
 SEBI Manual Taxmann
 FEMA Manual Khilnani – Snowwhite Publishers
 NBFC – Taxmann
 Corporate Laws by Dr Anil Kumar – International Book House Ltd

**MMS SEMESTER – III FINANCE
ELECTIVES**

Commodities Market 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	<p>Introduction to Commodity Derivatives</p> <p>Introduction to derivatives, products, participants and functions, derivatives markets, difference between commodity and financial derivatives. Evolution of commodity exchanges, global commodity derivatives exchanges, latest developments. The NCDEX platform – Structure, exchange membership, risk management, clearing and settlement system and commodities traded on the NCDEX platform.</p>	2 Sessions of 3 Hours
2	<p>Historical changes and growth of global and domestic Commodities derivatives markets</p> <p>FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India</p>	1 Session of 3 Hours
3	<p>Application of Commodity Futures</p> <p>Instruments available for trading - Forward contracts, Introduction to futures and options, Payoff for F&O, using futures versus options; Pricing commodity futures – Investment assets versus consumption assets, Cost of carry model, Futures basis; Using commodity futures for hedging, Speculation and arbitrage.</p>	2 Sessions of 3 Hours
4	<p>Trading, Clearing and Settlement</p> <p>Trading - Futures trading system, Entities in the trading system, Commodity futures trading cycle, Order types and trading, Parameters, Margins for trading in futures, Charges, Hedge limits; Clearing and settlement - Clearing, Settlement, Risk management, Margining at NCDEX and Standard Portfolio Analysis of Risk (SPAN).</p>	3 Sessions of 3 Hours

5	<ul style="list-style-type: none"> ➤ Issues in Agricultural Commodities Markets ➤ Issues in Non-Agricultural Commodities Markets 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> ➤ Commodities Derivative Exchanges and design of the markets ➤ Issues related to Spot price and present practices of commodities exchanges ➤ Clearing House operations and Risk Management Procedures 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ➤ Delivery Related Issues like delivery centers, deliverable varieties, assaying ➤ Issues related to monitoring and surveillance by Exchanges and Regulator ➤ Role of intermediaries in Commodities Markets 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ➤ Basis Risk and its importance in pricing ➤ Agricultural Commodity Futures trading pattern in Exchange – Case study ➤ Non- Agricultural Commodity Futures trading pattern in Exchange – Case study ➤ International commodity indices and as a investment tool for investors 	2 Sessions of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours

Recommended books :

1. Commodities Rising , Jeffery M. Christian , John Wiley & Sons, 2006
2. Dow Jones – Irwin Guide to Commodities Trading , Bruce Gould , Author House, 2003
3. Commodity Fundamentals , Ronald Spurga, John Wiley & Sons, 2006
4. Commodity Futures & Financial Markets, Louis Philips, 1990
5. The Encyclopedia of Commodity & Financial Spreads , Steve Moore, John Wiley & Sons, 2008
6. International Commodity Markets & The Role of Cartels , Mark s. Lechair, M.E. Sharpe ,2001
7. Commodity Options , Larry D. Spears, Market Place Books, 1993
8. Training The Pits: Technical Approach to Commodity Trading , Robert M. Barnes, John Wiley & Sons,
9. Commodity Options, Terry S. Mayer , Prentice Hall ,1993
10. Structured Products Vol. II Equity , Commodity , Credit & New Markets , Satyajit Das John Wiley & Sons, 2005
11. Breaking Through Success : A Commodity Investor ‘s Guide Book, Patrick Lafferty & Nell Sloane
12. Managing Commodity Price Risk & Developing Countries , Stijn Claessens & Ronald C. Dunkan, John Hopkins University Press, 1994
13. The Commodities Glossary , Commodity Futures Trading Corporation, International Law & Taxation ,2005

Fixed Income 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	Understanding Basics Of Bonds Mathematics: <ul style="list-style-type: none"> · Yield to Maturity/Yield to Call · Spot Rates/Forward Rates and Par Yield · Bootstrapping Process for Zero Curve · Yield Curve slope and the theory 	2 Sessions of 3 Hours
2	Understanding Duration and Convexity <ul style="list-style-type: none"> · Measuring Duration and Convexity · Duration of Par /Discount /Premium Bonds · Duration as a Risk Measure · M Square & Key Rate Duration · Barbelle, Ladder & Bullet Strategy 	2 Sessions of 3 Hours
3	Bond Management Strategies <ul style="list-style-type: none"> · Active and Passive Management Strategies · Classical and Contingent Immunisation · Duration Based Asset Liability Risk Management 	2 Sessions of 3 Hours
4	Mortgage Backed Securities <ul style="list-style-type: none"> · Mortgage Mathematics · MBS & Asset Securitisation · Securitisation Structures 	2 Sessions of 3 Hours
5	Interest Rate Futures <ul style="list-style-type: none"> · T-bill & T-bond Futures · Duration Based hedging using Futures 	1 Session of 3 Hours
6	Interest Rate Options . <ul style="list-style-type: none"> · Forward Rate Agreement · Caps/Floor/Collar · Black's model of Interest Option Valuation · Caplet –Floorlet-Swaplet Parity 	2 Sessions of 3 Hours
7	Interest Rate Swaps <ul style="list-style-type: none"> · Basics Of Swaps · Valuation of Swaps (Fixed Side) · Forward/Amortising/Asset Swaps · Valuing a Swap during its Life 	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

- The Hand Book of Fixed Income Securities- Fabozzi Frank McGraw Hill International.
- Fixed Income Markets & Their Derivatives: Suresh Sunderasan –Thomson Learning.
- Swaps : Richard Flavell – John Wiley Publications.

**Strategic Cost Management 15 Sessions of 3 Hours 100 Marks Sem III
Elective**

SL.No	Particulars	Sessions
1	Cost Benefit Analysis : with reference to Strategic Business Decision Making - Qualitative & Quantitative aspects.	2 Sessions of 3 Hours
2	Different aspects of Strategic Cost Management: <ul style="list-style-type: none"> · Value Analysis & Value Engineering, · Wastage Control, · Disposal Management, · Business Process Re-engineering, · Total Quality Management, · Total Productive Maintenance, · Energy Audit, · Control of Total Distribution Cost & Supply Cost · Cost Reduction, · Product Life Cycle Costing etc. 	3 Sessions of 3 Hours
3	Activity Based Costing <ul style="list-style-type: none"> · Target Costing 	1 Session of 3 Hours
4	Value Chain Analysis & Long Term Cost Management	1 Session of 3 Hours
5	Objective Based Costing	1 Session of 3 Hours
6	Balance Score Card Concept	1 Session of 3 Hours
7	Cost Audit & Management Audit under companies Act, with reference to strategic assessment of cost & managerial performances.	2 Sessions of 3 Hours
8	Strategic Cost-Benefit Analysis of different business restructuring propositions.	2 Sessions of 3 Hours
9	Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages & long-term perspective of cost Management.	2 Sessions of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

1. Strategic Cost Management – Dr. Govindaraja
2. Strategic Financial Management – Dr. Girish Jakhotiya

Derivatives and Risk Management 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	Introduction to Derivatives · Application of Derivatives – for Risk Management & Speculation (Leveraging) · Basic Terms & properties of Options / Futures / Forwards	1 Session of 3 Hours
2	Futures & Forwards · Pricing & Valuation of Futures/Forwards · Risk Management using Futures · Basis Risk · Introduction to Currencies /Commodity/Interest rate futures	1 Session of 3 Hours
3	Mechanics & Properties of Options · Boundry Conditions for options · Put-call parity and its interpretation · Options sensitivity to the o Underlying o Volatility o Strike price o Interest rate o Time to expiration	2 Sessions of 3 Hours
4	Basic Option strategies	1 Session of 3 Hours
5	Trading 1. Directional Strategies (A Call/Put/Bull Call/Spread etc. 2. Volatility based strategies (Straddle/Strangle /Calendar Spread) 3. Economic Rationale behind spreading	1 Session of 3 Hours
6	Risk Management · Protective Put · Covered Call	1 Session of 3 Hours
7	1. Introduction to Option Valuation · Binomial Model for Valuation · Risk Neutral probabilities and their interpretation Binomial Model's application for American options where the underlying pays the dividend · Black & Scholes Model <input type="checkbox"/> Understanding Weiner& Markov processes <input type="checkbox"/> Log – Normal distribution <input type="checkbox"/> ITO – LEMMA & its application in Stochastic processes <input type="checkbox"/> Using ITO – LEMMA – to derive Black & Scholes Model for stock /currency options <input type="checkbox"/> Interpreting the B & S formula <input type="checkbox"/> Seeing Options sensitivity to different variable using Excel	2 Sessions of 3 Hours

8	<p>2. Understanding Options Greeks</p> <ul style="list-style-type: none"> · Delta/Theta/Vega & Gamma risks of options · Understanding option Greeks for various trading strategies (volatility & Directional Spreads) · Delta /Dynamic Hedging and relating the cost of Delta hedging with the option price determined by Black & Scholes – Model. · Elasticity (Beta) of an option in the CAPM framework. This would “clarify” the “risk return” profile (which is often misunderstood for various options trading strategies) 	2 Sessions of 3 Hours
9	<p>3. Options Volatility</p> <ul style="list-style-type: none"> · Historical & Implied Volatility · Volatility Smile · Term Structure of Volatility · Some advance Models of volatility estimation · Value At Risk · Historical Simulation · Model Building Approach · Stress Testing & Back Testing 	2 Sessions of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

1. Options, Future & Other Derivatives – by John. C.Hull

2. Applied Derivatives – Richard .J. Rendleman, Jr

Special Focus on:

Chap: 2 -- PUT – CALL Parity

Chap : 3 & 4 -- Binomial Option Pricing Models

3. Option Volatility & Pricing – Sheldon Naten Berg

An excellent book from options trading perspective. A handout on option Greeks will be given to

students at the appropriate time.

4. The New Options Market – Max Ansbacher

Again an excellent book from option trading perspective. A handout on trading strategies will be given to the students.

5. Derivatives – The Wild beast of Finance – Alfred Steinherr

This books deals in detail with the following well-known disasters with Derivatives.

Metallgesellschaft – (Rollover Risk)

o Barings (LESSON'S – CASE) – Highly speculation & Leverages position in Derivatives

o Hedge Funds & the collapse of LTCM (Long Term Capital Management)

Derivatives & Risk Management – Rajiv Srivastava – Oxford Publications

Derivatives & Risk Management – Sundaram Janakiramanan – Pearson Publications

Options , Futures & Other Derivatives – John C Hull, Sankarshan Basu – Pearson

Publications

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

MMS SEMESTER – IV
FINANCE MAJORS

Financial Modeling 100 marks (15 Sessions of 3 Hours Each) Sem IV Major

SL.No	Particulars	Sessions
	<p>Excel Proficiency Formatting of Excel Sheets, Use of Excel Formulae Function , Advanced Modeling Techniques, Data Filter and Sort , Charts and Graphs, Table formula and Scenario building, lookups, pivot tables, Macros, Recording of Macros, understanding Visual Basic Environment (VBE)</p>	1 Session of 3 Hours Each
1	<p>Valuation Modeling</p> <ul style="list-style-type: none"> • Understanding Integrated Financial Models • Scenario Analysis • Excel Efficiency Shortcuts and formulae • Cash and Interest Revolver • Building Historical Financial Statements • Ratio Analysis • Projecting Financial Statements 	3 Sessions of 3 Hours Each
2	<p>Merger & Acquisition (M&A) Analysis</p> <ul style="list-style-type: none"> • Building Merger Inputs • Stock and Cash Mix Deal • Contribution Analysis • Accretion and Dilution 	1 Session of 3 Hours Each
3	<p>Project Finance Modeling Why Project evaluation; stage of project; construction & development phase; funding during investment phase; costs during investment phase; life of project; decision making, cash flow waterfall & resolve circular reference problem in interest during construction.</p> <ul style="list-style-type: none"> • Understanding Date functions • Modeling Cash flow waterfall • Delays in Projects 	3 Sessions of 3 Hours Each
4	<p>Equity Research Modelling</p> <ul style="list-style-type: none"> • Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers • Forecast Geographic Revenues, Segment Revenues, Geographic Revenues, Cost Statement, Debt, Income Statement , Balance Sheet, Cash Flow Statement. • Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios • Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart) • Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare 	3 Sessions of 3 Hours Each

	Company Overview , Sector Overview	
5	<p>Report writing and Sector Overview</p> <ul style="list-style-type: none"> • Report Writing: On the basis of Financial Modeling • Overview of different sectors such as retail, telecom, IT, Oil & Gas etc 	2 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Mastering Financial Modeling in Excel – ALSTAIR L DAY (Pearson Publications)

Financial Modeling – Simon Benninga

**Mergers, Acquisitions & Corporate Restructuring 15 Sessions of 3 Hours
100 Marks Sem IV Major**

SL no	Particulars	Sessions
1.	Need for restructuring	1 session of 3 hours
2.	Various forms of Restructuring, viz Mergers, Acquisitions, Amalgamation, Slump Sales, Take Overs, Spin-off etc. and implications thereof vis-a-vis strategic.	2 sessions of 3 hours
3	Valuation of business brands, human resource capital intangible assets etc	2 sessions of 3 hours
4	Statutory regulations under Companies Act, SEBI Regulations Listing agreements allied bodies vis-a-vis compliance therewith.	2 sessions of 3 hours
5	Taxation aspects of restructuring, mergers etc..	1 session of 3 hours
6	Leveraged buy-outs	1 session of 3 hours
7	Doctrine of due diligence	1 session of 3 hours
8	Other implications of take-overs mergers etc	1 session of 3 hours
9	Cases of specific instances of Mergers, De-mergers etc.	2 sessions of 3 hours
10	Case Studies and Presentations	2 sessions of 3 hours

Reference Text:

1. Valuation – Capeland
2. Valuation – Damodaran
3. Mergers & Acquisitions – Rajinder S Aurora – Oxford Publications
4. Mergers, Acquisitions & Corporate Restructuring – Rabi Narayan Kar – International Book House Ltd
5. Creating Value from Mergers & Acquisitions – Sudi Sudarsanam – Pearson Publications

**MMS SEMESTER – IV
FINANCE ELECTIVES**

Wealth Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	<p>Functions of investment advisor, independent advisors, wire house wealth managers, custodians offering white labeled solutions to advisors, software solutions for advisors</p> <p>Wealth management client categories - mass affluent, high net worth, ultra high net worth, unified households</p>	3 Sessions of 3 Hours Each
2	<p>Client on boarding - profiling, financial planning, suitability assessment - aggressive, moderate etc., client preferences, restrictions, return expectations versus risk appetite</p> <p>Structure the cash flow forecasting and define the goals, milestones, liabilities etc.</p>	3 Sessions of 3 Hours Each
3	<p>Types of wealth management account structures - separately managed accounts, unified managed accounts, overlay portfolio management, sleeves and open architecture wealth management, portfolio manager models, pooled funds</p> <p>Technology absorption in wealth management - use of social media in wealth management, mobility solutions and advantages to investment advisors</p>	4 Sessions of 3 Hours Each
4	<p>Asset allocation, active passive investment styles - advantages, correlation in security returns and risk diversification, standard deviation of each asset class and security</p> <p>Portfolio modeling using multiple asset classes, monitoring tolerances and rebalancing, substitution rules</p> <p>Portfolio performance measurement, attribution and reporting</p>	3 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

ICICI Notes on Wealth Management
 Wealth Management – Harold R Evensky

**Treasury Management 100 Marks (15 Sessions of 3 Hours Each) Sem IV
Elective**

SL.No	Particulars	Sessions
1	Objectives of Treasury Structure and Organization Functions of a Treasurer Responsibility of a Treasurer	1 Session of 3 Hours
2	Cost Centre / Profit Centre, Integrated Treasury, Planning & Control, Risk Analysis	2 Sessions of 3 Hours Each
3	Liquidity Management - CRR / CCIL / RTGS Objectives, Sources and deployment Internal control, Netting	2 Sessions of 3 Hours Each
4	Implications of Treasury on International Banking Global scenario & treasury operation Exchange rate mechanism Structure : Front, Back & Mid office Dealing and trading operations : Control and orderly conduct, moral and ethical codes, checks of balances Revaluation : Mark to market and profit calculations, VaR (Value at Risk)	2 Sessions of 3 Hours Each
5	Regulation, Supervision and Compliance of Treasury Functions Internal & External Audit Role of Reserve Bank of India	1 Session of 3 Hours Each
6	Integrated Treasury	1 Session of 3 Hours
7	Bond Dynamics	1 Session of 3 Hours
8	Role of Information Technology in treasury management and Bond Dynamics	2 Sessions of 3 Hours Each
9	Accounting Valuation and Elimination of Exposures	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

Treasury Management – Steven M Bragg (Wiley Publications)
Treasury Management – IIBF

Behavioural Finance 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law -Subjective probability – Representativeness – Anchoring- Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.	2 Sessions of 3 Hours Each
2	Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Decision-making in historical prospective - Allais and Elsbeg’s Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.	2 Sessions of 3 Hours Each
3	Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental Information, Technical Analysis, and Behavioral Factors.	2 Sessions of 3 Hours Each
4	External Factors and Investor Behavior: Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management – the source of the systematic underperformance. Fundamental information and technical analysis – the case for psychological influence.	2 Sessions of 3 Hours Each

SL.No	Particulars	Sessions
5	<p>External Factors and Investor Behavior: Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management – the source of the systematic underperformance. Fundamental information and technical analysis – the case for psychological influence.</p>	<p>2 Sessions of 3 Hours Each</p>
6	<p>Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Timing of Good and Bad Corporate News Announcement - Mergers and Acquisitions and the Winner’s Curse - M&A waves and market timing - IPO under pricing - Systematic excessive optimism and Over confidence in managers’ decisions. Company Name and its Market value - Sunk costs and mental accounting. Evolutionary explanations for behavioral effects - Evidence from behavioral game theory - Systematic approach to using behavioral factors in corporate decision-making.</p>	<p>2 Sessions of 3 Hours Each</p>
7	<p>Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains - Evolutionary prospective and emotions. Proximal and ultimate mechanisms framework – Making decisions with “play” and real money - Modulating altruistic behavior by utilizing the essentials of the specific proximal mechanisms - Emotions and rationality - Antonio Damasio and somatic markers</p>	<p>1 Session of 3 Hours Each</p>
8	<p>Case Studies and Presentations</p>	<p>2 Sessions of 3 Hours Each</p>

Reference Books

- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- Understanding Behavioral Finance by Ackert
- The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
- What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
- Handbook of Behavioral Finance – Brian R. Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch

- Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
- Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient Markets, Oxford University Press.
- Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
- Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
- Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
- Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.
- Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
- Plous, S. (1993). The psychology of judgment and decision-making NY: McGraw-Hill.

Project Finance 15 Sessions of 3 Hours 100 Marks Sem IV Elective

SL.No	Particulars	Sessions
1	<p>What Is Project Financing (PF)?</p> <ul style="list-style-type: none"> • Typical characteristics • Definition • Pre-requisites • Typical PF examples <p>What Is Different about Project Financing?</p> <ul style="list-style-type: none"> • When is PF most suitable? • PF & corporate lending • PF & asset based lending • PF & property lending 	1 Session of 3 Hours
2	<p>Current Project Finance Market</p> <p>PF market expansion Market highlights PF market by sector PF market by geography</p>	1 Session of 3 Hours
3	<p>Understanding Project Finance</p> <ul style="list-style-type: none"> • Financing cash flow • Risk Allocation • Economic Rent • When is PF most suitable? 	1 Session of 3 Hours
4	<p>Evaluating Project Cash Flow.</p> <ul style="list-style-type: none"> • What is Project Cash Flow? • What is Discounted Cash Flow? • Calculation of Project Cash Flow • Evaluating IIR, NPV, Profitability Index, Pay-Back Period • PF and Project Cash Flow Profiles 	1 Session of 3 Hours
5	<p>Creating a SPV</p> <ul style="list-style-type: none"> • What is a SPV? • Main functions of a SPV • Why is a SPV required? • How is a SPV created? 	1 Session of 3 Hours
6	<p>Key Project Finance Risk Categories</p> <ul style="list-style-type: none"> • Construction • Operation • Funding • External 	1 Session of 3 Hours

7	<p>Controlling Direct Risks</p> <ul style="list-style-type: none"> • Construction failure • Revenue failure • Operations failure • Supply failure <p>Controlling External Risks</p> <ul style="list-style-type: none"> • Political • Environmental • Technology • Force Majeure 	1 Session of 3 Hours
8	<p>Project Funding</p> <ul style="list-style-type: none"> • Sponsor(s) • Other equity providers • Senior debt providers • Junior debt providers <p>Contractual Parties</p> <ul style="list-style-type: none"> • Contractor • Purchaser • Operator • Supplier 	1 Session of 3 Hours
9	<p>PF Roles & Risk Management</p> <ul style="list-style-type: none"> • Risk takers/risk avoiders • Separation of roles • Phasing of roles • Managing by contract <p>PF Roles & Conflict</p> <ul style="list-style-type: none"> • Where is the sponsor? • Who controls the contractor? • Ensuring long-term commitment • Sources of conflict <p>Managing PF Roles</p> <ul style="list-style-type: none"> • Need for strong sponsor • Ownership – the right balance 	2 Sessions of 3 Hours
10	<p>Due Diligence in Project Finance</p> <ul style="list-style-type: none"> • Overview • Discussion <p>Due Diligence Process</p> <ul style="list-style-type: none"> • Technical due diligence • Legal due diligence • Financial due diligence • Other due diligence <p>PF Advisors</p> <ul style="list-style-type: none"> • Technical • Legal 	3 Sessions of 3 Hours

	<ul style="list-style-type: none"> • Financial • Other <p>PF Information Memorandum</p> <ul style="list-style-type: none"> • Purpose • Responsibility • Process • Output <p>PF Financial Model</p> <ul style="list-style-type: none"> • Purpose • Responsibility • Process • Output • Evaluating Project's Debt Capacity <p>Managing Due Diligence</p> <ul style="list-style-type: none"> • Nature of assignment • Management control • Lines of communication • Dissemination of findings 	
11	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Books

- Project Management – Prasanna Chandra
- Principles of Project Finance - Yescombe, E. R. (2002), Academic Press, California.
- Advanced Project Management – Harrison F.L.
- Project Financing: Asset-Based Financial Engineering (Wiley Finance) by John D. Finnerty
- Earned Value Management Using Microsoft® Office Project: A Guide for Managing Any Size Project Effectively w/CD by Dayal

- Project financing (7 ed.) - Nevitt, P.K. & Fabozzi, F. J. (2000), London, UK: Euromoney Books
- Investment project design - A guide to financial and economic analysis with constraints, Kurowski, L. & Sussman, D. (2011), New Jersey: John Wiley & Sons.
- Project finance for construction and infrastructure: Principles and case studies - Pretorius, F., Lejot, P., McInnis, A., Arner, D. & Hsu, B. F.-C. (2008), Oxford: Blackwell Publishing

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

$$\frac{\text{-----}}{\Sigma \text{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\frac{\Sigma CG}{\Sigma C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 18						$\Sigma CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\Sigma CG / \Sigma C$
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	60	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 20						$\Sigma CG = 85$	Grade C
Passes							

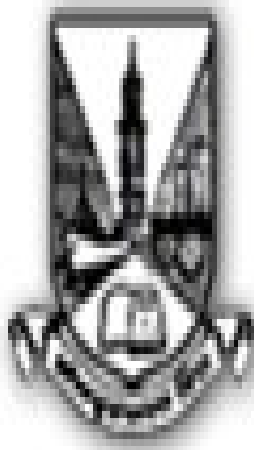
Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System**

For

Master of Management Studies (MMS)

**2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
HUMAN RESOURCES
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5

4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system
Technologies for learning
Historical Issues and Education Policy
Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools
International Consulting
Consulting Solutions
Consulting and Culture

Sr.	Subject	Teaching Hours	Assessment Pattern
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MMS –Semester III – Human Resources Specialisation

		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of	No. of	Conti	Semeste	Total	Duration	No. of	
1	International Business	30	2	40 IA	60 UA	100			
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5	
3	Organisational Theories, Structure & Design	30	2	40 IA	60 UA	100	3	2.5	
4	Competency based HRM	30	2	40 IA	60 IA	100	3	2.5	
5	Employee Relations & Labour Laws	30	2	40 IA	60 IA	100	3	2.5	
6	Training & Development	30	2	40 IA	60 IA	100	3	2.5	
7	Human Resources Elective- I	30	2	40 IA	60 IA	100	3	2.5	
8	Human Resources Elective – II	30	2	40 IA	60 IA	100	3	2.5	
9	Summer Internship	100							2.5
		Total No of Credits							22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Human Resources Specialisation Electives (Any Two)

Global HRM
Employee Rewards Management
Human Resource Audit
Performance Management Systems

MMS –Semester IV – Human Resources Specialisation

		Sessions of 90 minutes	Sessions of 90 minutes per week	uous Assessment	r End Examination	Marks	of Theory Paper	Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Management of Change	30	2	40 IA	60 IA	100	3	2.5
4	Strategic Human Resource Management	30	2	40 IA	60 IA	100	3	2.5
5	Human Resources Elective – I	30	2	40 IA	60 IA	100	3	2.5
6	Human Resources Elective – II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
			Total No of Credits					17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Human Resources Specialisation Electives (Any Two)

Corporate Governance & Social Responsibility
 Organisational Development
 Building Learning Organisations
 Role of HR in Knowledge Management

Semester	Total No of Credits
Semester I	20

Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I

(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
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1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours
6	<p>Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis</p>	2 Sessions of 3 Hours

	Total Quality Management Stress Management International Management	
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an	1 Session of 3 Hours

	<p>organization</p> <ul style="list-style-type: none"> ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire

subject

- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary	1 Session of 3 Hours

	Issues.	
2	<p>Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.</p>	1 Session of 3 Hours
3	<p>Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.</p>	2 Sessions of 3 Hours Each
4	<p>Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.</p>	2 Sessions of 3 Hours Each
5	<p>Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams</p>	2 Sessions of 3 Hours Each
6	<p>Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts</p>	2 Sessions of 3 Hours Each
7	<p>Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.</p>	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR.	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

MMS SEMESTER – II
HUMAN RESOURCES ELECTIVES

Indian Ethos in Management 100 marks (15 Sessions of 3 Hours Each)
Sem II Elective

S. No.	Particulars	Sessions
1	Indian Ethos: Concept, Culture and Management. Is Management Culture bound? (Discussion)	1 Session of 3 Hours
2	Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Purans, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran, (Why should Holy Bible and Quran be also included amongst sources of Indian Ethos in Management (Discussion)	2 Sessions of 3 Hours
3	Values for Indian Managers: Values Vs Skills, Value System, Values and Purity of Mind, Indian Values and Wisdom relevant to modern management. Values are universal; Why should we call them Indian Values (Discussion)	2 Sessions of 3 Hours
4	Human Behaviour, Indian thoughts, Guna Theory, Karma Theory and Sanaskar Theory.	1 Session of 3 Hours
5	Models of Motivation and Leadership in Indian thoughts, examples from scriptures	1 Session of 3 Hours
6	Work Ethics and Ethics in Work	1 Session of 3 Hours
7	Life Goals or Purusharthas Professionalism and Karma Yoga.	2 Sessions of 3 Hours
8	Indian Heritage and Corporate Social Responsibility: Five fold debts (Pancha Rina) Vs Corporate Social Responsibility (Discussion)	1 Session of 3 Hours
9	Management of Self for Personal and Organizational Effectiveness	1 Session of 3 Hours
10	Workplace Spirituality.	1 Session of 3 Hours
11	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management and the Indian Ethes : G.D.Sharma
2. Indian Ethos for Modern Management : G.R.Krishna
3. Towards the optimal organizations (Indian Culture and Management) : Rayen. K.Gupta (Excel Books)
4. The seven spiritual Laws of Success: Deepak Chopra (Excel Books)
5. Blending the best of the East and the West in Management education: Subhir Chowdhury.
7. Management Concepts from the Mahabarata: N.M.Khandelwar (New Century Publications, New Delhi)
8. Vedic management: Krishna Saigal (gyan Publishing House, New Delhi)

Human Resource Planning 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1	<p>Human Resource Planning</p> <p>The planning process. Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.</p>	<p>1 Session of 3 Hours</p>
2	<p>Job Analysis</p> <p>Job analysis and design. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Factors influencing job design methods. Job analysis techniques. Assessing job analysis methods.</p>	<p>2 Sessions of 3 Hours</p>
3	<p>Recruitment of Employees</p> <p>Organizational and external factors affecting recruitment. Sources of methods of recruitment. Assessing recruitment methods. Ethical issues in recruitment, e.g. Unfair discrimination, data protection.</p>	<p>2 Sessions of 3 Hours</p>
4	<p>Selection of Employees</p> <p>Influences on recruitment and selection. Selection as a process. Validity and reliability of selection methods. Ethical issues in the selection process, e.g. Equal opportunity. Methods for using information in selection decisions.</p>	<p>2 Sessions of 3 Hours</p>
5	<p>Orientation and Placement of Employees</p> <p>Orientation programmes and orientation follow-up. Employee placement: promotions, transfers and demotions. Separations: attrition, layoffs and termination.</p>	<p>1 Session of 3 Hours</p>
6	<p>Employment Tests: Concepts of Testing, Types of tests, Executive Talent Search.</p>	<p>1 Session of 3 Hours</p>

7	Interviewing, Placement and Induction: Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview. Conference, Interview Technique used for global sourcing. Placement and Induction.	2 Sessions of 3 Hours
8	HR Planning and Selection in the Modern Business Environment: Changing perspectives in the field of recruitment and selection in the information age: e-recruitment and selection.	2 Sessions of 3 Hours
11	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Books

Human Resource Planning – D.K Bhattacharya

Human Resource Planning – M.S Reddy

Planning & Managing Human Resources – William J Rothwell, H.C Kazanas

Human Resource Planning – James W Walker

Human Resource Development – Uday Kumar Haldar – Oxford Publications

Human Resource Information Systems 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1	Introduction To Human Resource Management And Human Resource Information Systems: Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	2 Sessions of 3 Hours
2	Determining Human Resource Information System's Needs: Human Resource Information Systems Needs Analysis, System Design and Acquisition, HR Metrics and Workforce Analytics, Cost Justifying Human Resource Information Systems Investment	3 Sessions of 3 Hours
3	Resource Information Systems Implementation And Acceptance: Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems	3 Sessions of 3 Hours
4	Human Resource Information Systems Applications: Human Resource Administration and Human Resource Information Systems, Talent Management 1: Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management	3 Sessions of 3 Hours
5	Special Topics In Human Resource Information Systems: Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems: Emerging Trends in Human Resource Management and Information Technology	2 Sessions of 3 Hours
6	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Books

Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite

Human Resource Information System by P.K.Gupta and Sushil Chaabra
Human Resource Management by Gary Dessler, Pearson Publication

**Compensation and Benefits 15 Sessions of 3 Hours 100 Marks Sem II
Elective**

SL.No	Particulars	Sessions
1.	Human Resources Philosophy and Approach for an Organization	1 Session of 3 hours
2.	Reward Strategies – Articulating and understanding business context for reward strategies	1 Session of 3 hours
3.	Elements of Reward Strategy – Understanding Reward Management	1 Session of 3 hours
4.	Compensation / Remuneration place in Reward Strategy	1 Session of 3 hours
5.	Understanding Elements of Compensation Structure <ul style="list-style-type: none"> • Fixed , • Cash Benefits, • Retirals and • Social Security, • Variable Pay / Incentives / Stock Options 	1 Session of 3 hours
6.	Costing the CTC of each element of Compensation Structure (excluding stock options)	1 Session of 3 hours
7.	Understanding Inflation – <ul style="list-style-type: none"> • Neutralization of Inflation – <ul style="list-style-type: none"> ➤ Dearness Allowance ➤ Consumer Price Indices 	1 Session of 3 hours
8	<ul style="list-style-type: none"> ➤ Understanding Provident Fund, ➤ ESIC, Gratuity, ➤ Superannuation, ➤ Bonus under Payment of Bonus Act 	1 Session of 3 hours
9.	Types of Variable Pay	1 Session of 3 hours
10.	Understanding Income Tax	1 Session of 3 hours

11.	<p>Arriving at the CTC of an employee/ candidate –</p> <ul style="list-style-type: none"> • costing elements, • designing a salary offer template • Making a salary offer to a candidate – understanding salary ranges 	1 Session of 3 hours
12.	<p>Remuneration Survey-</p> <ul style="list-style-type: none"> • choosing a partner, • conducting a survey, • benchmarking, • arriving at a comparator, • target position, • understanding median , • percentile, • ageing of market data • Converting Remuneration Survey results into a Salary Proposal 	1 Session of 3 hours
13.	<p>Equity Compensation Plans –</p> <ul style="list-style-type: none"> • objective of equity compensation, • types of Stock Plans, • Valuing stock grants, • SEBI Guidelines, • taxability of stock options 	1 Session of 3 hours
14	Case Study & Presentation	2 Sessions of 3 hours

Reference Text:

1. Textbook of HRM – P. Subha Rao.
2. Managing Human Resources – Bohlander, Snell, Sherman
3. Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications
4. Compensation Management in a Knowledge Based World – Richard I Henderson – Pearson Publications

MMS SEMESTER – III
(Core Papers All Specialisations)

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core
(University Assessment)**

SL. No.	Particulars	No. of Sessions
01	<p>Introduction to International Business</p> <p>a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation</p>	2 Sessions of 3 Hours
02	<p>PEST Factors and Impact on International Business</p> <p>a) Risk Analysis b) Decisions to overcome or managing risks – a live current case</p>	1 Session of 3 Hours
03	<p>Investment Management in International Business</p> <p>a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions</p>	1 Session of 3 Hours
04	<p>Multinational Corporations</p> <p>a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.</p>	1 Session of 3 Hours
05	<p>Globalization</p> <p>a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study</p>	2 Sessions of 3 Hours
06	<p>International Organisations and their role in international business</p> <p>a) WTO b) World Bank c) ADB d) IMF and others Case study</p>	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

**MMS SEMESTER – III HUMAN
RESOURCES MAJORS**

**Organizational Theories, Structure & Design University Assessment 100
Marks 15 Sessions of 3 Hours Sem III Major**

SL. No	Particulars	Sessions
1.	<p>Organizations and Organization Theory</p> <ul style="list-style-type: none"> a. Organization theory in action. b. What is an organization? c. Perspectives on organizations: open systems and organizational configuration. d. Dimensions of organization design: structural and conceptual. e. The evolution of organization theory and design. 	2 Sessions of 3 Hours
2.	<p>Strategy, Organization Design, and Effectiveness</p> <ul style="list-style-type: none"> a. The role of strategic direction on organization design. b. Organization purpose. c. A framework for selecting strategy and design/structure. d. Assessing organizational effectiveness. e. Contingency effectiveness approach, resource based approach, and internal process approach. f. An integrated effectiveness model. 	2 Sessions of 3 Hours
3.	<p>Fundamental of Organization Structure</p> <ul style="list-style-type: none"> a. Organization structure b. Information processing perspective in organization structure c. Organization design alternatives d. Functional, divisional, and geographical designs e. Matrix structure f. Horizontal structure g. Modular structure h. Hybrid structure 	2 Sessions of 3 Hours
4.	<p>Open Systems Design Elements</p> <ul style="list-style-type: none"> a. The external environment. b. Inter-organizational Relationships. c. Organization size and life cycle and design/structure. d. Comparative management. 	2 Sessions of 3 Hours

5.	Organizational Culture <ol style="list-style-type: none"> a. Organizational culture. b. Organization design and culture. c. Culture and the learning organization. d. Ethical values in organizations. e. Leadership and culture and ethics. 	2 Sessions of 3 Hours
6.	Innovation and Change and Organizational Design <ol style="list-style-type: none"> a. The strategic role of change. b. Elements of successful change. c. New products and services. d. Technology change. e. Strategy and structure change. f. Culture change. g. Strategies for implementing change. 	1 Session of 3 Hours
	Decision-Making Process <ol style="list-style-type: none"> a. Rational approach. b. Bounded rationality perspective. c. Organizational decision-making. d. The learning organization. e. Contingency decision-making perspective. f. Special decision circumstances. 	1 Session of 3 Hours
	Conflict, Power, and Politics <ol style="list-style-type: none"> f. Intergroup conflict in organizations. g. Power and organizations. h. Political processes in organizations. i. Using power, politics, and collaboration. 	1 Session of 3 Hours
7.	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

- Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern
- Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992.

Competency Based HRM 15 Sessions of 3 Hours 100 Marks Sem III Major

S.No	Particulars	No Of Sessions
1	<p>Competency at work</p> <ul style="list-style-type: none"> • New business realities and impact of HR professionals • The competency model for the New HR Professional • Strategic Contribution • Personal Credibility • HR Delivery • Business Knowledge • HR Technology • Concepts of competency, competency at work • Types of competencies – behavioural and technical • Competency description • Competency levels • Designing competencies dictionary • Measuring of mapping competencies • BEI • Assessment centre • Conducting and operating assessment centre • Role of assessors in an assessment centre • Designing tools in an assessment centre • Feedback mechanism 	<p>6 Sessions Of 3 hours</p>
	<p>Competency Mapping</p> <p>01. Competency Method in Human Resource Management:</p> <ol style="list-style-type: none"> a. Features of Competency Methods b. Historical Development c. Definitions d. Approaches to Mapping e. Case Studies in Competency Mapping. 	<p>7 Sessions Of 3 hours</p>

	<p>02. Competency Mapping Procedures and Steps:</p> <ul style="list-style-type: none"> a. Business Strategies b. Performance Criteria c. Criteria Sampling d. Tools for Data Collection e. Data Analysis f. Validating the Competency Models g. Short Cut Method h. Mapping Future Jobs i. Single Incumbent Jobs j. Using Competency Profiles in HR Decisions <p>03. Methods of Data Collection for Mapping:</p> <ul style="list-style-type: none"> a. Observation b. Repertory Grid c. Critical Incidence Technique d. Expert Panels e. Surveys f. Automated Expert System g. Job Task Analysis h. Behavioral Event Interview <p>04. Developing Competency Models from Raw Data:</p> <ul style="list-style-type: none"> a. Data Recording b. Analyzing The Data c. Content Analysis of Verbal Expression d. Validating the Competency Models 	
3	Case study and presentation	2 Sessions of 3 Hours

The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd;

Competency Mapping by R K Sahu, Publisher : Excel
 ASTD Competency Study: Mapping the Future by Paul R. Bernthal, Publisher: ASTD Press (June 6, 2004)

Employee Relations & Labour Laws 15 Sessions of 3 Hours 100 Marks Sem III Major

SL. No	Particulars	Sessions
1.	Growth & development of IR History & development of IR <ul style="list-style-type: none"> • Pre independence • Post independence. • Post Liberalization. 	1 Session of 3 Hours
2.	IR issues in Organizations <ul style="list-style-type: none"> • IR Definitions • Different approaches to IR <ul style="list-style-type: none"> ➤ Functional approach ➤ Systems approach & Dunlop's Contribution. ➤ Oxford Model. ➤ HR approach. ➤ Comprehensive IR model of internalist & externalist approach. 	2 Sessions of 3 Hours
3.	Management of Conflicts as related to IR and different methods of resolving Conflicts. <ul style="list-style-type: none"> • Union recognition. • Conditions for effective Collective Bargaining and process of CB. • Adjudicating & Proceedings under ID Act & the role of Govt. 	2 Sessions of 3 Hours
4.	Workers Participation in Management. <ul style="list-style-type: none"> • Experiences of Germany, France & Britain. • Indian experience. • Workers Participation & Collective Bargaining • Suggestion schemes. • Kaizen, Quality circles, TQM. • ISO 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Labour Laws: Industrial Disputes Act Trade Unions Act Shops and Establishments Act Standing Orders Act Factories Act Workmen's Compensation Act	2 Sessions of 3 Hours

6	Payment of Wages Act Minimum Wages Act ESI Act Gratuity Act Provident Fund Act	2 Sessions of 3 Hours
7	Structure of Labour Courts and appropriate authorities Case Law Collective Bargaining and management of Trade Unions Productivity linked union agreements	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

- Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
- Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
- Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
- Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
- Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
- Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications

Training & Development 15 Sessions of 3 Hours 100 Marks Sem III Major

SL. No	Particulars	Sessions
1.	Introduction to human resource development	1 Session of 3 Hours
2.	Overview of Training in Organizations <ul style="list-style-type: none"> • Role of training • structure of training Planning for Training and Development <ul style="list-style-type: none"> • Management of Training function • Need assessment • Evaluation • Organization of Training 	1 Session of 3 Hours
3.	Learning organization	1 Session of 3 Hours
4.	<ul style="list-style-type: none"> • Principles of Adult Learning • Learning Styles • Self Generated Learning • Experiential Learning • Motivation & Performance 	1 Session of 3 Hours
5.	Training Administration. <ul style="list-style-type: none"> • training budget , • budget training programmes, • design training calendar /schedules) Designing and executing Training inputs <ul style="list-style-type: none"> • Establishing Learning Objectives • Developing Training Modules • Role of 'Active Training' 	1 Session of 3 Hours
6.	Training Need assessment	1 Session of 3 Hours
7.	Competency modeling and mapping	1 Session of 3 Hours
8.	Designing Training Modules	1 Session of 3 Hours
9.	Implementation of Training	1 Session of 3 Hours
10.	<ul style="list-style-type: none"> • Traditional training methods • E-learning and use of technology in training Computer Based Training Satellite Based Training Outbound Training Fusion Methodology: Theatre, Art, Music as methodologies The World as a Classroom	1 Session of 3 Hours

11	Training evaluation, Cost Benefit Analysis and ROI	1 Session of 3 Hours
12	Management Development.	1 Session of 3 Hours
13	Planning & Organizing conferences, seminar etc Training Audit.	1 Session of 3 Hours
14	Case Studies , Presentations and Training Administration	2 Sessions of 3 Hours

Reference Text

- Effective Training Systems, Strategies and Practices
- P. Nick Blanchard, James W Thacker second edition Pearson Education
- Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)

**MMS SEMESTER – III HUMAN
RESOURCES ELECTIVES**

Global HRM 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL. No	Particulars	Sessions
1.	<p>Introduction and Overview of Domestic HRM and IHRM</p> <ul style="list-style-type: none"> a. The professionalism of HRM b. International trends in the labour force c. The impact of the environment, competition and the dynamics of the labour force on HRM 	1 Session of 3 Hours
2.	<p>Selecting and Managing International Workforce</p> <ul style="list-style-type: none"> a. The influences of cross cultural issues on organisations b. Selection, evaluation and coaching of international employees c. Developing Planning, Communications and Intercultural skills to manage a cross cultural workforce d. Global training and appraisal systems for a cross cultural workforce e. Compensation and performance measure: an international perspective 	2 Sessions of 3 Hours
3.	<p>International Organisations and Industrial Relations</p> <ul style="list-style-type: none"> a. Corporate Culture and change b. Policies and practices of multinational companies c. Employment and Labour Laws: an international perspective d. The influence of Trade Unions e. Equal Opportunities f. Employment relations 	2 Sessions of 3 Hours
4.	<p>International Compensation and Benefits</p> <ul style="list-style-type: none"> a. Theory of Employee Development b. Objectives of International Compensation c. Benchmarking global practices d. Motivation and Reward systems e. Problems with global compensation 	1 Session of 3 Hours
5.	<p>Expatriation and Repatriation</p> <ul style="list-style-type: none"> a. Characteristics of effective expatriate managers b. The role of family c. Dealing with culture shock d. Successful repatriation practices 	2 Sessions of 3 Hours

6.	Legislation and the international workforce a. Legislation and the international workforce b. Employment Law c. Trade Unions and negotiations	1 Session of 3 Hours
7	European Social Policy and Industrial Relations a. Social Cohesion b. Working Terms and Conditions c. Equal Opportunities	1 Session of 3 Hours
8	Global Unions, Regional Integration and Framework Agreements	1 Session of 3 Hours
9	Emerging Trends in Employee Relations and Employee Involvement	1 Session of 3 Hours
10	International Labour Standards	1 Session of 3 Hours
11	Case Studies and Presentations	2 Sessions of 3 Hours

International Human Resource Management by Peter j Dowling, Devise E Welch, 4th Edition.

International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors

International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH

**Employee Reward Management 15 Sessions of 3 Hours 100 Marks Sem III
Elective**

SL. No	Particulars	Sessions
1.	Reward Management: Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice, impact of environment, internal & external	3 Sessions of 3 Hours
2.	Grade and pay structures: Types of grades and pay structures, Developing grade and pay structures, individual pay, team pay, paying for organizational performance	3 Sessions of 3 Hours
3.	Reward management for special groups: Rewarding directors and senior executives, international reward, rewarding sales and customer service staff, rewarding knowledge workers, shop floor pay	3 Sessions of 3 Hours
4.	Union role in Reward Management: Impact of Trade Union on reward determination, unions and alternative reward system, Govt. and legal issues in reward system, reward system in India, National wage policy	2 Sessions of 3 Hours
5	Desk Research/Field Work: Faculty to invite minimum 4 experts from manufacturing/service/NGO/Govt. Organizations to expose the students to reward management system practiced by those organizations	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Books

Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing

A Handbook of Employee Reward Management and Practice by Michel Armstrong
Personnel and Human Resource Management by George T Milkovich and John w Boudream, Published by All India Traveller Bookseller

**Human Resource Audit 100 marks (15 Sessions of 3 Hours Each) Sem III
Elective**

S. No.	Particulars	Sessions
1	<p>Introduction</p> <ul style="list-style-type: none"> a. HR as assets b. Definition of Human resource accounting c. HRA – concepts, methods and applications d. Human Resource accounting vs. Other Accounting 	1 Session of 3 Hours
2	<p>Human Resource Costs / Investments</p> <ul style="list-style-type: none"> a. Human Resource Costs – the Monetary Value Approach, Non-Monetary value Based Approaches b. Investment in employees -- Human resource Development 	2 Sessions of 3 Hours
3	<p>Return on Investments</p> <ul style="list-style-type: none"> a. Development of HR ROI into through High Performance Employees b. Measurement of Group Value – The Likert and Bowers Model, Hermanson’s unpurchased goodwill model 	2 Sessions of 3 Hours
4	<p>Human Resource Accounting System</p> <ul style="list-style-type: none"> a. Developing Human Resource Accounting System b. Implementation of Human resource Accounting system c. Integration with other accounting system 	2 Sessions of 3 Hours
5	<p>Human Resource Score Card</p> <ul style="list-style-type: none"> a. HR Score Card, constituents of HR Scorecard b. HR score card as an instrument in HR Audit 	1 Session of 3 Hours

6	<p>Human Resource Audit</p> <p>a. Role of Human resource audit in business environment</p> <p>b. HR Audit Objectives, Concepts, Components, Need, Benefits, Importance</p> <p>c. Methodology and instruments of HR Audit</p> <p>d. The audit process and Issues in HR Audit</p>	1 Session of 3 Hours
7	<p>Human Resource Audit Report</p> <p>a. HR Audit Report – purpose</p> <p>b. Report Design – Preparation of report</p> <p>c. Use of HR Audit report for business improvement</p>	2 Sessions of 3 Hours
8	Recent Advancements in Human Resource Audit and Accounting	2 Sessions of 3 Hours
11	Case Studies and Presentation.	2 Sessions of 3 Hours

Reference Text

- Personnel & Human Resource Management – P. Subba Rao.
- Human Resource and Audit – T.V.Rao
- Human Resource System – T.V.Rao & Udai Pareek

Performance Management Systems 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL · No	Particulars	Sessions
1.	<p>Introduction</p> <ul style="list-style-type: none"> a. Definition of Performance Management b. The Performance Management Contribution c. Dangers of Poorly Implemented PM Systems d. Aims and Role of PM Systems e. Characteristics of an Ideal PM System f. Performance Management Process g. Performance Management and Strategic Planning 	2 Sessions of 3 Hours
2.	<p>Performance Appraisal System Implementation:</p> <ul style="list-style-type: none"> a. Defining Performance b. Determinants of Performance c. Performance Dimensions d. Approaches to Measuring Performance e. Diagnosing The Causes of Poor Performance f. Differentiating Task from Contextual Performance g. Choosing a Performance Measurement Approach. h. Measuring Results and Behaviors i. Gathering Performance Information j. Implementing Performance Management System 	2 Sessions of 3 Hours
3.	<p>Performance Management and Employee Development:</p> <ul style="list-style-type: none"> a. Personal Development Plans b. 360 Degree Feed Back as a Developmental Tool c. Performance Management and Reward System d. Performance Linked Remuneration System e. Performance Linked Career Planning and Promotion Policy 	2 Sessions of 3 Hours
4.	<p>Conducting Staff Appraisals</p> <ul style="list-style-type: none"> a. Introduction & Need b. Skills Required c. The Role of The Appraiser d. Job Description and Job Specification e. Appraisal Methods f. Raters Errors g. Data Collection h. Conducting an Appraisal Interview i. Follow Up and Validation 	2 Sessions of 3 Hours
5.	<p>Performance Consulting:</p> <ul style="list-style-type: none"> a. Concept b. The Need for Performance Consulting c. Role of The Performance Consulting d. Designing and Using Performance Relationship Maps e. Contracting for Performance Consulting Services f. Organizing Performance Improvement Department 	2 Sessions of 3 Hours

6	Reward for Performance: Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	2 Sessions of 3 Hours
7	Ethics in Performance Management: Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	1 Session of 3 Hours
6.	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

- Performance Management by Julie Freeman.
- Bringing out the best in people by Daniels.
- Effective Performance Appraisal by James Neil.

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

MMS SEMESTER – IV
HUMAN RESOURCES MAJORS

Management of Change 15 Sessions of 3 Hours 100 Marks Sem IV Major

SL • No	Particulars	Sessions
1.	<p>The Process of Change, Creativity & Innovation: Organizational Change</p> <p>Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.</p>	<p>2</p> <p>Sessions</p> <p>of</p> <p>3 Hours</p>
2.	<p>The Individual – Promoting Critical Thinking:</p> <p>Cognitive factors - Implications for HRM, Personality Traits Implications for HRM, Knowledge Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation.</p> <p>The Group – Nurturing Team Work:</p> <p>Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes–Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust–Conflict – Team cohesiveness. Moderators of Team</p>	<p>3</p> <p>Sessions</p> <p>of</p> <p>3 Hours</p>
3.	<p>The Leader – Promoting New Ideas at Work:</p> <p>Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation –Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.</p>	<p>2</p> <p>Sessions</p> <p>of</p> <p>3 Hours</p>
4.	<p>The Internal Environment – Orchestrating Structure, Systems and Resources;</p> <p>The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors–Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.</p>	<p>3</p> <p>Sessions</p> <p>of</p> <p>3 Hours</p>

5	<p>Organizational culture, Different Perspectives of Organizational culture, Can we manage</p> <p>Organizational culture? Culture as an important ingredient of Organizational Creativity.</p> <p>Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?</p> <p>The Organization – Managing Process of Change:</p> <p>Change and Organizations, Change Drivers, People and Change, The problem of resistance,</p> <p>Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.</p>	3 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Books: -

Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

Change and Knowledge Management by B Janakiram, P V Ravendra, Shubha Murlidhar Published by biztantra

Change Management by Robert a Paton and James McCalman, Sage Publication, 3 Edition

Organisational Change and Development – Dipak Kumar Bhattacharya – Oxford Publications

**Strategic Human Resource Management 15 Sessions of 3 Hours 100 Marks
Sem IV Major**

S. No.	Particulars	Sessions
1	Strategic Human Resource Management: Introduction, HRM Defined/SHRM Defined, Strategic HRM-Definition , Meaning of SHRM, Aims, approaches, challenge	1 Session of 3 Hours
2	HR Strategies: Definition, Types of HR strategies, criteria for an effective HR strategy, Formulation of HR Strategies, conducting a strategic review, implementing HR strategies Impact on Organizational Performance, strategic role of top management, strategic role of line management	2 Sessions of 3 Hours
3	Talent Management Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual- centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning	2 Sessions of 3 Hours
4	Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix Retention strategies	3 Sessions of 3 Hours
5	Strategies for Improving organizational effectiveness Strategies for improving organizational effectiveness Strategies of organizational transformations-Cross border Mergers & Acquisitions Strategies for culture management, quality in strategies Strategies for learning organization Employee engagement strategy	3 Sessions of 3 Hours
6	Global Dimensions HR strategy in International Context, converting global presence into global competitive advantage Developing cross cultural sensitivity Training & development of International staff Compensation issues Performance management issues	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Books

Strategic Human Resource Management by Jeffrey Mello, Thomson South Western
Strategic Human Resource Management – Tanuja Agarwala – Oxford Publications

MMS SEMESTER – IV
HUMAN RESOURCES ELECTIVES

Corporate Governance & Social Responsibility 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

S. No.	Particulars	Sessions
1	Conceptual Framework of Corporate Governance – Meaning, Theories of Corporate Governance, Models of Corporate Governance, Benefits Of Good Corporate Governance, Concept of Corporate Excellence; Business Ethics; Ethical Governance, Code of Ethics; Insider Trading, Rating Agencies, Green Governance/ E-governance.	2 Sessions of 3 Hours
2	Corporate Governance Framework in India – Corporate Boards and its powers, Responsibilities, Disqualifications; Board Committees and their Functions, Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, and Audit Committee; Clause 49 of Listing Agreement; Corporate Governance in Public Sector Undertakings.	2 Sessions of 3 Hours
3	Major Corporate Governance Failures –Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures.	3 Sessions of 3 Hours
4	Major Codes & Standards on Corporate Governance – Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999, and Sarbanes-Oxley (SOX) Act, 2002 (USA)	2 Sessions of 3 Hours
5	Whistle-Blowing and Corporate Governance – The Concept of Whistle-Blowing; Types of Whistle-Blowers; Whistle-Blower Policy; the Whistle-Blower Legislation across Countries.	2 Sessions of 3 Hours
6	Corporate Social Responsibility (CSR) –Meaning, Corporate Philanthropy, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models, Drivers of CSR, Global Reporting Initiatives, ISO 26000	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

READINGS:

Essential Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.

Suggested Readings

1. Rani, Geeta D., and R.K. Mishra, *Corporate Governance-Theory and Practice*, Excel Books, New Delhi
2. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar
4. Sharma, J.P., *Corporate Governance and Social Responsibility*, Taxmann, New Delhi

Organizational Development 15 Sessions of 3 Hours 100 Marks Sem IV Elective

SL.No	Particulars	Sessions
1.	Definitions, underlying assumptions and values of Organization Development	2 Sessions of 3 hours
2.	Approaches to OD - Systems Approach, Action Research	2 Sessions of 3 hours
3.	Process of Change	2 Sessions of 3 hours
4.	Organization Diagnosis & Diagnostic Models	2 Sessions of 3 hours
5.	Data Collection & Analysis including Climate Survey	2 Sessions of 3 hours
6.	Understanding Organizational Roles <ul style="list-style-type: none"> • OD Intervention theories and methods – <ul style="list-style-type: none"> ✓ Large Systems, ✓ Group and ✓ Individual Techniques 	3 Sessions of 3 hours
7.	Case Study and Presentation	2 Sessions of 3 hours

Reference Text:

- Cummings, Thomas G, Worley, Christopher G. *Essentials of Organizational Development and Change...*
- Organizational Development – French & Bell

Building Learning Organizations 15 Sessions of 3 Hours 100 Marks
Sem IV Elective

S.No	Particulars	Sessions
1.	Emerging Business Realities	2 Sessions of 3 hours
2.	<ul style="list-style-type: none">• Why Organizations need to Learn?• Organizational Learning : A Capabilities-Based View	2 Sessions of 3 hours
4.	Learning Tools and Techniques <ul style="list-style-type: none">• System Thinking• Benchmarking and Process Mapping	2 Sessions of 3 hours
5.	<ul style="list-style-type: none">• Knowledge-based Competition• Knowledge-Creation and Acquisition Processes	3 Sessions of 3 hours
7.	Measuring Learning: The Intellectual Capital	2 Sessions of 3 hours
8.	Architecting a Learning Organization	2 Sessions of 3 hours
9	Case Study & Presentation	2 Sessions of 3 hours

Reference Text:

- Developing the Learning Organization by Peter M Sange

Role of HR in Knowledge Management 15 Sessions of 3 Hours 100

Marks Sem IV Elective

SL.No	Particulars	Sessions
1.	Introduction to knowledge management <ul style="list-style-type: none">• Understanding the significance of KM through a discussion on theories of the firm• Understanding the history, and the close relationship of KM with other concepts• Understanding the three major inputs viz. strategy, people and IT for a successful KM system	1 Session of 3 hours
2.	Understanding knowledge <ul style="list-style-type: none">• Understanding the difference between data, information and knowledge• Understanding the various types of knowledge viz. tacit and explicit• The consequences of knowledge types on managing knowledge	2 Sessions of 3 hours
3.	Knowledge management and organization design <ul style="list-style-type: none">• Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design• Understanding how organization structure can affect knowledge management	2 Sessions of 3 hours
4.	Knowledge management and culture <ul style="list-style-type: none">• Why and how culture affects knowledge?• Why should an individual “share” knowledge and how organizational culture can help mitigate individual’s fears	2 Sessions of 3 hours
5.	Knowledge management, strategy and HRM <ul style="list-style-type: none">• Understanding the need to align individual needs with organization• How HRM can design reward systems to facilitate KM• Using “organizational routines” for managing knowledge	2 Sessions of 3 hours
	Communities of Practice and KM <ul style="list-style-type: none">• Why CoP is important (and more significantly, what is it)?• Designing CoP with people in mind and not technology• Making CoP work Need for customizing KM within organization• Pitfalls of a global KM system and problems of cross-border issues in Knowledge management	2 Sessions of 3 hours
6.	KM: the Indian experience <ul style="list-style-type: none">• Discussion of the case of Infosys, Tata Steel and other organizations that are experimenting with KM• The problems Indian organization face with respect to KM	2 Sessions of 3 hours
7.	Case Study and Presentation	2 Sessions of 3 hours

Reference Books:

Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies*. Prentice Hall. ISBN: 0-13-109931-0.

Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall. ISBN: 0-13-034820-1.

Donald Hislop, *Knowledge Management in Organizations*, Oxford 2nd Edition. Amrit Tiwana (2002). *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms* (2nd Edition). Prentice Hall. ISBN: 013009224X.

Stuart Russell, Peter Norvig (2003). *Artificial Intelligence: A Modern Approach* (2nd Edition). ISBN: 0-13-790395-2. Ian Watson (2002). *Applying Knowledge Management: Techniques for Building Corporate Memories*. Morgan Kaufmann. ISBN: 1558607609.

Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions*. Butterworth-Heinemann. ISBN: 0750678186.

Stuart Barnes (Ed) (2002). *Knowledge Management Systems Theory and Practice*. Thomson Learning.

Kimiz Dalkir, *Knowledge Management in Theory and Practice*, Elsevier, Butterworth-Heinemann.

Shelda Debowski, *Knowledge Management*, Wiley India Edition.

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

$$\frac{\text{-----}}{\Sigma \text{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\frac{\Sigma CG}{\Sigma C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 18						$\Sigma CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\Sigma CG / \Sigma C$
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	60	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 20						$\Sigma CG = 85$	Grade C
Passes							

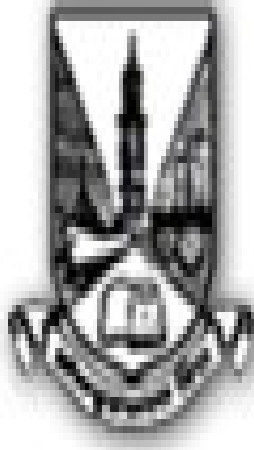
Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System**

For

Master of Management Studies (MMS)

**2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
OPERATIONS
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Operations Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Advanced Supply Chain Management	30	2	40 IA	60 UA	100	3	2.5
4	Materials Management & Transportation	30	2	40 IA	60 IA	100	3	2.5
5	Business Process Re-engineering and Benchmarking	30	2	40 IA	60 IA	100	3	2.5
6	Manufacturing Resource Planning & Control	30	2	40 IA	60 IA	100	3	2.5
7	Operations Elective – I	30	2	40 IA	60 IA	100	3	2.5
8	Operations Elective – II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Operations Specialisation Electives (Any Two)

Quantitative Methods in Operations
 New Product Development and Concurrent Engineering
 Industrial Engineering Applications and Management
 International Logistics & Supply Chains

MMS –Semester IV – Operations Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Strategic Operations Management	30	2	40 IA	60 IA	100	3	2.5
4	Project Management	30	2	40 IA	60 IA	100	3	2.5
5	Operations Elective – I	30	2	40 IA	60 IA	100	3	2.5
6	Operations Elective – II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
				Total No of Credits				17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Operations Specialisation Electives (Any Two)

Six Sigma
World Class Manufacturing
Service Operations Management
Lean Manufacturing

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

MMS SEMESTER – II
OPERATIONS ELECTIVES

Total Quality Management 100 Marks (15 Sessions of 3 Hours Each) Sem II Elective

SL.No	Particulars	Sessions
1	Introduction and evolution of quality movement	1 Session of 3 Hours
2	Contributions of Shewhart, Deming, Juran, Feigenbaum, Crosby	1 Session of 3 Hours
3	Contributions of Japanese pioneers Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo	1 Session of 3 Hours
4	Statistical quality control basics	1 Session of 3 Hours
5	Basics of sampling & reliability	1 Session of 3 Hours
6	Quality tools and techniques	1 Session of 3 Hours
7	Quality Improvement and Total Employee Involvement	1 Session of 3 Hours
8	JIT manufacturing and Lean manufacturing through waste elimination	1 Session of 3 Hours
9	Six Sigma tools, quality circles	1 Session of 3 Hours
10	Statistical Process control, process capability studies	1 Session of 3 Hours
11	Cost of quality – Juran / Crosby	1 Session of 3 Hours
12	CMM / PCMM	1 Session of 3 Hours
13	Quality Management in services – the SERVQUAL Model	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. TQM in this Service – By R.P.Murthy, R.R.Lakhe
2. Total Quality – By Institute of Directors
3. 100 TQM Tools – By Mike Asher, Gopal Kanji
4. Beyond TQM – By R.L.Flood
5. Total Quality Management – Dale H Besterfield, Carol Besterfield, Mary Besterfield, Sacre Glen H.he – Pearson Publications
6. Quality Management (Total Quality Management – Dr Vikram Sharma) – International Book House Ltd
7. Total Quality Management – Poornima M Charantimath – Pearson Publications

Supply Chain Risk & Performance Measurement 100 Marks (15 Sessions of 3 Hours Each) Sem II Elective

SL. No	Particulars	Sessions
1	Basics of Risk Management: Risk & Management, Growth of risk Management, defining Risk, Features of Risk. Decisions & Risk, Decisions with certainty, uncertainty, risk, ignorance, Managing Risk	1 Session of 3 Hours
2	Risk in Supply Chain: Risks arising out of Trends affecting SC – Integration, Cost Reduction, Agile Logistics, E Business, Globalization, Outsourcing, SC Risk Management – Aims, Steps & Principles	1 Session of 3 Hours
3	Identifying & Analyzing Risks: Types of Risks, Identifying Risks, Tools for analyzing past events, collecting opinions, analyzing operations, Measuring Risk, Likelihood of a risky event, Consequences of risk, Responding to risks, Alternative responses, defining the options & choosing the best response, Network View of Risk - Shared risks	2 Sessions of 3 Hours
4	Creating resilient SC: Design of a resilient SC, Principles of designing Resilient SC, Physical features of a resilient SC, relationship within a resilient SC, Risk compensation & Business Continuity	1 Session of 3 Hours
5	Business Continuity Management: Emergencies & Crisis, Views of BCM & Steps in BCM	1 Session of 3 Hours
6	Performance Measurement along the Supply Chain: Relationship between Company Strategy & Supply Chain Metrics, Functional classification of Decision areas in SCM Procurement, Manufacturing, Distribution, Logistics, Global	1 Session of 3 Hours
7	Traditional Approaches to Performance Measurement: Productivity Measures, Quality Measures, Customer Service Measures, Cost Measures, Drawbacks of Traditional Measures	2 Sessions of 3 Hours
8	World Class Performance Measures for Supply Chains: Balanced Scorecard, Activity Based Management & Costing, EVA (In depth discussion & analysis expected)	1 Session of 3 Hours
9	Process Driven Metrics: SCOR framework, EFQM (In depth discussion & analysis expected)	1 Session of 3 Hours

10	Building & Leveraging Metrics to drive Supply Chain Performance: All metrics are not equal, Establishing the right Metrics, Linking Metrics to overall strategic objectives, Insights through cause & effect guided analysis, Quantifying financial impacts of SC Metrics, Identifying corrective actions	2 Sessions of 3 Hours
11	Case Studies & Presentations	2 Sessions of 3 Hours

Reference Text

Supply Chain Risk Management by Donald Walters, Kogan Page.

The New Supply Chain Challenge: Risk Management in a Global Economy by Bosman R, FM Global, Johnston RI, 2006.

**Designing Operations Systems 100 Marks (15 Sessions of 3 Hours Each)
Sem II Elective**

SL.No	Particulars	Sessions
1	Process Analysis: Process Analysis, Process Flowcharting, Types of Processes, Measuring Process Performance, Examples of Process Analysis, Process Throughput Time Reduction	2 Sessions of 3 Hours
2	Job Design & Work Measurement: Job Design Decisions, Behavioural Considerations in Job Design – Degree of Labour Specialization, Job Enrichment, Sociotechnical Systems, Work Measurement and Standards –Time Study, Work Sampling, Comparison	2 Sessions of 3 Hours
3	Designing Manufacturing Processes: Factors involved in making products, Types of Manufacturing processes – Project, Jobbing, Batch, Line& Continuous Processing. Product Categories & Manufacturing Processes – Relationship & Choices. Implications reflected in manufacturing process alternatives. Hybrid Processes – Batch Layout, Cellular Layout	3 Sessions of 3 Hours
4	Designing Service Processes I: Characteristics of Service Operations, Factors involved in delivering services – Nature of technology / people mix, Nature of service, Complexity of service, Volumes. Overall Design of Service Delivery System. Service Blueprinting and fail-safing. Service Delivery System – detailed design – Phase I:back office or front office, Phase II: The delivery system (Non repeat services, Repeat services, single step or multi step processes).	4 Sessions of 3 Hours
5	Designing Service Processes II: Three contrasting Service Designs –Production line approach, Self-service approach, Personal attention approach. Managing customer introduced variability, Applying behavioral Science to Service Encounters.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Operations & Supply Management by Chase, Shankar, Jacobs, TMGH, 12th Edition
 Operations Management – Terry Hill, Palgrave Macmillan, 2nd Edition
 Operations Management by Krajewski, Ritzman, Malhotra, Pearson, 8th Edition.

Technology Management & Manufacturing Strategy 15 Sessions of 3 Hours
100 Marks Sem II Elective

SL.No	Particulars	Sessions
1	Corporate Strategy and manufacturing Pitfalls of functional based strategies Strategic Integration of Manufacturing and Marketing Concept of Order Winners and Qualifiers	1 Session of 3 Hours
2	Technology Management and New Product Development (NPD) Corporate Strategy and New Product Development Organization for NPD	1 Session of 3 Hours
3	Technology management and Idea Generation for NPD Discovering customer needs Sources for new product ideas Market assessment and value analysis Evaluation of new product ideas	1 Session of 3 Hours
4	Technology management and NPD project selection Assessment of product concept Assessment of competitors Concept testing Financial analysis of projects	1 Session of 3 Hours
5	Technology Management and Product design Integrated product design Design for Quality using Quality Function Deployment Design for Reliability Design for Manufacturability	1 Session of 3 Hours
6	Order Winners and Qualifiers Dimensions of Order-winners and qualifiers – manufacturing-specific, not Manufacturing-specific, not manufacturing related Determining order winners and qualifiers Relating Manufacturing and markets – price, quality, reliability, speed	1 Session of 3 Hours
7	Process Choice Business Implication of process choice – project, jobbing, line, batch, continuous Hybrid processes – batch related, line related Technology Strategy – flexibility, push vs pull, technological opportunities	1 Session of 3 Hours
8	Product Profiling and Manufacturing Manufacturing and product life cycle stages Manufacturing for multiple markets Manufacturing and incremental marketing changes	1 Session of 3 Hours

9	<p>Focused manufacturing and Group Technology Principles and concepts Methodology</p> <p>Manufacturing Infrastructure Organizational structure – specialists, generalists Operational control – quality, inventory, manufacturing</p>	1 Session of 3 Hours
10	<p>Make or Buy Core elements of the business and strategic considerations Span of process and product technology Product volumes, costs Investment decisions</p>	1 Session of 3 Hours
11	<p>Basics of World Class Manufacturing General Principles Design Principles Human Resource Principles Quality and Process Improvement Principles Capacity Principles</p>	1 Session of 3 Hours
12	<p>Just-in-Time Manufacturing Principles Practices</p> <p>Time-based Competition Time as a competitive weapon New Product Development and time to market</p>	1 Session of 3 Hours
13	<p>Mass Customization Market trends Pre-requisites for mass customization Technologies for mass customization</p> <p>Theory of Constraints (TOC) Basics of TOC Drum-Buffer-Rope solutions to manufacturing TOC in project management and supply chain management</p>	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Operation management for competitive Advantage by Chase-Jacobs - Acquilano

MMS SEMESTER – III
(Core Papers All Specialisations)

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core
(University Assessment)**

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

**MMS SEMESTER – III OPERATIONS
MAJORS**

Advanced Supply Chain Management University Assessment 100 Marks 15 Sessions of 3 Hours Sem III Major

SL.No	Particulars	Sessions
1	<p>Understanding the supply chain</p> <ul style="list-style-type: none"> a) What is a supply chain? b) Decision phases in a supply chain. c) Process view of a supply chain. d) The importance of supply chain flows. e) Competitive Supply Chain Strategies. f) Achieving strategic fit. 	<p>1 Session of 3 Hours</p>
2	<p>Network design in the Supply Chain.</p> <ul style="list-style-type: none"> a) The role of network design in the supply chain. b) Factors influencing network design decisions. c) A framework for network design decisions d) Models for facility location and capacity allocation. e) Making network design decisions in practice. <p>Designing distribution network in a supply chain</p> <ul style="list-style-type: none"> a) The role of distribution in the supply chain. b) Factors influencing distribution network design. c) Design option for a distribution network. d) Distribution network in practice. 	<p>2 Session of 3 Hours</p>
3	<p>Inventory Management and risk pooling</p> <ul style="list-style-type: none"> a) Introduction b) A single warehouse inventory example c) The economic lot size model. d) The effect of demand uncertainty e) Risk pooling f) Centralized versus decentralized systems. g) Managing inventory in the supply chain 	<p>1 Session of 3 Hours</p>
4	<p>The value of Information</p> <ul style="list-style-type: none"> a) Introduction b) Bullwhip effect c) Effective forecasts d) Information for the coordination of systems. e) Locating desired products. f) Lead time reduction g) Information and supply chain trade-off. h) Designing the supply chain for conflicting goals. 	<p>1 Session of 3 Hours</p>

5	<p>Supply chain integration</p> <ul style="list-style-type: none"> a) Introduction b) Push, Pull, and Push-Pull systems c) Demand driven strategies, Collaborative Planning Forecasting Replenishment (CPRF) concept. d) Impact of Internet on supply chain strategies. (E-business) e) Distribution strategies- Direct shipment, Cross-docking, Milk run, transshipment. 	1 Session of 3 Hours
6	<p>Strategic Alliances</p> <ul style="list-style-type: none"> a) Introduction b) A framework for strategic alliances. c) Third party / fourth party logistics d) What are 3PL/4PL, Advantages and disadvantages of 3PL, 3PL issues and requirements? e) Retailer supplier partnership f) Types of RSP, Requirements of RSP, Inventory ownership in RSP, Issues and steps in RSP implementation, Advantages and disadvantages of RSP. g) Distribution Integration, Types of and issues in Distribution integration. 	1 Session of 3 Hours
7	<p>E-procurement and outsourcing</p> <ul style="list-style-type: none"> a) Introduction b) Outsourcing benefits and risks. c) A framework for Buy/Make decisions. d) E-procurement e) A framework of E-procurement. 	1 Session of 3 Hours
8	<p>International Issues in Supply Chain Management</p> <ul style="list-style-type: none"> a) Global market / Technological/ Cost/ Political and Economic Forces. b) Risks and advantages of international supply chain. c) International versus Regional products. d) Local autonomy versus central control. e) Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation, Information systems availability, human resources. f) Global business logistics <p>Lean Manufacturing and SCM</p> <ul style="list-style-type: none"> a) Basic elements of lean manufacturing b) Benefits of lean manufacturing c) Integration of lean manufacturing and SCM. d) Mass customization, characteristics of mass customization. e) Implications and benefits of mass customization. f) SCM for mass customization. 	2 Session of 3 Hours

9	<p>Procurement Management in Supply Chain</p> <p>a) New Paradigms in Inventory and purchase management b) Just in time, Elements and benefits of JIT systems. c) Vendor Managed Inventory (VMI) d) VMI Business Model. e) Steps in setting up VMI, Benefits, challenges and limitations of VMI. f) Overcoming limitations of VMI.</p> <p>Customer Value and SCM.</p> <p>a) Introduction b) The dimensions of Customer Value. c) Conformance to requirements, product election, price and brand, Value-added services, Relationships and experiences. d) Strategic pricing</p>	1 Session of 3 Hours
10	<p>Performance Measurement and Controls in Supply Chain Management</p> <p>a) Introduction and concept of Benchmarking b) Gap Analysis c) Key actions in benchmarking for best practices. d) Overview of Supply Chain Operations Reference (SCOR) Modeling e) Balance scorecard for SCM.</p>	1 Session of 3 Hours
11	<p>Ethical issues in SCM</p> <p>a) Supply chain vulnerability b) Conformance to applicable laws such as Contract and commercial laws, trade regulation, government procurement regulations, patents, copyrights, trademark laws, transportation and logistics laws and regulations, environmental laws. c) International practices. d) Confidentiality and proprietary information.</p>	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Note: All the above topics need to be supplemented by case studies.

Reference Text

1. Supply Chain Management-Strategy, Planning and Operation By Sunil Chopra and Peter Meindi (Pearson Education, New Delhi)
2. Supply Chain Management- Concepts and Cases By Rahul V. Altekar (Prentice Hall India, New Delhi)

Materials Management & Transportation 15 Sessions of 3 Hours 100 Marks Sem III Major

SL.No	Particulars	Sessions
1	<p>Materials Management an overview</p> <ul style="list-style-type: none"> a) Introduction, b) Importance of Materials Management c) Objectives of Materials Management d) Costs involved in the Management of Materials e) Integrated approach to Materials Management f) Organizing Materials Management. g) Organization based on Commodities. h) Organization based on Location. i) Organization based on function j) Inter-departmental relationships k) Centralized versus Decentralized materials management. 	1 Session of 3 Hours
2	<p>Materials Planning</p> <ul style="list-style-type: none"> a) Introduction and factors influencing materials planning b) Techniques of materials planning c) Bill-of-Materials d) Materials Requirement Planning (MRP). e) Past Consumption Analysis Technique f) Moving Average method. g) Exponential Smoothing 	1 Session of 3 Hours
3	<p>Purchasing</p> <ul style="list-style-type: none"> a) Purchasing principles, policies, procedures and practices b) Objectives, scope, responsibility and limitations c) Sources of supply and Supplier selection. d) Vendor development-evaluation and rating. e) Price forecasting f) Price-cost analysis g) Negotiations h) Reciprocity i) Legal aspects of purchasing j) Purchase orders/ contracts k) Method of buying- under certainty, under risk, and under uncertainty. 	1 Session of 3 Hours
4	<p>Purchasing and Procurement Activities under Materials Management.</p> <ul style="list-style-type: none"> a) Supplier Quality Assurance Programme b) Buyer Supplier Relationship c) Self certified suppliers. d) Elements of procurement cycle. 	1 Session of 3 Hours

5	Purchasing of Capital Equipment a) Significant differences b) Considerations in evaluation of bids c) Purchase of used equipment d) Sources of used equipments e) Purchase versus lease. f) Role of Purchasing Committees/ Purchase Managers.	1 Session of 3 Hours
6	International procurement-Imports. a) International commercial terms. b) Import procedures and documentation. c) Categories of importers. d) Identification of foreign sources. e) Payment terms including Letter of credit. f) Types of L/Cs. g) Custom tariff h) Custom clearance. i) Bill of Lading and other documents.	1 Session of 3 Hours
7	Classification of Materials a) Introduction and objectives of classification. b) Basis of classification. c) Classification on the basis of stage of conversion process d) Classification on the basis of nature of materials. e) Classification on the basis of usability of materials. f) Types of inventories.	1 Session of 3 Hours
8	Materials receipt and stores a) Introduction and functions of scientific store management. b) Types of stores and benefits of scientific storekeeping. c) Store location and layout. d) Typical layout plans e) Storing practices and identification of materials. f) Centralization and Decentralization of stores. g) Preservation of stores. h) Issue control.	1 Session of 3 Hours
9	Codification a) Introduction b) Benefits of codification. c) Stages of scientific codification. d) Systems of codification. e) Colour coding.	1 Session of 3 Hours
10	Standardization a) Introduction and different levels of standards b) Various Foreign Standards in use in India. c) How is an Indian standard evolved? d) Advantages of Standardization. e) Standardization as a tool for variety reduction f) The Role of Materials Management (Purchase/Stores) in Standardization/ Variety Reduction.	1 Session of 3 Hours

11	<p>Obsolete, Surplus and Scrap Management</p> <p>a) Definition b) Need for Scrap yard c) Identification and control. d) Categorization of obsolete/ surplus. e) Control of scrap/ obsolescence. f) Responsibility for disposal. g) Procedures and documentation for disposal of scrap/ obsolete/ surplus.</p>	1 Session of 3 Hours
12	<p>Stores Accounting and Stock verification</p> <p>a) Costing of Receipt of Materials. b) Costing of Issues to Production. c) Stock verification d) Periodic Verification. e) Perpetual Verification. f) Process of Verification.</p>	1 Session of 3 Hours
13	<p>Computers in Materials Management</p> <p>a) Steps in computerization. b) Database for Materials Management Systems. c) Activities of Materials Management covered by Computerization. d) Management reports on Materials. e) Benefits of Computerization.</p> <p>Ethics in Materials Management</p> <p>a) Importance of Ethics b) Business Ethics c) Ethics in buying d) Code of ethics e) Problems in Ethics f) Backdoor selling</p>	1 Session of 3 Hours
14	<p>Material Transportation</p> <p>20 Principles of Material Handling Palletisation Containerization Transportation Modes / Attributes Transportation mix in Economy Total cost concept in Material Handling and Transportation.</p>	1 Session of 3 Hours
15	Case Studies and Presentations	1 Session of 3 Hours

Reference Text

1. Materials and Logistics Management By Prof. L.C. Jhamb (Everest Publishing House, Pune).
2. Purchasing and Materials Management By P.Gopalkrishnan (Tata McGraw Hill, New Delhi).
3. Materials Management –An integrated approach By P.Gopalkrishnan and M. Sundaresan (Prentice-Hall India, New Delhi).
4. Materials Management-Procedures, Text and Cases By A.K. Datta (Prentice-Hall India, New Delhi).
5. Introduction to Materials Management By JR Tony Arnold and Stephan Chapman (Pearson Education, New Delhi) 2004 Fifth Edition.
6. Purchasing and Materials Management By N.K.Nair (Vikas Publishing House, New Delhi).

**Business Process Re-engineering & Benchmarking 15 Sessions of 3 Hours
100 Marks Sem III Major**

SL.No	Particulars	Sessions
1	Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes	1 Session of 3 Hours
2	Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities	1 Session of 3 Hours
3	Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines	1 Session of 3 Hours
4	Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re-writing the rules	1 Session of 3 Hours
5	Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements	1 Session of 3 Hours
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking	1 Session of 3 Hours
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group	1 Session of 3 Hours
8	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry	1 Session of 3 Hours
9	Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes	1 Session of 3 Hours
10	Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources	1 Session of 3 Hours
11	Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required	1 Session of 3 Hours
12	Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets	1 Session of 3 Hours

13	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Re-engineering the Corporation - Michael Hammer & James Champy
2. Beyond Re-engineering - Michael Hammer
3. Business process Bench marking - By Robert C. Camp
4. Process Re-engineering - By Lon Roberts
5. Business process Orientation - By Kevin Mc Cormack, By William C Johnson

Manufacturing Resource Planning & Control 100 Marks (15 Sessions of 3 Hours Each) Sem III Major

SL.No	Particulars	Sessions
1	Master Production Scheduling (MPS): Introduction to MPS, Need, objectives & functions of MPS, Role of MPS in management- as a “Link between strategic and tactical planning”, Logical flow of materials in different manufacturing scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS).	2 Sessions of 3 Hours
2	Material Requirements Planning (MRP-I): Introduction to MRP-I, Roles & functions of MRP-I, Independent & Dependent Demand, Bill of Materials (BOM), Types of BOM, Numerical Problems on BOM, Lot-sizing, MRP-I as Input & Output Process, MRP-I Spreadsheet problem, Pegging reports & Where – used files.	2 Sessions of 3 Hours
3	Capacity Management: Introduction to ‘Capacity’ and ‘Capacity management’, Capacity Expansion Strategies, Capacity Planning levels vis-à-vis Manufacturing planning levels, Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), Shop calendar, Scheduling strategies- Backward & Forward scheduling, Infinite & Finite loading, Production smoothing policies.	2 Sessions of 3 Hours
4	Manufacturing Resource Planning (MRP-II)- (Module-I): Introduction to MRP- II, Roles & functions of MRP-II, MRP-II framework, Information flow in MRP-II, Relation of MRP-II with Demand management and Capacity management, Manufacturing calendar.	1 Session of 3 Hours
5	Manufacturing Resource Planning (MRP-II)- (Module-II): Transition from MRP-I to MRP-II, Closed loop MRP, Comparison between MRP-I and MRP-II, Plant & supplier scheduling, Problems associated with MRP-II, Benefits and prospects of MRP-II, Compatibility between MRP-II & Just-in-Time (JIT).	2 Sessions of 3 Hours
6	Layout-models-optimization Line Balancing-models-optimization Production Plans-an overview, types Demand Management-models Capacity Planning –models	2 Sessions of 3 Hours

7	Resource Planning-models Aggregate Planning-models	1 Session of 3 Hours
8	ERP/SAP-PPC Module, reports-interpretation-variance analysis-use in decision making	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by
Khalid Sheikh, TMGH, 1st Edition

Operations Management – Theory & Practice by B. Mahadevan , Pearson Pub. 2nd Edition

**MMS SEMESTER – III OPERATIONS
ELECTIVES**

**Quantitative Methods For Operations 15 Sessions of 3 Hours 100 Marks
Sem III Elective**

SL.No	Particulars	Sessions
1	Linear Programming - Sensitivity Analysis - Parametric Programming - Industrial Applications Transshipment Model and Generalized Transportation Model - Capacitated Transportation Model.	2 Sessions of 3 Hours
2	Goal Programming Concepts - Formulation of Multiple Goal Model - Goals Equality Ranked, Priority Ranking of Goals (non - conflicting Goals - Conflicting Goals) Weighted priority ranking of Goals - Computational approaches to Goal Programming, Applications of Goal Programming	2 Sessions of 3 Hours
3	Waiting Line Models - Single server queues in series and parallel for Erlang Services Time Distributions - Multi Server queues in series and parallel for negative exponential service time distributions - machine Interference - Case Examples - Use of Finite queuing tables for practical problems - Non - Poisson inputs and outputs and time dependent queues – Case Studies.	2 Sessions of 3 Hours
4	Advanced Inventory Models – EOQ models with non instantaneous replacement and shortages, EOQ for multiple items with space, investment and quantity constraints	1 Session of 3 Hours
5	Probabilistic inventory models – Continuous review model, Single period model, multi period Model	1 Session of 3 Hours
6	PERT / CPM - Distribution of job duration - Basics for the formula used in estimation of job duration and finding variance of the estimates - Uncertain duration and PERT Analysis -Resource allocation and least cost planning Installation of network system - case Studies.	1 Session of 3 Hours
7	Integer programming - Formulations of I P Models - Gomory's algorithm for the all integer problem - Algorithm for mixed inter contiguous variables - Zero - one problems - Implicit Enumeration algorithm - Applications.	1 Session of 3 Hours

8	Dynamic Programming – Dynamic versus linear Programming, Applications – Knapsack model, Workforce size model, Equipment replacement model, Investment model, Inventory models - Working and Cases.	2 Sessions of 3 Hours
9	Use of Computer in OR Studies - Standard available packages - Interpretation of computer outputs - Organizing for OR in an establish merit - OR in corporate planning.	2 Sessions of 3 Hours
10	Case Studies and Presentations	1 Session of 3 Hours

Reference Text

1. Operations Research – An Introduction by Hamdy Taha, Prentice Hall
2. Quantitative techniques in Management by N. D. Vohra, Tata McGraw Hill
3. Quantitative Methods/Operations Research by Banerjee
4. Quantitative Methods/Operations Research by Hira Gupta
5. Quantitative Methods/Operations Research by V. Kapoor

New product development and concurrent Engineering Internal Assessment 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	Defining for business goals	2 Sessions of 3 Hours
2	Time bound Research and development and prototype manufacturing	3 Sessions of 3 Hours
3	Concurrent Engineering concepts and practices for easier and quicker delivery of prototypes	3 Sessions of 3 Hours
4	Applications of VA/VE at design stage.	2 Sessions of 3 Hours
5	Successful pilot run and production	3 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Operations and Industrial Management – Donald Delmar
2. Operations Management – Decision Making in the operations function – Roger Schvoeder
3. Operations Management for Competitive Advantage - Chase – Jacobs -Acquilanc

Industrial Engineering Applications and Management 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	Industrial Engineering definition & applications	2 Sessions of 3 Hours
2	I.L.O. book of Industrial Engineering Standards.	2 Sessions of 3 Hours
3	Industrial Engineering and productivity	2 Sessions of 3 Hours
4	P,Q,R,S,T concepts in plant / shop layouts and selection of materials handling equipment and storage systems	2 Sessions of 3 Hours
5	Pre determined methods & time systems (PMTS) & application of low cost automation.	2 Sessions of 3 Hours
6	Ergonomics – Definition and applications	1 Session of 3 Hours
7	Oraganisation Methods Applications in office and white collar productivity	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Industrial Engineering Applications and Management – Philip Hicks
- Mathematical Techniques in Industrial Engineering – Shone K. J.
- Handbook of Industrial Engineering & Management – Ireson W. G. and Grand E. L.
- Quality Detectives – Dr. Gondhalekar & Payal Shetty.

**International Logistics & Supply Chains 15 Sessions of 3 Hours 100 Marks
Sem III Elective**

SL.No	Particulars	Sessions
1	<p>Introduction to Global Logistics :International Logistics Development, International Trade Logistics Chain, Shipper’s Logistics Requirements in trade, 7R’s of Logistics Management, 5 P’s of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Incoterms Laws.</p> <p>Logistics and Documentation: Consular Invoice, Commercial Invoice, Certificate of Origin, certificate of Value, Bill of Lading, Cargo Manifest or Packing List, Health Certificate, Import license, Insurance Certificate, Export Declaration Forms.</p> <p>Transportation: Modes of transportation, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment.</p> <p>Air Cargo: Transportation of goods through Air, Transportation Infrastructure, World Air Cargo growth, Benefits of Airfreight, Airport classification, International Airports of India, Types of Aircraft, Unit loading devices, Airport Charges, International Country Codes.</p>	2 Sessions of 3 Hours
2	<p>Carriage of Goods by Land: Motor Vehicles Act, 1988, Central Motor Vehicles Rules, 1989, Carriers Act, 1865 – Definition of common carrier,</p> <p>Scheduled and Non Scheduled Goods, Railways Act, 1989 – Railway’s liability, Merits and Demerits of Railway Transportation, Railway Freight rates.</p> <p>Carriage of Goods by Sea & Ocean Freight & Freight Calculations: Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Freight Rebates, Conference Discounts, Contract Shippers, Weight or Measure in the Freight Cost Calculation, Freight Adjustments – Currency Adjustment Factor (CAF), Bunker Adjustment Factor (BAF).</p> <p>Types of Ships: Mail and Supply Ships, Expedition Ships, Coasters, Bulk Carriers, Tankers, Refrigerated Vessels and Reefers, Livestock carriers, LNG Carriers, Car Carriers, Container Ships, Heavy lift Vessels, Tugs, Ro-Ro Vessels.</p>	3 Sessions of 3 Hours

3	<p>Shipping Formalities: Booking Shipping Space, Conference Shipping, Non-conference Shipping, Charter Shipping, Charter Party, Shipping Storage, Ocean Shipping procedure.</p> <p>Shipping Intermediaries: Function and Roles of Custom Brokers, Freight Forwarders and Consolidators, Shipping Agents, Stevedores. The Major Port Trusts Act, 1963. Shipping Corporation of India: Products and Services, Bulk Carriers, LNG Carriers, STS Lighterage Operations</p>	3 Sessions of 3 Hours
4	<p>Major Ports in India: Present Policy, Privatization Policy, Indian Port Policy Reform, Major Ports in India – Chennai, Cochin, Ennore, JNPT, Kandla, Mormugao, Mumbai, Paradip, NMPT, Pipavav, Tuticorin, Visakapatnam.</p> <p>Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route.</p> <p>International Chamber of Shipping</p> <p>World's Major Ports: Major Ports and Port codes, Seaports of the world.</p>	3 Sessions of 3 Hours
5	<p>Containerization: Origin of containerization, Origin of TEU, Container sizes – dimensions and capacity, Container Flavours, Swap Bodies, Other considerations, Registration, Container Classification numbers, Lift/Stacking fittings, Movement of containers, Recent Developments – Container, Cargos printer, Safety of container ships, Container Classification – General Cargo service, Specific cargo service, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.</p> <p>Inland Container Depots & Container Freight Stations: Functions, Benefits, Requirements for successful ICD/CFS, Designs and Layout, Equipping the ICD/CFS, Procedures for approval and implementation. Concor –The Multimodal Logistics Professionals.</p>	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Logistics Management for International Business – Text and Cases, by Sudalaimuthu and Anthony Raj, PHI, 2009 Edition.

Global Operations and Logistics: Text and Cases by Dornier, Ernst, Fender and Kouvelis, Wiley India, 2006

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

**MMS SEMESTER – IV
OPERATIONS MAJORS**

Strategic Operations Management 15 Sessions of 3 Hours 100 Marks Sem IV Major

SL.No	Particulars	Sessions
1	<p>Introduction: Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy-</p> <p>Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business.</p> <p>Quality, Customer service and cost challenges and social responsibility, Current perspective-Strategic fit</p>	3 Sessions of 3 Hours
2	<p>Methodology for Developing Operations Strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy, Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers. Lean systems- Eliminating waste.</p>	2 Sessions of 3 Hours
3	<p>Operation Strategy Implementation: Technology strategy Issues in New Product development Time to market – strategic nature of process– Business implication of Process choice – Hybrid Process. Change management and Sustainability</p>	2 Sessions of 3 Hours
4	<p>Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing.</p>	2 Sessions of 3 Hours
5	<p>Strategic Resource Management: Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations – key performance Indicators, PQCDSM (Productivity, Quality, Cost, Delivery Time, Safety, Morale)</p>	2 Sessions of 3 Hours
6	<p>Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.</p>	2 Sessions of 3 Hours
7	<p>Case Studies and Presentations</p>	2 Sessions of 3 Hours

Reference Text

Operations Management – An Integrated Approach by Samson and Singh, Cambridge.

Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11th Edition.

Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed.

**Project Management 100 Marks (15 Sessions of 3 Hours Each) Sem IV
Major**

SL.No	Particulars	Sessions
1	<p>Overview of Project Management</p> <p>Basics of Project Management: Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure.</p> <p>Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.</p>	1 Session of 3 Hours
2	<p>Project Identification :- Selection of product identification of market preparation of feasibility study/report Project formulation --Evaluation of risks preparation of Project report.</p>	1 Session of 3 Hours
3	<p>Selection of location & site of the project – Factors affecting location – policies of Central – State Government towards location – Legal aspects of project management.</p>	1 Session of 3 Hours
4	<p>Project Planning</p> <p>Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds.</p> <p>Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node, Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.</p>	1 Session of 3 Hours
5	<p>Project Scheduling & Risk Management</p> <p>Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations.</p> <p>Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management.</p>	2 Sessions of 3 Hours

6	<p>Project Organization: The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change.</p> <p>Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls.</p>	<p>1 Session of 3 Hours</p>
7	<p>Project Evaluation Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues.</p> <p>Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</p>	<p>2 Sessions of 3 Hours</p>
8	<p>Financial Analysis :- Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal.</p>	<p>1 Session of 3 Hours</p>
9	<p>Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects, Risk Analysis – Sensitivity Analysis.</p>	<p>1 Session of 3 Hours</p>
10	<p>Quantitative Aspects of projects :- PERT/CPM Network Analysis for monitoring of the project –Other quantitative techniques for monitoring and Control of project</p>	<p>1 Session of 3 Hours</p>
11	<p>Computer Applications: - Selection of software packages for application to Project management.</p>	<p>1 Session of 3 Hours</p>
12	<p>Case Studies and Presentations</p>	<p>2 Sessions of 3 Hours</p>

Reference Text

1. PMP - Project Management Professional - “Study Guide” - By Kimi Heldman
2. Project Management - By S. Choudhary
3. Text Book of Project Management - By P Gopalakrishnan, V. E. Ramamoorthy
4. Project Management - By Prasanna Chandra
5. Project Appraisal - By P. K. Mattoo
6. Project Management - By Vasant Desai
7. Project Management & Appraisal – Sitanshu Khatua – Oxford Publications

MMS SEMESTER – IV
OPERATIONS ELECTIVES

Six Sigma 100 Marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	<p>Enterprise-wide Deployment</p> <p>Six Sigma and Lean : Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing.</p>	2 Sessions of 3 Hours
2	<p>Business Process Management</p> <p>Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives</p>	2 Sessions of 3 Hours
3	<p>DMAIC model for implementing Six Sigma.</p> <p>Define: Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions</p> <p>Measure: Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselining the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions</p> <p>Analyze: Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's</p>	2 Sessions of 3 Hours
4	<p>Improve: Generating Solutions, Random Simulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions</p> <p>Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities</p>	3 Sessions of 3 Hours

5	<p>Six Sigma Impact measurement</p> <p>Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard</p>	<p>2 Sessions of 3 Hours</p>
6	<p>Six Sigma in non-manufacturing environments:</p> <p>MSA in the DMAIC Cycle. MSA Psychology. Why Non-Manufacturing Processes are Different, MSA Repeatability & Reproducibility (R&R) Studies. Gauge R & R. Comparison of MSA Acceptance Criteria</p>	<p>2 Sessions of 3 Hours</p>
7	<p>Case Studies and Presentations</p>	<p>2 Sessions of 3 Hours</p>

Reference Text

The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition
 Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH.

What is Six Sigma? by Peter Pande, TMGH
 Six Sigma Management by Blashka, TMGH
 All about Six Sigma by Warren Brussee, TMGH.

World Class Manufacturing 100 Marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	<p>World Class Manufacturing and the Information Age: The emergence of the Information Age, Competing in the Information Age, Business challenges of the Information Age, Operating Environment of the Information Age, India's global Competitiveness and Manufacturing Excellence, World Class Manufacturing and the Information Age Competition, Manufacturing Challenges of the Information Age – Time based competition, Managing knowledge, Problems in the Manufacturing Industry – Coordination, Need for Control, Fragmented Information Infrastructure, Insufficient process ability of available information.</p>	<p>2 Sessions of 3 Hours</p>
2	<p>Gaining Competitive Advantage through World Class Manufacturing: Manufacturing Excellence and Competitiveness, What is World Class Manufacturing? Hall's Framework of Value-added Engineering, Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing, America's best plants model of World Class Manufacturing, Malcolm Baldrige National Quality Award, The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The first principles of World Class Manufacturing, The Practices of World Class Manufacturing, Quality in World Class Manufacturing.</p>	<p>3 Sessions of 3 Hours</p>
3	<p>Systems and Tools for World Class Manufacturing: The integration imperative, Overview of systems and tools, Making sense of the manufacturing alphabet soup, Information management tools, Material processing and handling tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, SQC, Business Integration and Decision Support Tools. Material processing and handling tools – Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED. An assessment of Manufacturing systems and tools.</p>	<p>2 Sessions of 3 Hours</p>

4	World Class Manufacturing – The Indian Scenario: Competitiveness of Indian Manufacturing, Manufacturing Performance and planned strategies of Indian Manufacturing firms, Manufacturing readiness of Indian Firms, Manufacturing Objectives and strategy, Usage of management tools and technologies, Manufacturing Management Practices, The Manufacturing Strategic Intent Framework, Strategic use of IT in Indian Manufacturing, Classification by breadth of IT infrastructure and depth of manufacturing applications, Classification by breadth and integration of IT infrastructure, Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	3 Sessions of 3 Hours
5	Leading India towards World Class Manufacturing: Business Strategy and Global Competitiveness, Generic Manufacturing Strategies for the Information Age, Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically, Strategic Planning Methodology for World Class manufacturing, Implementing the World Class Manufacturing Plan, Need for performance measurement – The PO-P System, The TOPP System, The AMBITE System, Quality Performance, Cycle Time, Delivery Performance and Customer Service, Financial Performance Measures, The Balanced Score Card, Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	3 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Toyota Production Systems - Taichi Ohno, Kaizen , Masaki Imai
2. Chronicles of a Quality Detective - Dr Shrinivas Gondhalekar, Payal Sheth
3. Beyond T.Q.M - By Robert L. Flood
4. T.Q.M Process - By Gopal Kanji, Mike Asher
5. Publications of JMAM, viz (Gemba Kaizen, ii)5-S, iii) Total Production Maintenance

World Class Manufacturing – A Strategic Perspective by B.S Sahay, K.B.C Saxena, Ashish Kumar

World Class Manufacturing by K Sridhara Bhat

**Service Operations Management 100 Marks (15 Sessions of 3 Hours Each)
Sem IV Elective**

SL.No	Particulars	Sessions
1	Services: Characteristics of Services, Importance of Service Sector, Classification framework, Service Delivery System – Process Flow Diagrams, Process Simulation,	2 Sessions of 3 Hours
2	Site Selection for Services: Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, Site Selection for Delivered Services – Expected Results, Mathematical Solution Methods for delivered services, Site Selection for Quasi- Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	4 Sessions of 3 Hours
3	Yield Management: Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. Pricing, Implementation issues – Alienating Customers, Customer Class Cheating, Employee Empowerment, Cost and Implementation Time.	2 Sessions of 3 Hours
4	Inventory Management in Services: Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution, Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations, Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stock outs, Inventory Inaccuracy, Shrinkage.	3 Sessions of 3 Hours
5	Offshoring and Outsourcing: Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Successful Service Operations Management by Metters, King-Metters, Pulliman and Walton, Thomson India Edition, 2nd Edition.

Service Operations Management - Improving Service delivery by Robert Johnston Graham Clark, Prentice Hall

Lean Manufacturing 100 Marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	History and Modern Applications of Lean Manufacturing: Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, Rethinking the MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	2 Sessions of 3 Hours
2	Understanding Products, Processes and Demand: Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Nonvalue added activity and quality considerations, summing the total time of the process.	4 Sessions of 3 Hours
3	Line Layout and Work Station Identification with Process Linking and Balancing: The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signalling methodology, Discipline for maintaining workstation balance, Designing 5S into the line design.	2 Sessions of 3 Hours
4	Kanban Strategies: The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job responsibilities.	3 Sessions of 3 Hours
5	Lean Implementation Mile Stones: Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing,	2 Sessions of 3 Hours

	Managing the Lean Manufacturing Line: Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Suboptimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.	
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Lean Manufacturing Implementation by Dennis P Hobbs, Cengage Learning Co-published with APICS.

Simplified Lean Manufacture – Elements, Rules & Implementation by N Gopalkrishnan, PHI.

Lean Manufacturing That Works by Bill Carreira, PHI, Eastern Economy Edition

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

$$\frac{\text{-----}}{\Sigma \text{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	$SGPA = \frac{\Sigma CG}{\Sigma C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 18						$\Sigma CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\Sigma CG / \Sigma C$
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	60	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 20						$\Sigma CG = 85$	Grade C
Passes							

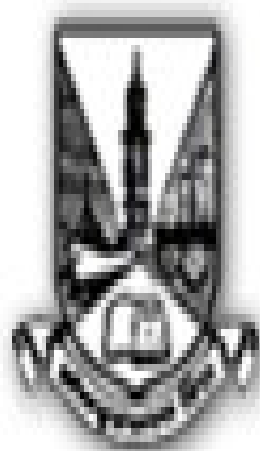
Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System
For
Master of Management Studies (MMS)
2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
CORPORATE LAW
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Corporate Law Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Laws of Taxation	30	2	40 IA	60 UA	100	3	2.5
4	Financial Laws	30	2	40 IA	60 IA	100	3	2.5
5	Labour Laws	30	2	40 IA	60 IA	100	3	2.5
6	Intellectual Property Rights	30	2	40 IA	60 IA	100	3	2.5
7	Law Elective – I	30	2	40 IA	60 IA	100	3	2.5
8	Law Elective – II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Corporate Law Specialisation Electives (Any Two)

Health Safety and Environment (HSE) Legislation
 Procedural Law
 Interpretation of statutes
 International Laws

MMS –Semester IV – Corporate Law Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Regulatory Aspects of Capital Markets	30	2	40 IA	60 IA	100	3	2.5
4	Law of Property and Business Transaction	30	2	40 IA	60 IA	100	3	2.5
5	Law Elective – I	30	2	40 IA	60 IA	100	3	2.5
6	Law Elective – II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
Total No of Credits								17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Corporate Law Specialisation Electives (Any Two)

Law of Human Rights
 Law of Business Organisations
 Educational Laws
 Science and Technology Laws

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control • And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Schefler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

**Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II**

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

MMS SEMESTER – III
(Core Papers All Specialisations)

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core
(University Assessment)**

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

MMS SEMESTER – III
CORPORATE LAW MAJORS

Laws of Taxation (15 Sessions of 3 Hours Each) University Assessment (No Computation Problems) 100 marks Sem III Major

SL.No	Particulars	Sessions
1	Income Tax Act 1961/ Direct Taxes Code (Proposed) Wealth Tax Act	3 Sessions of 3 Hours Each
2	Central Excise Act 1944 R/W Central Excise Tariff Act 1985	3 Sessions of 3 Hours Each
3	Central Sales Tax Act 1956/GST (Proposed)	3 Sessions of 3 Hours Each
4	Customs Act 1962	2 Sessions of 3 Hours Each
5	Service Tax and LBT (Proposed)	1 Session of 3 Hours
6	Maharashtra Value Added Tax Act	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Direct Taxes – Taxmann
Indirect Taxes - Taxmann
Direct Taxes & Indirect Taxes - Ainapure & Ainapure
Service Tax & Value Added Tax – Arvind Dubey
V Balachandran – Indirect Taxes
Dr H.C Malhotra & Dr S.P Goyal – Direct Taxes

Financial Laws 100 marks 15 Sessions of 3 Hours Each Sem III Major

SL.No	Particulars	Sessions
1	FEMA 1999 – Salient Features – Capital Account & Current Account Transactions	3 Sessions of 3 Hours
2	DRT Act 1993 – R/W Securitisation Act 2002	2 Sessions of 3 Hours Each
3	Prevention of Money Laundering Act 2012	2 Sessions of 3 Hours Each
4	Law relating to NBFC (S/45 (I) of RBI Act 1934)	2 Sessions of 3 Hours
5	Recovery of Money inclusive of Concept of Limitations under Limitations Act 1963 Recovery of Money a. Civil Suits – Inclusive of Summary Suits b. S/138 N.I.A – 1881 c. Winding up petition under Companies Act 2013 d. Insolvency Petitions under Presidency Towns Insolvency Act 1909	2 Sessions of 3 Hours Each
6	Maharashtra Protection of Interest of Depositors (in Financial Establishments) Act	1 Session of 3 Hours Each
7	Maharashtra Money lending (Regulation) Act 2014	1 Session of 3 Hours Each
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

Banking Regulation Act (Commentary) – Seth, P.R Kulkarni, Justice A.B Srivastava
 Banker’s Manual – Modern Law Publications
 Guide to FEMA with Ready Reckoner and RBI Circulars – T.R Ramamurthy
 RBI Act – Private Publication
 Guide to Prevention of Money Laundering Act with Rules and Notifications – Ritika Garg and Bharat Agarwal
 SEBI Manual Taxmann
 FEMA Manual Khilnani – Snowwhite Publishers
 NBFC – Taxmann
 Corporate Laws by Dr Anil Kumar – International Book House Ltd
 Banking Laws Manual – Vol I, II and III – Tannan

Labour Laws (15 Sessions of 3 Hours Each) 100 marks Sem III Major

SL.No	Particulars	Sessions
1	Industrial Disputes Act 1947	1 Session of 3 Hours
2	Indian Factories Act 1948	1 Session of 3 Hours
3	Employees Compensation Act 1923	2 Sessions of 3 Hours Each
4	Trade Unions Act 1926	1 Session of 3 Hours
5	Contract Labour Act	1 Session of 3 Hours
6	Payment of Gratuity/Bonus Act	2 Sessions of 3 Hours Each
7	Minimum Wages Act	1 Session of 3 Hours
8	Shops and Establishment Act	2 Sessions of 3 Hours Each
9	Maharashtra Unfair Labour Practices Act	2 Sessions of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts.

S. N Mishra - Labour Laws

S. C Srivastava - Social Security and Labour Laws.

Malhotra O. P - Industrial Disputes Act Vol. I and II.

Madhavan Pillai - Labour and Industrial Laws.

Srivastava K. D - Commentaries on Industrial Disputes Act, 1947.

V. V Giri - Labour problems in Indian Industry.

Labour Law and Labour Relations Published by Indian Law Institute.

Intellectual Property Rights (15 Sessions of 3 Hours Each) 100 marks Sem III Major

SL.No	Particulars	Sessions
1	Patents Act 1970	2 Sessions of 3 Hours Each
2	Copyright Act 1957	1 Session of 3 Hours
3	Trademarks Act 1999	2 Sessions of 3 Hours Each
4	Geographical Indications of Goods, (Registration and Protection) Act 1999	2 Sessions of 3 Hours Each
5	Designs Act 2000	2 Sessions of 3 Hours Each
6	Semi – Conductor, Integrated Circuits Layouts Designs Act 2000	2 Sessions of 3 Hours Each
7	Protection of Plant Varieties and Farmer Rights Act 2001	1 Session of 3 Hours
8	Passing – off Concept	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Intellectual Property – Global and Business Dimensions by J.K Bagchi
 Issue of Intellectual Property Rights by Ramesh Chandra
 Intellectual Property Rights – Dr Sreenivasulu N.S
 P. Narayanan – Intellectual Property Law.
 Cornish William – Intellectual Property.
 Ganguli – Intellectual Property Rights: Unleashed the knowledge economy.
 Copinger & Skine James – Copyright.
 Pal P. – Intellectual Property Rights in India.
 Unni – Trade Mark, Design and Cyber Property Rights.
 Rodney Ryder – Intellectual Property and the Internet.
 Rahul Matthan – The law relating to Computers and the Internet.
 Elizabeth Verkey – Law of Plant Varieties Protection.
 Pavan Duggal – Cyber Law: the Indian Perspective.
 D. P. Mittal - Law of Information Technology.

MMS SEMESTER – III
CORPORATE LAW ELECTIVES

Health Safety & Environment Legislation (15 Sessions of 3 Hours Each)
100 marks Sem III Elective

SL.No	Particulars	Sessions
1	Water (Prevention and Control of Pollution) Act 1974	2 Sessions of 3 Hours Each
2	Air (Prevention and Control of Pollution) Act 1981	1 Session of 3 Hours
3	Public Liability Insurance Act 1991	2 Sessions of 3 Hours Each
4	Scheduled Tribes & Other Traditional Forest Dwellers (Recognition of Forest Rights) Act 2006	2 Sessions of 3 Hours Each
5	Indian Forest Act 1927	2 Sessions of 3 Hours Each
6	The Wildlife Protection Act 1972	2 Sessions of 3 Hours Each
7	Health Insurance Portability and Accountability Act (HIPAA) 1996	1 Session of 3 Hours
8	Environment Protection Act 1986 R/W CRZ notifications	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Armin Rosencranz - Environmental Law and Its Policy in India.
P. Leelakrishnan - Environmental Law in India /Cases.
Lal's commentaries on Water and Air Pollution laws along with Environment (Protection) Act and Rules, 1986.
Simon Ball Stuart Bell - Environmental Law.
Sanjay Upadhyay and Videh Upadhyay - Handbook on Environmental Laws.
S. Shantha Kumar- Introduction to Environmental Law.
Relevant Bare Acts/Notifications.

Procedural Law (15 Sessions of 3 Hours Each) 100 marks Sem III Elective

SL.No	Particulars	Sessions
1	Indian Evidence Act 1872 – Salient Features	2 Sessions of 3 Hours Each
2	Code of Civil Procedure 1908 (s/9, S/11,S15 – 25, S60, S/113 – 115, Order XXXIX)	2 Sessions of 3 Hours Each
3	Code of Criminal Procedure 1973 – General Survey of Provisions	2 Sessions of 3 Hours Each
4	Limitation Act 1963	2 Sessions of 3 Hours Each
5	Information Technology Act 2000	2 Sessions of 3 Hours Each
6	Specific Relief Act 1963 (s/10, 14 & 41)	2 Sessions of 3 Hours Each
7	Arbitration and Conciliation Act 1996	1 Session of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Ratanlal & Dhiraj Lal- The Code of Criminal Procedure.
Juvenile Justice (Care & Protection of Children) Act, 2000 -Bare Act
Probation of Offenders’ Act, 1958-Bare Act
R.V.Kelkar- Criminal Procedure.
Report of the Committee on Reforms of Criminal Justice System.
Mulla - Civil Procedure Code.
Sanjiwa Rao - Civil Procedure Code.
P. M. Bakshi - Civil Procedure Code.
C. K. Takwani - Civil Procedure Code.
Ratanlal and Dhirajlal - Law of Evidence.
Sarkar - Law of Evidence.

**Interpretation of Statutes (15 Sessions of 3 Hours Each) 100 marks Sem III
Elective**

SL.No	Particulars	Sessions
1	(Literal Rule, Golden Rule, Mischief Rule, Internal and External Aids to interpretation)	9 Sessions of 3 Hours Each
2	Ejusdem Generis Rule & Noscitur a Sociis & Non – Obstante Clause	1 Session of 3 Hours
3	Shall and May (Mandatory and Directory) Interpretation of Taxing Statutes & Penal Laws	2 Sessions of 3 Hours Each
4	General Clauses Act 1897	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

Maxwell on the Interpretation of Statutes.

G. P. Singh – Principles of Statutory Interpretation.

Veepa. Sarathi – Interpretation of Statute – General Clauses Act 1897.

Bindra- Interpretation of Statutes.

**International Laws (15 Sessions of 3 Hours Each) 100 marks Sem III
Elective**

SL.No	Particulars	Sessions
1	Private International Law Nature & Scope of Conflict of Laws, Choice of Law in Contract, Domicile	2 Sessions of 3 Hours Each
2	Public International Law Nature & Scope – Concept of States	2 Sessions of 3 Hours Each
3	Law of International Institutions – United Nations Charter & Institutions created there under (e.g International Court of Justice & Security Council)	2 Sessions of 3 Hours Each
4	Trade Laws WTO & Subsequent Developments	3 Sessions of 3 Hours Each
5	Maritime Law Admiralty Jurisdiction & Merchant Shipping Act 1934	2 Sessions of 3 Hours Each
6	Air Law Aircraft Act 1934	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books:

J. B. Brierly - The Law of Nations.
D. H. Harris - International Law (Cases and Materials).
Oppenheim - International Law(Volume I, Peace)
S. K. Kapoor - International Law.
Bhagirathlal Das – World Trade Organization .
J. G. Starke- An Introduction to International Law
P.W. Bowett- International Institutions.
Private International Law – Cheshire & North
Law of International Institutions - Bowett

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

MMS SEMESTER – IV
CORPORATE LAW MAJORS

Regulatory Aspects of Capital Markets (15 Sessions of 3 Hours Each) 100 marks Sem IV Major

SL.No	Particulars	Sessions
1	Definition of Securities U/Securities Contract Regulation Act 1956. -SEBI Act 1992 -Depositories Act 1996 SEBI (Issue of Capital & Disclosure Requirement Regulations 2009) -SEBI Mutual Fund Regulations -SEBI Insider Trading Regulations -SEBI Takeover Code 2011	7 Sessions of 3 Hours Each
2	Legislation relating to Insurance etc Insurance Act 1938, IRDA, Principles of Insurance Concept of Insurance vs Assurance	6 Sessions of 3 Hours Each
3	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books

Justice Bhaghabati Prasad Banerjee- Guide to Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002.

K. S. N. Murthy and K. V. S. Sharma - Modern Law of Insurance in India.

M. H. Srinivasan - Principles of Insurance Law.

E. R.Hardy Ivamy - General Principles of Insurance Law, relevant Chapters.

Law of Property & Business Transaction (15 Sessions of 3 Hours Each) 100 marks Sem IV Major

SL.No	Particulars	Sessions
1	Transfer of Property Act 1882 Agreement for Sale, Mortgage, Charge, Lease, Exchange, Gift (Detailed Provisions)	5 Sessions of 3 Hours Each
2	Right to Fair Compensation & Transparency in Land Acquisition, Rehabilitation & Resettlement Act 2013	4 Sessions of 3 Hours Each
3	The Easement Act 1882	4 Sessions of 3 Hours Each
4	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books:

Indian Contract Act – Mulla
Indian Contract Act – Avtar Singh

Bare Act – Easement Act 1882
Bare Act – Right to Fair Compensation & Transparency in Land Acquisition, Rehabilitation & Resettlement Act 2013 w.e.f 01 – 01 – 2014

MMS SEMESTER – IV
CORPORATE LAW ELECTIVES

Law of Human Rights (15 Sessions of 3 Hours Each) 100 marks Sem IV Elective

SL.No	Particulars	Sessions
1	Constitutional provisions Articles 20 – 21 – 22 Habeas Corpus – ADM Jabalpur v Shrikant Shukla	2 Sessions of 3 Hours Each
2	COFEPOSA 1974 SAFEMA 1976	2 Sessions of 3 Hours Each
3	Criminal Procedure Code 1976 – Provisions relating to Arrest/Bail/FIR/Anticipatory Bail/N.C/Charge sheet	3 Sessions of 3 Hours Each
4	Evidence Act 1872 – Burden of Proof/Onus of Proof s/25 – Confession to Police Officer vs s/164 Confession to Magistrate U/CrPc Panchnama – Estoppel Cross Examination – Hostile Witness	3 Sessions of 3 Hours Each
5	Remedies for violation of HR	2 Sessions of 3 Hours Each
6	Human Rights in Global Scenario UN Declaration of 1948	1 Session of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books:

Henkin Luis- Rights of Man Today.

Singh Nagendra- Enforcement of Human Rights in Peace and War and the future of humanity.

Relevant International Instruments. United Nations Charter, 1945

Universal Declaration of Human Rights, 1948.

International Convention on the Elimination of All Forms of Racial Discrimination, 1948.

International covenant on civil and Political Rights, 1966.

International covenant on Economic and Cultural Rights, 1966.

Convention on Elimination of All form s of Discrimination against Women, 1979.

Convention on the Rights of the Child, 1989.

Law of Business Organisations (15 Sessions of 3 Hours Each) 100 marks
Sem IV Elective

SL.No	Particulars	Sessions
1	Indian Trusts Act 1882	2 Sessions of 3 Hours Each
2	Societies Registration Act 1860 Maharashtra Public Trusts 1950	3 Sessions of 3 Hours Each
3	Indian Partnership Act 1932	2 Sessions of 3 Hours Each
4	Limited Liability Partnership Act 2012	2 Sessions of 3 Hours Each
5	Indian Companies Act 2013	4 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

Bare Acts
M. P. Tandon – Indian Trust Act.
Company Law – Avtar Singh

**Educational Laws (15 Sessions of 3 Hours Each) 100 marks Sem IV
Elective**

SL.No	Particulars	Sessions
1	Articles 25 – 30 of Constitution of India	2 Sessions of 3 Hours Each
2	UGC Act 1956 – Salient features	4 Sessions of 3 Hours Each
3	AICTE Act – 1987	4 Sessions of 3 Hours Each
4	Maharashtra University Act – 1994	3 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books

Bare Acts

Science & Technology Laws (15 Sessions of 3 Hours Each) 100 marks Sem IV Elective

SL.No	Particulars	Sessions
1	Law, Science & Medicine – Provisions of State Policy of Constitution of India	2 Sessions of 3 Hours Each
2	Electronics Revolution & Legal Order– IT Act 2000	3 Sessions of 3 Hours Each
3	Nuclear Technology and Legal Control Atomic Energy Act 1962	3 Sessions of 3 Hours Each
4	Biotechnology & Legal Regulation Genetically Modified Food	3 Sessions of 3 Hours Each
5	Epidemiological and Public Health Aspects of Science & Technology Food Safety & Std Act 2005	2 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books

Lokojan Bulletin. Special Issue, Bhopal - An Interim Appraisal (JanApril, 1988)

Centre for Science and Environment, The State of India's Environment. The Second Citizen's Report (1985)

Socialist Health Review (published from Bombay)

Jina Melrose, Bitter Pills : Medicines and the Third World Poor (1982)

Proceedings of the World Congress on Law and Medicine held at Delhi (1984)

Pragya Kumar : Medical Education in India (1987)

Government of India. Report of Working Group on Health for All by 2000 A.D

Cees J. Hamelink: The Ethics of Cyberspace (2001), Sage Markandey Katju : Law in the Scientific Era (2000). Universal. New Delhi

John Zinian et al. (ed.) : World of Science and the Rule of Law (1986), Oxford

Ann Johnston et al. (ed.) : New Technologies and Development (1986), UNESCO

Maie-Wan Ho : Genetic Engineering : Dreams or Nightmare? The Brave New World of Bad Science and Big Business (1997) RESTE, New Delhi
Report of the DAE and Regulative Texts, Centre for Science and Environment

The State of India's Environment : 1984-1985 The Second Citizen's Report (1985)

Economic and Political Weekly, Supreme Court decision on the EEC radioactive butter case

U. Baxi : Biotechnology and Legal Order, Dilemmas of the Future of Law and Human Nature (1993)

D. Bull : A growing Problem: Pesticide and the Third World Poor (1982) J. Doyle : Altered Harvest, Agriculture, Genetics and Fate of the World's Food Supply (1986)

Z. Harsanyi & R. Hutton : Genetic Prophecy: Beyond the Double Helix (1987)

United Nations : Our Common Future : The World Commission on Environmental and Development (1987)

Symposium on Biotechnology and Law, 11 Rutgers Computer and Technology Law Journal (1985)

Report of Working Group on Health for All by 2000 A.D. (198 I)

V Ramalin Qaswami : 'Medicine, Health and Human Development, The Ninth Jawaharlal Nehru Lecture. New Delhi, Nov. 1975 D.D. Kulpati : The Basic Concepts of Health, in Dilemmas in Health Policy. at C-9, C-43 (1986)

Prava Kunlar & Virendra Kumar : Health as a Fundamental Human Right in Dilemmas in Health Policy at C-1, C-8 (1986)

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

$$\frac{\text{-----}}{\Sigma \text{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\Sigma CG / \Sigma C$
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	60	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 20						$\Sigma CG = 85$	Grade C
Passes							

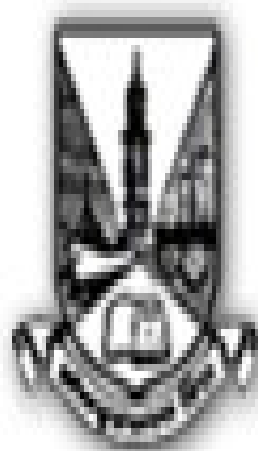
Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System
For
Master of Management Studies (MMS)
2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
EDUCATION MANAGEMENT
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5	
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5	
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5	
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5	
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5	
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5	
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5	
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Education Management Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Emerging Issues related to Education Management	30	2	40 IA	60 UA	100	3	2.5
4	Quantitative Models in Education Management	30	2	40 IA	60 IA	100	3	2.5
5	Regulatory Bodies in Education	30	2	40 IA	60 IA	100	3	2.5
6	Marketing in Education	30	2	40 IA	60 IA	100	3	2.5
7	Education Management Elective I	30	2	40 IA	60 IA	100	3	2.5
8	Education Management Elective II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Education Management Specialisation Electives (Any Two)

Organisational Theories, Structure and Design in Education
 Organisational Development
 Leadership in Education
 Human Resource Development in Education

MMS –Semester IV – Education Management Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Educational Psychology & Student Management	30	2	40 IA	60 IA	100	3	2.5
4	Teaching – Learning Method & Pedagogy	30	2	40 IA	60 IA	100	3	2.5
5	Education Management – Elective I	30	2	40 IA	60 IA	100	3	2.5
6	Education Management – Elective II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
		Total No of Credits						17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Education Management Specialisation Electives (Any Two)

Continuing Education & Distance Education
 Guidance & Counselling
 Education Management Information Systems
 Project Planning & Management in Education

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

MMS SEMESTER – II
EDUCATION MANAGEMENT ELECTIVES

**Education as a system 100 marks (15 Sessions of 3 Hours Each) Sem II
Elective**

SL.No	Particulars	Sessions
1	Education as a System: an overview	1 Session of 3 Hours
2	Higher Education as a sub system: social relevance and the need for diversification, growth and Development, problems and perspective, future of higher education, quality and Education.	2 Sessions of 3 Hours Each
3	The New Education Policy / Plan of action: implication for higher education	1 Session of 3 Hours
4	Non-formal education: methods and techniques, functional literacy	1 Session of 3 Hours
5	Adult education	1 Session of 3 Hours
6	Policy development and implementation.	1 Session of 3 Hours
7	Educational legislation	1 Session of 3 Hours
8	Educational reform policy and analysis	1 Session of 3 Hours
9	National Perspective plan for women: women's Education, Special needs.	2 Sessions of 3 Hours Each
10	Role, functions, structure, organization and governance of Educational Institutions	2 Sessions of 3 Hours Each
11	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference:

1. National Policy on Education : Sharma R C, Mangal Deep Publication, 2002
2. Education Policy in India : Aggrawal J. C. Shipra Publication, First Published, 1992
3. Philosophical approach to Education : Shivavarudrappa G : Himalaya Publication

Technologies for Learning 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

SL.No	Particulars	Sessions
1	Information Management: role of management information system, information needs of management, conventional information system, information system in educational institutions	1 Session of 3 Hours
2	Information Technology: introduction to computer, use of computers in administration, teaching and research, computerized management of information systems.	2 Sessions of 3 Hours Each
3	Education technology as a field of knowledge, its history, alternative models and approaches.	1 Session of 3 Hours
4	Models of learning & teaching & impact of use of education technology	1 Session of 3 Hours
5	The changing role of the educator in information-rich and technology-rich environments	1 Session of 3 Hours
6	Implications of education technology for the curriculum & society in general	1 Session of 3 Hours
7	Bicultural, ethical and equity issues in education technology	1 Session of 3 Hours
8	Evaluation of educational software.	1 Session of 3 Hours
9	The evaluation & application of new & emerging learning technologies	2 Sessions of 3 Hours Each
10	Developing strategies for the effective management of education technologies	2 Sessions of 3 Hours Each
11	Case Studies and Presentations	2 Sessions of 3 Hours Each

References

1. Information Management : Neil M. Duffy & Michael Assad, Oxford University Press, 1980
- 2,Essential of Management Information Systems : Laudon K. C. & Laudon J. P., Practice Hall, 1995
- 3)Adaptive Technologies for Learning & Work Environments: Joseph J. Lazzaro .
- 4) Essential of Management Information Systems : Laudon K. C. & Laudon J. P., Practice Hall, 1995
- 5).Database systems: Design, Implementation And Management, By Peter Rob and Carlos Coronel, Course technology Ptr, 2006
- 6) Management Information System for the Information Age By Stephen Haag, Maeve Cummings, Amy Phillips, Irwin Professional Pub, 2005
- 7) Information Systems Management In Practice, Barbara McNurlin, Ralph H. Sprague, Ralph Sprague, Ralph H. Sprague. Prentice Hall, 2005

Historical Issues and Educational Policy 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

SL.No	Particulars	Sessions
1	Historical and political development of policy and the interplay with socio-cultural and political factors	2 Sessions of 3 Hours
2	Testing and Evaluation: Historical and Contemporary Constructions of educational policy and strategies.	2 Sessions of 3 Hours Each
3	Theories of financial management	1 Session of 3 Hours
4	Strategic management theory and practice, concepts of curriculum mix, differentiation and analysis methods	2 Sessions of 3 Hours
5	Planning models, methodologies, construction and review processes	1 Session of 3 Hours
6	Theories of quality control, assurance and management and their application in educational settings	1 Session of 3 Hours
7	Notions of quality and effectiveness, quality and accountability, and quality standards and systems in educational improvement	1 Session of 3 Hours
8	Theories and concepts of relationship marketing	1 Session of 3 Hours
9	Growth and Diversity in Schools and Students	2 Sessions of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

References

1. Shippo, Dorothy. (2006). School Reform, Corporate Style: Chicago, 1880-2000. Lawrence, KS: University Press of Kansas.
2. Historical perspectives and contemporary challenges. Altbach, Philip G. & Umakoshi, Toru. (Eds). (2004). Baltimore, MD: Johns Hopkins University Press. Educational Policy Borrowing
3. Historical and Philosophical Foundations of Education: Selected Readings by Gerald L. Gutek

4. Fifty major thinkers on Education: From Confucious to Dewey. Palmer, J., Ed. (2001)

NewYork: Routledge.

5. Strategic management in public and nonprofit organizations in managing public concerns in an era of limits, Koteen J. (1997)2nd ed.). Praeger

Curriculum Management and Planned Change 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

Curriculum Management

SL.No	Particulars	Sessions
1	History and patterns of curriculum development and review. Curriculum Development: Aims, Goals, Objectives	1 Session of 3 Hours
2	Foundations of the Curriculum: Philosophical and Psychological Perspectives of curriculum design	1 Session of 3 Hours
3	Curriculum and assessment theories and models.	1 Session of 3 Hours
4	Curriculum planning & designing for formal / informal education	1 Session of 3 Hours
5	Need for review and revision of curriculum	1 Session of 3 Hours
6	Process of curriculum changes	1 Session of 3 Hours
7	Strategies for teaching /learning	1 Session of 3 Hours
8	Issues of diversity and equity in curriculum management	1 Session of 3 Hours
9	Curriculum Organization: Curriculum Mapping & Alignment and Curriculum Implementation	1 Session of 3 Hours
10	Curriculum Accountability and Evaluation	1 Session of 3 Hours

Planned Change

SL.No	Particulars	Sessions
1	Concept of planned change: need, nature of planned change - Models of planned change: handling resistance to change.	1 Session of 3 Hours
2	Implementing change: Techniques of planned change – Such as force field analysis, Problem Solving Techniques	1 Session of 3 Hours
3	Case Studies and Presentations	2 Sessions of 3 Hours

Reference:

1. Systems Approach to Teacher Training and Curriculum Development : Razik Taher, Paris, 1972
2. Curriculum Construction : Kalsa & Singh R.R., 1987
3. Managing for Change: Education: Open University, Milton Keynes, 1984
4. Managing Organizational Change: A practitioner's guide, Elliott-kemp, Pavic Publication, U.K.
5. Oliva, P. (2005). Developing the curriculum (6th ed.). New York: Addison Wesley Longman.
6. Brady, M. (1989). What's worth teaching? Selecting, organizing, and integrating knowledge. New York: State University of New York Press.
7. Costa, A. L. (Ed.). (1990). developing minds: A resource book for teaching thinking. Alexandria, VA: Association for Supervision and Curriculum Development.

**MMS SEMESTER – III EDUCATION
MANAGEMENT MAJORS**

**Emerging Issues related to Education Management University Assessment
100 marks (15 Sessions of 3 Hours Each) Sem III Major**

SL.No	Particulars	Sessions
1	Ethical and spiritual issues in education management	2 Sessions of 3 Hours
2	Comparison of Indian education system with the other countries' educational system (like Japan, U.S.A., U.K.)	2 Sessions of 3 Hours Each
3	Privatization of educational institutions (its importance and problems)	1 Session of 3 Hours
4	Linkage with advance and professional courses	1 Session of 3 Hours
5	Roll of UGC, AICTE, AIMS in technical and non – technical education system	1 Session of 3 Hours
6	Agencies of control in educational system – internal and external.	1 Session of 3 Hours
7	Organizational levels of education : pre primary, primary, secondary, higher education, its growth and development, problems and challenges, social relevance	1 Session of 3 Hours
8	Roll of CBSE, ICSE, and SSC in secondary and higher secondary school.	1 Session of 3 Hours
9	Policy development and implementation	1 Session of 3 Hours
10	Educational Legislation, policy analysis	1 Session of 3 Hours
11	Educational reform.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

References:

- 1) Higher Education in India, "Emerging Issues Related to Access, Inclusive and Quality, By Sukhadeo Thorat, Chairman, UGC, New Delhi, Nehru Memorial Lecture.
- 2) Emerging Issues in Education: Policy Implications for the School, By James E. Bruno, Rand Corporation, Published 1972, Lexington Books.
- 3) Business and Management Education in Transitioning and Developing Countries. A handbook by Joh R. McIntye llan Alon.
- 4) Mighty Visions by Prin Dr M.S Kurhade
- 5) In search of a touch stone by Prin Dr M.S Kurhade
- 6) Reflections of a Wakeful Mind by Prin Dr M.S Kurhade

Quantitative Models in Education Management 100 marks (15 Sessions of 3 Hours Each) Sem III Major

SL.No	Particulars	Sessions
1	Principles of individual differences- Quantitative approaches to measurement of individual differences	2 Sessions of 3 Hours
2	Characteristics of scientific measurement techniques	2 Sessions of 3 Hours Each
3	Reliability, validity and standardization.	1 Session of 3 Hours
4	Test construction- procedures and scaling techniques	1 Session of 3 Hours
5	Administration and Usage of objective test for: measuring aptitude, attitude, Intelligence, social skills and creativity	1 Session of 3 Hours
6	Quantitative assessment: motivation and moral	1 Session of 3 Hours
7	Quantitative techniques for personal assessment: Factor analysis, analysis of variance, regression.	1 Session of 3 Hours
8	Approaches to objectivity in Personal Interview Assessment	1 Session of 3 Hours
9	Setting scoring patterns: Using Tests	1 Session of 3 Hours
10	Scoring in final evaluation: Weighted Sores	1 Session of 3 Hours
11	Human Resource Audit	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

References:

- 1.Essentials of Psychological Testing; Susana Urbina
- 2.Handbook of Psychological Assessment; Gary Groth-Marnat
- 3.Foundations of Psychological Testing: A Practical Approach;Sandra A. McIntire &Leslie A. Miller Second Edition
- 4.Psychological Testing; David Bartram & and Patricia Lindley

Regulatory Bodies in Education 100 marks (15 Sessions of 3 Hours Each)
Sem III Major

SL.No	Particulars	Sessions
1	UGC	2 Sessions of 3 Hours Each
2	AICTE	2 Sessions of 3 Hours Each
3	University	3 Sessions of 3 Hours Each
4	Deemed University	2 Sessions of 3 Hours Each
5	Autonomous Institutions	2 Sessions of 3 Hours Each
6	Ministry of HRD	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Texts

Bare Acts

UGC Pay Commission Regulation – Dr Snehal Donde
Lambart Academic Publications

**Marketing in Education 100 marks (15 Sessions of 3 Hours Each) Sem III
Major**

SL.No	Particulars	Sessions
1	Introduction to marketing concept : its relevance in India, marketing structures and systems	1 Session of 3 Hours
2	Environmental Scanning and marketing opportunity analysis	1 Session of 3 Hours
3	Marketing information system : marketing research, marketing planning	1 Session of 3 Hours
4	Promotion decision : communication process; promotion strategies with reference to consumer and industrial product in relation to education	2 Sessions of 3 Hours Each
5	Performance and control: marketing audit	1 Session of 3 Hours
6	Notion of quality and effectiveness, quality and accountability, quality standards and systems in educational improvement.	2 Sessions of 3 Hours Each
7	Theories and concepts of relationship marketing	1 Session of 3 Hours
8	Marketing of education services	1 Session of 3 Hours
9	Role of marketing research in decision-making.	1 Session of 3 Hours
10	Analyze the marketing system, study the characteristics of consumer behavior, and define market segmentation and target markets in context of external and internal customer	2 Sessions of 3 Hours Each
11	Case Studies and Presentations	2 Sessions of 3 Hours Each

References:

- 1- Marketing Essentials: Glencoe2002/McGraw Hill
- 2- Marketing Management By Philip Kotler and Gary Armstrong.
- 3- Principals of Marketing By Philip Kotler and Gary Armstrong.
- 4- Essential Guide to Marketing Planning, Marian Burk Wood, 2000

**MMS SEMESTER – III EDUCATION
MANAGEMENT ELECTIVES**

**Organisational Theories, Structure and Design in Education 100 marks
(15 Sessions of 3 Hours Each) Sem III Elective**

SL.No	Particulars	Sessions
1	Theories and principles of team and organizational structure and effectiveness in educational management	1 Session of 3 Hours
2	Theories of collaborative decision-making	1 Session of 3 Hours
3	Theories of educational change and organizational culture	1 Session of 3 Hours
4	Organization structure and their impacts	1 Session of 3 Hours
5	Assessing the existing organization (educational institutions) – structures and its effectiveness	1 Session of 3 Hours
6	Determinants of structure	1 Session of 3 Hours
7	Structure: technology, environment	1 Session of 3 Hours
8	People relationship	1 Session of 3 Hours
9	Understanding of organization structure and design	1 Session of 3 Hours
10	Organization theories and their critical evaluation	2 Sessions of 3 Hours Each
11	Power and authority	1 Session of 3 Hours
12	Designing of organizational in changing environment	1 Session of 3 Hours
13	Case Studies and Presentations	2 Sessions of 3 Hours Each

References:

1. Classics of Organization Theory; Jay Shafritz | J. Steven Ott | Yong Suk Jang
6th edition
2. Theories of Public Organization; Robert B. Denhardt ,4th edition
3. Organization Theory: Modern, Symbolic, and Postmodern Perspectives Mary Jo Hatch
4. Organization Theory and Design; Richard L. Daft

Organisational Development 100 marks (15 Sessions of 3 Hours Each)
Sem III Elective

SL.No	Particulars	Sessions
1	History and theories of organizational development	1 Session of 3 Hours
2	Organizational diagnosis; Methodology to assess the stated existing organization	1 Session of 3 Hours
3	Study of Organizational Climate	1 Session of 3 Hours
4	The study of Organizational culture	1 Session of 3 Hours
5	Impact of globalization on organizational development	1 Session of 3 Hours
6	Organizational Transformation	1 Session of 3 Hours
7	The role of sensitivity training, Virtual Reality or other Training Simulations	2 Sessions of 3 Hours Each
8	Transactional Analysis and Grid training in organizational development	1 Session of 3 Hours
9	Understanding of organizational effectiveness and its assessment	1 Session of 3 Hours
10	Alternative to downsizing; Career Development Intervention	2 Sessions of 3 Hours Each
11	Organizational Development in health care, schools, and public sector	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

References:

1. Organizational development: Behavioral science interventions for organizational Improvement; Bell, Cecil H., Jr., & French, Wendell L. (1999). Upper Saddle River, NJ: PrenticeHall.
2. Essentials of Organization Development & Change; Cummings & Worley (2000) South-Western College Publishing.
3. Cases in Organization Development; Robert T. Golembiewski Glenn H. Varney 1st Edition
4. Organizational Consulting: A Gestalt Approach; Nevis, Edwin C. (1998) Cambridge, MA: GIC Press

Leadership in Education 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	Theories of leadership and management in organizations	1 Session of 3 Hours
2	Theories of leadership and management in educational organizations	1 Session of 3 Hours
3	Theories of leadership and management styles including emotional intelligence	1 Session of 3 Hours
4	Leading and managing educational change and improvement	1 Session of 3 Hours
5	Leadership for the learning community	1 Session of 3 Hours
6	Developing leadership and management skills and insights	1 Session of 3 Hours
7	Values, vision and moral purpose in educational leadership	2 Sessions of 3 Hours Each
8	Theories and models of educational leadership (including curriculum , professional, academic, instructional and student centered leadership)	2 Sessions of 3 Hours Each
9	Theories of reflective practice and self-development	1 Session of 3 Hours
10	Issues of diversity in educational organizations, including issues related to biculturalism, gender and multiculturalism	2 Sessions of 3 Hours Each
11	Case Studies and Presentations	2 Sessions of 3 Hours Each

References:

1. Democratic Leadership in Education: Leading Teachers, Leading Schools Series; Phil Woods
2. Ethical Leadership and Decision Making in Education: Applying Theoretical Perspectives to Complex Dilemmas; Joan Poliner Shapiro , Jacqueline A. Stefkovich , Joan Poliner Shapiro , Jacqueline A. Stefk
3. Strategic Leadership: Integrating Strategy and Leadership in Colleges and Universities ; Richard L. Morrill
4. Leadership for Social Justice: Making Revolutions in Education ; Maricela Oliva
5. Organizational Behavior in Education: Adaptive Leadership and School Reform; Robert G. Owens , Thomas Valesky
6. Leadership in Education: Organizational Theory for the Practitioner; Russ Marion

Human Resource Development in Education 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	Introduction to Human Resource Development	1 Session of 3 Hours
2	HRD and Its Influences on Human Behavior	1 Session of 3 Hours
3	Assessment of Human Resource Need	1 Session of 3 Hours
4	Designing an effective Human Resource Program	1 Session of 3 Hours
5	Evaluating Human Resource Program	1 Session of 3 Hours
6	Skills and technical learning	1 Session of 3 Hours
7	Performance management and coaching	1 Session of 3 Hours
8	Employees counseling services	1 Session of 3 Hours
9	Career Management and development	1 Session of 3 Hours
10	Management Development	1 Session of 3 Hours
11	Organizational development and change	1 Session of 3 Hours
12	Human Resource Planning; Role analysis and basis for HRD	1 Session of 3 Hours
13	HR Audit	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours Each

References:

1. Human Resource Development: Gilley, J.W. & Eggland, S.A. (1989).
2. Principles of Human Resource Development. Reading, MA: Addison-Wesley Publishing Co.
3. Human Resource Development : Learning and Traing for Individual and Organization, edited by John P. Wilson.
4. Human Resource Development: Desimore, Randy L; John M. Werner, & Davir M. Harries
5. Essentials of HRM; Shaun Tyson
6. HR Audit; Bandyopadhyay.
7. HR audit ;T.V.S. Rao

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

MMS SEMESTER – IV
EDUCATION MANAGEMENT
MAJORS

Educational Psychology & Student Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Major

SL.No	Particulars	Sessions
1	Introduction to Human Resource Development	1 Session of 3 Hours
2	HRD and Its Influences on Human Behavior	1 Session of 3 Hours
3	Assessment of Human Resource Need	1 Session of 3 Hours
4	Designing an effective Human Resource Program	1 Session of 3 Hours
5	Evaluating Human Resource Program	1 Session of 3 Hours
6	Skills and technical learning	1 Session of 3 Hours
7	Performance management and coaching	1 Session of 3 Hours
8	Employees counseling services	1 Session of 3 Hours
9	Career Management and development	1 Session of 3 Hours
10	Management Development	1 Session of 3 Hours
11	Organizational development and change	1 Session of 3 Hours
12	Human Resource Planning; Role analysis and basis for HRD	1 Session of 3 Hours
13	HR Audit	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books :

- 1) Skinner, Charles E. – Educational Psychology
- 2) Hunt, M.P. – Psychological Foundations of Education.
- 3) Whittakar – Introduction to Psychology.
- 4) Safaya, R.N, Shukla, C.S and Bhatia, B.D. – Modern Educational Psychology

Teaching – Learning Method & Pedagogy 100 marks (15 Sessions of 3 Hours Each) Sem IV Major

SL.No	Particulars	Sessions
1	Teaching and learning process Teaching- meaning / concept ,nature Teaching as arts and science Criteria of good teaching Relation between teaching and learning, Factors affecting teaching learning process. Principles of teaching Maxims of teaching, Fundamentals of teaching Taxonomy of Educational Objectives : Cognitive, Affective and Psychomotor	2 Sessions of 3 Hours
2	Teaching Methods Significance of Methods of teaching Characteristics of good method of teaching Lecture, demonstration, problem solving and programme instruction Function of teacher as facilitator, as a counselor, as a researcher	2 Sessions of 3 Hours
3	Teaching Devices Narration, Explanation, Illustration and Questioning Drill and Review as Fixing Devices	2 Sessions of 3 Hours
4	Levels and strategies of Teaching Teaching Levels — strategies and models Teaching strategies- Meaning, nature, Types- autocratic and democratic strategies	2 Sessions of 3 Hours
5	Teaching effectiveness Meaning and Characteristics of teaching effectiveness Classroom Management—Meaning and Strategies	2 Sessions of 3 Hours
6	Teaching Models- Teaching Models- Meaning, functions and types Model of teaching — Inquiry Training Model — Concept Attainment Model (CAM) — Value Analysis Model (VAM) Feasibility of Models of Teaching in Classroom.	3 Sessions of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Books :

- 1) Passi, B.K. — Becoming Better Teacher, Micro Teaching Approach, Ahmedabad, Sahitya Mudranalaya
- 2) Singh, Amarjit — Classroom management, New Delhi, Kanishka Publishers.
- 3) Siddiqui, M.H. — Models of Teaching, New Delhi, APH Publishing Corporation.
- 4) Krishnamacharyulu, V — Classroom Dynamics, Hyderabad, Neel Kamal Publications Pvt. Ltd.
- 5) Khan, Sharif and Akbar, Rashid — School Teaching, New Delhi, APH Publishing Corporation.
- 6) Joshi, A — Models of Teaching, Agra, H.P. Bhargava Book House.
- 7) Joyce, Bruce and Weil, Marsha — Models of Teaching, New Delhi Prentice Hall of India.

MMS SEMESTER – IV
EDUCATION MANAGEMENT
ELECTIVES

Continuing Education & Distance Education 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Continuing Education <ul style="list-style-type: none"> ➤ Continuing Education- its meaning and scope ➤ Different aspects of continuing Education – Fundamental Education, Adult Education, Social Education and Extension Education – their meaning and nature. ➤ Agencies of Continuing Education. ➤ Role of University in adult/continuing education. ➤ Significance / importance of Continuing Education 	2 Sessions of 3 Hours
2	Continuing Education – Methodologies <ul style="list-style-type: none"> ➤ Different methods of Continuing Education ➤ Role of Mass Media in Continuing Education ➤ Strategies and devices of Continuing Education. ➤ Methods of Teaching Adults. 	2 Sessions of 3 Hours
3	Adult Education <ul style="list-style-type: none"> ➤ Development of Adult Education in India ➤ Kinds of adult education programme in India ➤ Functional Literacy programme—Role of National Literacy Mission (NLM) ➤ Total Literacy Programme / Campaign ➤ Planning adult education programme in India for rural women ➤ Problems of Adult Education in post independent India and their solutions 	2 Sessions of 3 Hours
4	Distance Education and its Development <ul style="list-style-type: none"> ➤ Distance Education-meaning, Characteristics and teaching –learning components ➤ Distinction Education open learning and distance education. ➤ Need and importance of distance education ➤ Structures of IGNOU’s distance learning programmes ➤ Growth of distance education Distance teaching-learning system in India ➤ Distance education and the goals of equality of opportunity ➤ Merits and demerits of distance education 	2 Sessions of 3 Hours
5	Instructional Strategies in Distance Education <ul style="list-style-type: none"> ➤ Different forms of instructional materials in Distance Education ➤ Non print media- Radio and Television ➤ Information and Communication Technology (ICT) and their application in Distance Education 	2 Sessions of 3 Hours

6	Distance Mode of Learning <ul style="list-style-type: none"> ➤ The content, methodology of design of student support services in distance education and their management. ➤ Distance Education and rural development ➤ Role of distance education in teacher training programme ➤ Role of distance Education in the promotion of women education. 	3 Sessions of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Books :

- 1) Styler, W.E. — Adult Education in India, London Oxford University Press.
- 2) Rogers, Alam — Teaching Adults, Sterling Publishers Pvt. Ltd.
- 3) Thakur, Devendra — Adult Education and Mass Literacy, New Delhi, Deep and Deep Publications.
- 4) Sharma, Madhulika — Distance Education, Concepts and Principles, New Delhi, Kanishka Publishers.
- 5) Pramji, S — Distance Education, New Delhi, Sterling Publishers Pvt. Ltd.
- 6) Ansari, N.A — Adult Education in India, New Delhi, S. Chand and Company Ltd.
- 7) Saiyadin, M.S. – Challenges in Adult Educations, New Delhi, Macmillian India Ltd.
- 8) Mohanty, S.B. — Life Long and Adult Education, New Delhi, Ashish Publishing House.
- 9) Goswami, D — Literacy and Development, Guwahati, DVS Publishers.

**Guidance & Counselling 100 marks (15 Sessions of 3 Hours Each) Sem IV
Elective**

SL.No	Particulars	Sessions
1	Concept of Guidance Guidance – Meaning, nature and scope Need and importance of guidance in education Types of guidance Role of the teacher in guidance	2 Sessions of 3 Hours
2	Educational Guidance Educational Guidance Meaning purpose and functions Guidance in Elementary School Guidance in Secondary School	2 Sessions of 3 Hours
3	Vocational Guidance Vocational Guidance-- Meaning purpose and functions Relationship between Educational Guidance and Vocational Guidance Career and occupational information	2 Sessions of 3 Hours
4	Organization of Guidance Programme Principles of organization Group guidance Individual inventory Information orientation service Placement services and Follow up services	2 Sessions of 3 Hours
5	Counselling Counselling –Meaning, nature and scope Needs and Importance Different types Steps and Techniques Qualities of a good Counsellor	2 Sessions of 3 Hours
6	Guidance and Counselling Relationship between guidance and counselling Problems of guidance and counselling Ways to improve guidance and counselling Role of school counsellor in guidance programme.	3 Sessions of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Books :

- 1) Crow, L.D.I., Crow, A — An Introduction to Guidance.
- 2) Bhatia, K.K. — Principles of Guidance and Counselling, Kalyani Publishers, 2009.
- 3) Agarwal, Rashmi — Educational Vocational Guidance and Counselling; Principles, Techniques and Programmes, Shipra Publication, 2010.
- 4) Charles Kiruba & Jyothsna, N.G. — Guidance and Counselling, Neelkamal, Publication Pvt. Ltd. First Edition, 2011
- 5) Madhukar, I — Guidance and Counselling, New Delhi, Authors Press.
- 6) Mc. Daniel, H.B. — Guidance in the Modern School. New York, Rinechart and Winston.
- 7) Traxler, A.E. and North, R.D. — Techniques of Guidance, New York, Harper and R.W.
- 8) Gururani, G.D — Guidance and Counselling, Educational, Vocational and Career Planning, New Delhi, Akansha Publishing House.

Education Management Information Systems 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Introduction to information systems: concept and meaning.	2 Sessions of 3 Hours
2	Educational management information system in India <ul style="list-style-type: none"> ➤ Manual collection of information system: a case of MHRD. ➤ All India school education survey: coverage and organization. ➤ District information system for education (DISE). ➤ Recent State-specific initiatives in the field of school information system in India; and ➤ Household surveys being conducted by different agencies. 	2 Sessions of 3 Hours
3	Data requirements for developing education plans.	2 Sessions of 3 Hours
4	Developing data capture formats for EMIS.	2 Sessions of 3 Hours
5	Project management information systems (PMIS).	1 Session of 3 Hours
6	Strengthening of EMIS and developing an integrated information system.	2 Sessions of 3 Hours
7	Role of computers in MIS.	1 Session of 3 Hours
8	Group work on developing DCF and suggestive framework for an EMIS.	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours

Suggested Readings

1. Aggarwal, Yash (1997). *Educational Management Information System: Planning Management and Monitoring Strategies for DPEP*, NIEPA.
2. Ahituv, N (1990). *Principles of Information System Management*. Boulevard, Wm. C. Brown Publishers.
3. Davis, G.B. and M.H. Olson (1985). *Management Information Systems: Conceptual Foundations, Structure and Development*, New York, McGraw Hill.
4. Mehta, Arun C (2005). *Elementary Education in India: Analytical Report*, New Delhi, NUEPA & MHRD.
5. NIEPA (1998). *User's Manual, District Information System for Education*.

Project Planning & Management in Education 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Evolution of education development projects	2 Sessions of 3 Hours
2	Methodology of project planning in education	2 Sessions of 3 Hours
3	Logical framework analysis	2 Sessions of 3 Hours
4	Planning for project implementation	2 Sessions of 3 Hours
5	Project appraisal	1 Session of 3 Hours
6	Monitoring and evaluation of educational projects	2 Sessions of 3 Hours
7	Project management information system under SSA	1 Session of 3 Hours
8	Microsoft Project-2002: An exposition	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours

Suggested Readings

1. Berkun, Scott (2005). *Art of Project Management*. Cambridge, MA: O'Reilly Media. ISBN 0-596-00786-8.
2. Biswal, K (2003). *Monitoring and Evaluation of Education Projects: Concepts, Approaches and Operational Designs*. New Delhi: NUEPA, mimeo.
3. Brooks, Fred (1995). *The Mythical Man-Month*, 20th Anniversary Edition, Adison Wesley. ISBN 0-201-83595-9.
4. Chambers, F. and Forth, I (1995). A Recipe for Planning a Project: A Novice Manager's Guide to Small Project Design. *International Journal of Educational Development*, 15 (1): 61-70.
5. Heerkens, Gary (2001). *Project Management (The Briefcase Book Series)*. McGraw-Hill. ISBN 0-07-137952-5.
6. Kerzner, Harold (2003). *Project Management: A Systems Approach to Planning*,

Scheduling and Controlling, 8th ed., Wiley. ISBN 0-471-22577-0.

7. Lewis, James (2002). *Fundamentals of Project Management*, 2nd ed., American Management Association. ISBN 0-8144-7132-3.

8. Magnen, Andre (1991). *Education Projects: Elaboration, Financing and Management*. Paris: UNESCO, International Institute for Educational Planning.

9. Meredith, Jack R. and Mantel, Samuel J (2002). *Project Management : A Managerial Approach*, 5th ed., Wiley. ISBN 0-471-07323-7.

10. Pettee, Stephen R (2005). *As-builts – Problems and Proposed Solutions*. Construction Management Association of America.

11. Project Management Institute (2003). *A Guide to the Project Management Body of Knowledge*, 3rd ed., Project Management Institute. ISBN 1-930699-45-X.

12. Stellman, Andrew and Greene, Jennifer (2005). *Applied Software Project Management*. Cambridge, MA: O'Reilly Media. ISBN 0-596-00948-8.

13. Thayer, Richard H. and Yourdon, Edward (2000). *Software Engineering Project Management*, 2nd ed., Wiley-IEEE Computer Society Press. ISBN 0-8186-8000-8.

14. Verzuh, Eric (2005). *The Fast Forward MBA in Project Management*, 2nd ed., Wiley. ISBN 0-471-69284-0 (pbk.).

15. Whitty, S. Jonathan (2005). A Memetic Paradigm of Project Management. *International Journal of Project Management*, 23 (8) 575-583.

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

ΣC

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	SGPA = $\frac{\Sigma CG}{\Sigma C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\Sigma C=20$					
Credit Earned = 18						$\Sigma CG = 80$	Grade F
Fails							

- ❖ Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.
- ❖ The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.
- ❖ The SGPA has not been calculated as the student has failed.

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	ΣCG = CxG	SGPA = ΣCG/ΣC	
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25	
Financial Management	60	2.5	60	C	4	10		
Operations Research	60	2.5	70	A	6	15		
Human Resources Management	60	2.5	80	O	7	17.5		
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5		
Business Research Methods	60	2.5	55	D	3	7.5		
Specialisation Elective I	60	2.5	65	B	5	12.5		
Specialisation Elective II	60	2.5	63	C	4	10		
Total	480	ΣC=20						
Credit Earned = 20						ΣCG = 85	Grade C	
Passes								

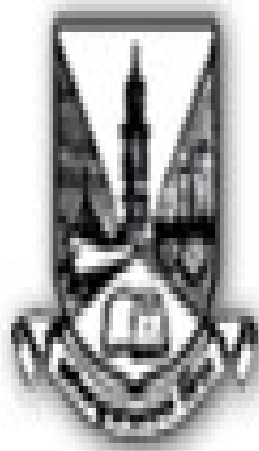
Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System**

For

Master of Management Studies (MMS)

**2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
CONSULTING
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5	
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5	
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5	
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5	
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5	
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5	
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5	
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Consulting Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Consulting for Business Verticals	30	2	40 IA	60 UA	100	3	2.5
4	Diagnosis	30	2	40 IA	60 IA	100	3	2.5
5	Consultant and Consulting	30	2	40 IA	60 IA	100	3	2.5
6	Consulting For Functional Areas and Strategy	30	2	40 IA	60 IA	100	3	2.5
7	Consulting Elective – I	30	2	40 IA	60 IA	100	3	2.5
8	Consulting Elective – II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Consulting Specialisation Electives (Any Two)

Enterprise Applications

Managing Technology Business

Consulting for innovation

Consulting and Analytics - Data warehousing, Data Mining, BI and Big Data

MMS –Semester IV – Consulting Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Technology Management & Manufacturing Strategy	30	2	40 IA	60 IA	100	3	2.5
4	Standards in Consulting IMCI / ICMCI	30	2	40 IA	60 IA	100	3	2.5
5	Consulting Elective – I	30	2	40 IA	60 IA	100	3	2.5
6	Consulting Elective – II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
		Total No of Credits						17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Consulting Specialisation Electives (Any Two)

Business Process Re-engineering and Benchmarking
 Knowledge management
 E – Governance
 Corporate Valuation

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control • And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

**MMS SEMESTER – II
CONSULTING ELECTIVES**

Consulting Tools 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

SL.No	Particulars	Sessions
1	<p>Need For Diagnostic Tools</p> <p>Advantages, identifying & procuring these tools Leaders in the field for such tools</p>	3 Sessions of 3 Hours Each
2	<p>Tools for Diagnosis</p> <p>Cybernetics & Systems Engineering McKinsey 7S Framework Ishikawa Diagram McKinsey MECE / Issue Tree Porter's Five Forces Model</p>	4 Sessions of 3 Hours Each
3	<p>Tools for Collecting Data</p> <p>Questionnaires Interviews Observations Workshops/Group discussions Analysis of Annual Report / Outliers Best Practices Brain Writing</p>	3 Sessions of 3 Hours Each
4	<p>Tools for Analyzing Data</p> <p>The 80/20 Rule Charts BCG Matrix Value Add Analysis 6 Thinking Hats Nominal Group Technique</p>	3 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

The Practice of Professional Consulting, by Edward G. Verlander

Optional Reading: The McKinsey Way by Ethan Rasiel

(Recommended for students interested in Strategic Consulting and the Big 3 of BCG, McKinsey, and Bain)

**International Consulting 100 marks (15 Sessions of 3 Hours Each) Sem II
Elective**

SL.No	Particulars	Sessions
1	Servicing different global markets such as USA, MESA, China, ANZ, Etc.	1 Session of 3 Hours Each
2	Alliances and Market entry Strategy	2 Sessions of 3 Hours Each
3	Setting up International Operations	2 Sessions of 3 Hours Each
4	Marketing and Business Development	2 Sessions of 3 Hours Each
5	Consulting in the developing World	2 Sessions of 3 Hours Each
6	Strategic Collaboration	2 Sessions of 3 Hours Each
7	Consulting In Europe, EU, Middle East, America, Canada, Southern Africa, Asia and Australasia, Japan and China	2 Sessions of 3 Hours Each
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

The Global Consultant – How to make Seven Figures Across the Borders – Alan Weiss & Omar Khan

Consulting Solutions 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

SL.No	Particulars	Sessions
1	Response to Diagnosis or Client Aims/Goals/Desires	3 Sessions of 3 Hours Each
2	Criteria for selecting what the solution should deliver	3 Sessions of 3 Hours Each
3	Hunt of Alternate Solutions	3 Sessions of 3 Hours Each
4	Dilemma of Solutions Right v/s what the client wants	3 Sessions of 3 Hours Each
5	Case Studies and Presentations	3 Sessions of 3 Hours Each

Reference Text

Cockman, Peter, Evans, Bill, & Reynolds, Peter. Client-Centered Consulting: Getting Your Expertise Used When You're Not in Charge. New York: McGraw Hill Book Co., 1996.

Management Consultancy by Joe O' Mahoney Oxford Publications

Consulting and Culture 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

SL.No	Particulars	Sessions
1	What is culture? What do we mean by Culture? Different levels of Culture viz. Regional, National	2 Sessions of 3 Hours Each
2	Respecting Culture and Tolerance for Culture as a democratic consciousness	3 Sessions of 3 Hours Each
3	Professional, Organisational Culture norms	2 Sessions of 3 Hours Each
4	Cross Culture consulting	2 Sessions of 3 Hours Each
5	Dealing with Culture and responding to it	2 Sessions of 3 Hours Each
6	Trust, Rationality and Change for Times, New Normal and Technology	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

The Flawless Consulting – A Guide to understanding your expertise by Peter Block Assisted by Andreu M. Markowitz. Pefiffer, A Wiley Imprint

The Seven Cs of Consulting – Your complete blueprint for any consultancy assignment by Mick Cope, Prentice Hall

MMS SEMESTER – III
(Core Papers All Specialisations)

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core
(University Assessment)**

SL. No.	Particulars	No. of Sessions
01	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	2 Sessions of 3 Hours
02	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	1 Session of 3 Hours
03	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	1 Session of 3 Hours
04	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	1 Session of 3 Hours
05	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	2 Sessions of 3 Hours
06	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

**MMS SEMESTER – III
CONSULTING MAJORS**

Consulting For Business Verticals University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem III Major

SL.No	Particulars	Sessions
1	Marketing	1 Session of 3 Hours
2	Banking Financial Services and Insurance	2 Sessions of 3 Hours Each
3	Information Technology and Knowledge Management	2 Sessions of 3 Hours Each
4	M-Commerce and E-Commerce	3 Sessions of 3 Hours Each
5	Systems Integration	2 Sessions of 3 Hours Each
6	Security and Networks	2 Sessions of 3 Hours Each
7	ERP	2 Sessions of 3 Hours Each
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Connor, Dick & Davidson, Jeffrey. *Marketing Your Consulting and Professional Services*. New York: John Wiley & Sons, 1990.

Cveljo, Katherine. *Management Consulting*. New Jersey, Scarecrow Press, 1993.

Dun's Consultants Directory, latest edition; Library reference HD69.C6.D86.

Greenbaum, Thomas L. *The Consultant's Manual*. New York: John Wiley & Sons, 1990.

Greenfield, W.M. *Successful Management Consulting: Building a Practice with Smaller Company Clients*. Prentice Hall, Englewood Cliffs, New Jersey, 1987.

Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products

Diagnosis 100 marks (15 Sessions of 3 Hours Each) Sem III Major

SL.No	Particulars	Sessions
1	What does Diagnosis mean – how is it important.	2 Sessions of 3 Hours Each
2	Consultant and the Art and science of Diagnosis	2 Sessions of 3 Hours Each
3	Conceptual Framework of Diagnosis	2 Sessions of 3 Hours Each
4	Fact Sheet – sourcing and Preparation with case study on Data Analysis	3 Sessions of 3 Hours Each
5	Client Feedback and assignment definition	2 Sessions of 3 Hours Each
6	Terms of Reference and preliminary diagnosis	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Cummings T. & Worley Ch., Organization Development & Change”

South Western. Cengage Learning, 9th edition, 2008.

Consultant and Consulting 100 marks (15 Sessions of 3 Hours Each) Sem III Major

SL.No	Particulars	Sessions
1	Who is a Consultant and what is Consulting	1 Session of 3 Hours
2	The evolution of consulting in India and Globally	1 Session of 3 Hours
3	The process of Consulting	1 Session of 3 Hours
4	The phases of Consulting	1 Session of 3 Hours
5	Consultant – consulting and the Client – how a client benefits and why is it necessary	2 Sessions of 3 Hours Each
6	How is a consultant used – how should a consultant carry out his assignment	2 Sessions of 3 Hours Each
7	Nature of Consulting – Why is the necessary?	2 Sessions of 3 Hours Each
8	Range of Services for consultants – ethics of consulting (IMCI code of ethics)	2 Sessions of 3 Hours Each
9	Managing operations	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Block, Peter. Flawless Consulting, 2nd edition. University Associates, La Jolla.

Greiner, Larry E. and Poulfelt, Flemming. The Contemporary Consultant – Insights from Experts . Thomson South-Western Publishing. 2004.

Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. The Contemporary Consultant – Casebook . Thomson South-Western Publishing, 2004.

Consulting For Functional Areas and Strategy 100 marks (15 Sessions of 3 Hours Each) Sem III Major

SL.No	Particulars	Sessions
1	What is strategy Why is it necessary	1 Session of 3 Hours
2	Nature and Scope for Strategic Consulting	2 Sessions of 3 Hours Each
3	When is the need for Change of Strategy	2 Sessions of 3 Hours Each
4	Interventions – Long term, Mid-term and Short term	2 Sessions of 3 Hours Each
5	Technology in Corporate Strategy	2 Sessions of 3 Hours Each
6	Processes, Systems and Structures	2 Sessions of 3 Hours Each
7	Implementation and Transformation Strategies	2 Sessions of 3 Hours Each
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Greiner, Larry E. and Poulfelt, Flemming. *Management Consulting Today & Tomorrow*, Routledge Pub., ISBN: 0-415-80358-8

Greiner, Larry E., Olson, Thomas H. and Poulfelt, Flemming. *Management Consulting Today & Tomorrow Casebook*, Routledge Pub., ISBN: 978-0-415-80356-4

Block, Peter. *Flawless Consulting-A Guide to Getting Your Expertise Used*, 2nd edition. University Associates, La Jolla. ISBN: 0-7879-4803-9

MMS SEMESTER – III
CONSULTING ELECTIVES

Enterprise Applications 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	Overview of IT applications in a common manufacturing cum marketing organizations.	1 Session of 3 Hours
2	Overview of Applications in various Industry verticals such as Banking and Finance, Retail, Telecom, Healthcare etc	1 Session of 3 Hours
3	Enterprise Resource Planning (ERP) - Functional view of business processes and how they are integrated using an ERP. Benefits of ERP	1 Session of 3 Hours
4	Supply Chain Management – Need for Supply chain integration, Application overview of supply chain solution, advanced concepts such as Demand planning and Supplier Relationship management – functional and product perspective	2 Sessions of 3 Hours
5	Customer Relationship management – Concept of CRM, modules of a CRM product and what they do – such as sales force automation, forecasting, contact management etc	1 Session of 3 Hours
6	Business Intelligence and Data Warehousing – Purpose of Data Warehousing, difference between data warehouse and a conventional Database , Data warehousing products, Steps in building a data warehouse – Extraction, Transformation and Loading (ETL) etc Data marts v/s Data Warehouse Multidimensional Analysis tools Data Mining – Concept of Data Mining, Various models and algorithms for mining, technology tools used for data mining	2 Sessions of 3 Hours
7	Knowledge Management - Need for KM, Types of Knowledge, Capturing , storing, reusing knowledge , Implementing a KM initiative – application of KM in various industries	1 Session of 3 Hours
8	Enterprise Content Management – role of content management – ERP and other transaction related records, web content, and other unstructured content. Integrating Content management in organizational workflows and ERP systems etc Examples of content management tools and applications in various businesses	2 Sessions of 3 Hours
9	Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.	1 Session of 3 Hours
10	Enterprise Application Integration- Challenges in integrating various enterprise applications – evolution of platform neutral concepts such as XML to achieve integration. – other modern technologies for application integration	1 Session of 3 Hours
11	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text: -

Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products

Managing Technology Business 100 marks (15 Sessions of 3 Hours Each)
Sem III Elective

SL.No	Particulars	Sessions
1	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries , growth, forecasts, trends, key players, reasons for their success etc	2 Sessions of 3 Hours
2	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play ‘e’ models.	2 Sessions of 3 Hours
3	Challenges for these businesses in the domestic and international markets such as Business Development, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Special Incentives and schemes such as the Export Processing Zones etc	2 Sessions of 3 Hours
4	Case Studies of successful and unsuccessful technology companies	1 Session of 3 Hours
5	Product versus Services All flavors of Services like Call Centers, BPO and KPO, MRO	2 Sessions of 3 Hours
6	Recruitment, Back office Systems Marketing and Client Management	2 Sessions of 3 Hours
7	Proposal making The Science of Delivery Systems and Delivery management	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

A Guide to PMBok – Project Management Institute
 Various Cases on the subject – Prof Pradeep Pendse
 Managing IT Infrastructure – TMI

Consulting For Innovation 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	What is Innovation?	1 Session of 3 Hours
2	How do major companies innovate – Case Studies	2 Sessions of 3 Hours
3	Innovation Mind set	2 Sessions of 3 Hours
4	Science behind Innovation	2 Sessions of 3 Hours
5	Productivity and innovation	2 Sessions of 3 Hours
6	Technology and Business Modeling for Innovation	2 Sessions of 3 Hours
7	Exercise in Innovation	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

Consulting and Analytics 100 marks (15 Sessions of 3 Hours Each) Sem III Elective

SL.No	Particulars	Sessions
1	What is Analytics	1 Session of 3 Hours
2	Key Players	2 Sessions of 3 Hours
3	Organisation and Data Warehousing	2 Sessions of 3 Hours
4	Data Marts	2 Sessions of 3 Hours
5	Data Mining and Analytics	2 Sessions of 3 Hours
6	BI and Big Data – the benefits, usage and deployment	2 Sessions of 3 Hours
7	Cloud and Big Data	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Competing on Analytics – The New Science of Winning by Thomas H Davenport & Jeanne G Harris – Harvard Business School Press

Analytics at Work – Thomas H Davenport

Taming the Big Data Tidal Wave – Bill Franks

Decision Management Systems – James Taylor

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

MMS SEMESTER – IV
CONSULTING MAJORS

Technology Management and Manufacturing Strategy 100 marks (15 Sessions of 3 Hours Each) Sem IV Major

SL.No	Particulars	Sessions
1	Corporate Strategy and manufacturing Pitfalls of functional based strategies Strategic Integration of Manufacturing and Marketing Concept of Order Winners and Qualifiers	1 Session of 3 Hours
2	Technology Management and New Product Development (NPD) Corporate Strategy and New Product Development Organization for NPD	1 Session of 3 Hours
3	Technology management and Idea Generation for NPD Discovering customer needs Sources for new product ideas Market assessment and value analysis Evaluation of new product ideas	1 Session of 3 Hours
4	Technology management and NPD project selection Assessment of product concept Assessment of competitors Concept testing Financial analysis of projects	1 Session of 3 Hours
5	Technology Management and Product design Integrated product design Design for Quality using Quality Function Deployment Design for Reliability Design for Manufacturability	1 Session of 3 Hours
6	Order Winners and Qualifiers Dimensions of Order-winners and qualifiers – manufacturing-specific, not Manufacturing-specific, not manufacturing related Determining order winners and qualifiers Relating Manufacturing and markets – price, quality, reliability, speed	1 Session of 3 Hours
7	Process Choice Business Implication of process choice – project, jobbing, line, batch, continuous Hybrid processes – batch related, line related Technology Strategy – flexibility, push vs pull, technological opportunities	1 Session of 3 Hours

8	Product Profiling and Manufacturing Manufacturing and product life cycle stages Manufacturing for multiple markets Manufacturing and incremental marketing changes	1 Session of 3 Hours
9	Focused manufacturing and Group Technology Principles and concepts Methodology Manufacturing Infrastructure Organizational structure – specialists, generalists Operational control – quality, inventory, manufacturing	1 Session of 3 Hours
10	Make or Buy Core elements of the business and strategic considerations Span of process and product technology Product volumes, costs Investment decisions	1 Session of 3 Hours
11	Basics of World Class Manufacturing General Principles Design Principles Human Resource Principles Quality and Process Improvement Principles Capacity Principles	1 Session of 3 Hours
12	Just-in-Time Manufacturing Principles Practices Time-based Competition Time as a competitive weapon New Product Development and time to market	1 Session of 3 Hours
13	Mass Customization Market trends Pre-requisites for mass customization Technologies for mass customization Theory of Constraints (TOC) Basics of TOC Drum-Buffer-Rope solutions to manufacturing TOC in project management and supply chain management	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Operation management for competitive Advantage by Chase-Jacobs - Acquilano

**Standards in Consulting 100 marks (15 Sessions of 3 Hours Each) Sem IV
Major**

SL.No	Particulars	Sessions
1	ICMCI Standards and IMCI Standards Case Studies and Presentations	15 Sessions of 3 Hours

Reference Text

IMCI and ICMCI Cases

MMS SEMESTER – IV
CONSULTING ELECTIVES

Business Process Re – engineering & Benchmarking 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes	1 Session of 3 Hours
2	Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities	1 Session of 3 Hours
3	Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines	1 Session of 3 Hours
4	Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re-writing the rules	1 Session of 3 Hours
5	Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements	1 Session of 3 Hours
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking	1 Session of 3 Hours
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group	1 Session of 3 Hours
8	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry	1 Session of 3 Hours
9	Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes	1 Session of 3 Hours
10	Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources	1 Session of 3 Hours
11	Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required	1 Session of 3 Hours
12	Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets	1 Session of 3 Hours

13	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Re-engineering the Corporation - Michael Hammer & James Champy
2. Beyond Re-engineering - Michael Hammer
3. Business process Bench marking - By Robert C. Camp
4. Process Re-engineering - By Lon Roberts
5. Business process Orientation - By Kevin Mc Cormack, By William C Johnson

Knowledge Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	Introduction to Knowledge Meaning of Data, information, knowledge and expertise Meaning of epistemology, Types of Knowledge – Subjective and Objective views of knowledge, procedural vs declarative, tacit vs explicit, general vs specific	1 Session of 3 Hours
2	Types of expertise – associational, motor – skill, theoretical Characteristics of knowledge – explicitness, codifiability, teachability, specificity. Reservoirs of knowledge	2 Sessions of 3 Hours
3	Introduction to Knowledge Management Meaning of Knowledge management, Forces Driving Organisational issues in KM KM Systems and their role Relevance of KM in today’s dynamic and complex environment Future of Knowledge Management	3 Sessions of 3 Hours
4	KM Solutions for capture, sharing and applications KM Processes KM Systems Mechanisms and Technologies	2 Sessions of 3 Hours
5	KM Infrastructure Organisational Structure Organisational Culture Communities of Practice Information Technology Infrastructure Common Knowledge	2 Sessions of 3 Hours
6	KM Impact Dimensions of KM Impact – People, Processes, Products and Organisational Performance Factors influencing impact – universalistic & contingency views Assessment of KM impact – Qualitative & Quantitative measures Identifications of appropriate KM solutions	3 Sessions of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Books:

Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies*. Prentice Hall. ISBN: 0-13-109931-0.

Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall. ISBN: 0-13-034820-1.

Donald Hislop, *Knowledge Management in Organizations*, Oxford 2nd Edition. Amrit Tiwana (2002). *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms* (2nd Edition). Prentice Hall. ISBN: 013009224X.

Stuart Russell, Peter Norvig (2003). *Artificial Intelligence: A Modern Approach* (2nd Edition). ISBN: 0-13-790395-2. Ian Watson (2002). *Applying Knowledge Management: Techniques for Building Corporate Memories*. Morgan Kaufmann. ISBN: 1558607609.

Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions*. Butterworth-Heinemann. ISBN: 0750678186.

Stuart Barnes (Ed) (2002). *Knowledge Management Systems Theory and Practice*. Thomson Learning.

Kimiz Dalkir, *Knowledge Management in Theory and Practice*, Elsevier, Butterworth-Heinemann.

Shelda Debowski, *Knowledge Management*, Wiley India Edition

E – Governance 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	<p>Need for IT Governance (COBIT Framework)</p> <ul style="list-style-type: none"> ❖ Overview of various Standards and governance framework ❖ Introduction to the COBIT Framework as an umbrella framework. ❖ COBIT Domains, Key Process Areas and Process ❖ Implementing COBIT in an organization ❖ An Audit perspective of COBIT 	5 Sessions of 3 Hours
2	<p>Overview of other compliances :</p> <ul style="list-style-type: none"> ❖ IT Act ❖ Sarbanes Oxley and the Graham Bleach Act ❖ BS-7799/ISO 27000 ❖ ITIL/ITSM ❖ RBI and other Banking Regulations and Bassel II (for Banks) ❖ Data Protection Act 	4 Sessions of 3 Hours
3	Morality as part of Governance fabric, Spirit of law versus the letter	1 Session of 3 Hours
4	Sensitivity of Gender Behavior, Sexual Harassment	1 Session of 3 Hours
5	Regulators for US, UK, Europe, Asia and Middle East with global flavor and introduction to key global regulations	1 Session of 3 Hours
6	Detail governance structure for India - SEBI, RBI, IRDA, Cadbury, K.M. Birla Report etc.	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- ❖ COBIT 3.0/4.0 – IT Governance Institute
- ❖ BS – 7799 – IT Security Standards
- ❖ Appropriate Standards like Sarbanes Oxley
- ❖ IT Act 2000

**Corporate Valuation 100 marks (15 Sessions of 3 Hours Each) Sem IV
Elective**

SL.No	Particulars	Sessions
1	Approaches to Valuation	1 Session of 3 Hours
2	Discounted Cash Flow Valuation a. Basics b. Estimating Inputs <input type="checkbox"/> Discount Rates <input type="checkbox"/> Growth flows <input type="checkbox"/> Growth <input type="checkbox"/> Growth Patterns c. Choosing the Right Model d. Loose Ends <input type="checkbox"/> Dealing with Cash and Cross Holdings <input type="checkbox"/> Dealing with Management Options/ Warrants/ Convertibles e. Examples of Valuation	2 Sessions of 3 Hours
3	Relative Valuation a. Basics and Tests b. Multiples <input type="checkbox"/> PE Ratio <input type="checkbox"/> PEG Ratios <input type="checkbox"/> Relative PE Ratios <input type="checkbox"/> EV/EBIT Multiples <input type="checkbox"/> Book Value Ratios <input type="checkbox"/> Sales Multiples <input type="checkbox"/> Choosing the right multiple	3 Sessions of 3 Hours
4	Brand Name Valuation	1 Session of 3 Hours
5	Valuing Private Companies	1 Session of 3 Hours
6	Option Pricing Applications in Valuation	1 Session of 3 Hours
7	Valuation in Acquisitions	2 Sessions of 3 Hours
8	Value Enhancement : DCF, EVA, and CFROI	2 Sessions of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

- ❖ Koeller, Goedhart, and Wessels, Valuation: Measuring and Managing the Value of Companies, John Wiley & Sons, 4th Edition, 2005.
- ❖ Palepu, Healy, and Bernard, Business Analysis and Valuation Using Financial Statements, Southwestern Publishing, 3rd Edition, 2000.
- ❖ Pereiro, Valuation of Companies in Emerging Markets: A Practical Approach, John Wiley & Sons, 1st Edition, 2002.
- ❖ Ross, Westerfield, Jaffe, Corporate Finance
- ❖ Brearly Myers , Corporate Finance
- ❖ Aswath Damodaran, Valuations

Additional Reference Texts

Barcus, Sam W., & Wilkinson, Joseph W. (Editors). *Handbook of Management Consulting Services*. New York: McGraw-Hill, 1995.

Bell, Chip R. and Leonard Nadler. *Clients and Consultants: Meeting and Exceeding Expectations*. 2nd Edition. Gulf Publishing Company, Book Division, Houston.

Cockman, Peter, Evans, Bill, & Reynolds, Peter. *Client-Centered Consulting: Getting Your Expertise Used When You're Not in Charge*. New York: McGraw Hill Book Co., 1996.

Cohen, William A. *How to Make it Big as a Consultant*. AMA, New York, 1991.

Connor, Dick. *Increasing Revenue From Your Clients*, John Wiley & Sons. New York.

Connor, Dick & Davidson, Jeffrey. *Marketing Your Consulting and Professional Services*. New York: John Wiley & Sons, 1990.

Cveljo, Katherine. *Management Consulting*. New Jersey, Scarecrow Press, 1993.

Dun's Consultants Directory, latest edition; Library reference HD69.C6.D86.

Greenbaum, Thomas L. *The Consultant's Manual*. New York: John Wiley & Sons, 1990.

Greenfield, W.M. *Successful Management Consulting: Building a Practice with Smaller Company Clients*. Prentice Hall, Englewood Cliffs, New Jersey, 1987.

Grossman, Lee. *The Change Agent*. Amacom, A Division of American Management Association, New York.

Holtz, Herman. *Choosing and Using a Consultant*. New York: John Wiley & Sons, 1989.

Holtz, Herman. *The Complete Guide to Consulting Contracts*. Enterprise, Dearborn Publishing, 1994.

Additional references....contd.

Holtz, Herman. *The Consultant's Guide to Hidden Profits*. New York: John Wiley & Sons, 1992.

Holtz, Herman. *How to Succeed as an Independent Consultant*. New York: John Wiley & Sons, 1993.

Holtz, Herman. *The Independent Consultant's Brochure and Letter Handbook*. New York: John Wiley & Sons, 1995.

Kelley, Robert E. *Consulting: The Complete Guide to a Profitable Career*, Revised Edition. Charles Scibner's Sons, New York.

Margerison, Charles J. *Managerial Consulting Skills: A Practical Guide*. Brookfield, VT: Gower Publishing Company, 1988.

Maister, David. H. *Managing the Professional Service Firm*. New York: The Free Press, 1993.

Price Waterhouse Change Integration Team. *Better Change - Better Practices for Transforming Your Organization*. Irwin, Chicago, 1995.

Schein, Edgar H. *Process Consultation: Its Role in Organization Development*. Addison-Wesley Publishing Company, Menlo Park, Ca.

Shenson, Howard L. *The Contract and Fee-Setting Guide for Consultants and Professionals*. John Wiley & Sons. New York in association with University Associates, Inc., San Diego, Ca.

Shenson, Howard L. *How to Select and Manage Consultants*. Lexington, MA: Lexington Books, 1990.

Additional references....contd.

Shenson, Howard L. *Shenson on Consulting*. New York: John Wiley & Sons, 1990.

Tepper, Ron. *The Consultant's Proposal, Fee and Contract Problem Solver*. New York: John Wiley & Sons, 1993.

Tobias, Lester L. *Psychological Consulting to Management: A Clinician's Perspective*. Brunner Mazel, New York.

Tuller, Lawrence W. *The Independent Consultant's Q&A Book*. Bob Adams, Inc. Publishers, 1992.

Weiss, Alan. *Million Dollar Consulting* (Revised Edition). New York: McGraw-Hill, 1997.

Weinberg, Gerald M. *The Secrets of Consulting*. New York: Dorset House Publishing, 1985.

Management Consultancy – a handbook of best practice. Edited by Philip Sadler, Kogan Page

Consultancy Services in India – Perspectives and Export Prospects by Dr. S. P. Agarwal, Professor and Head, Centre for International Trade in Technology, Indian Institute of Foreign Trade, Bookwell, New Delhi

Management Consulting – A Guide to the Profession. Edited by Milan Kubr, International Labour Office, Geneva.

The Overnight Consultant by Marsha D. Lewin by John Wiley & Sons, Inc.,

Getting the most from Consultants – A Manager's guide to choosing and using consultants by Martin Wilson, Pitman Publishing

Getting Started in Consulting by Alan Weiss, John Wiley & Sons, Inc.

Great Consulting Challenges and how to Surmount Them- Powerful Techniques for the Successful Practitioner by Alan Weiss, Jossey-Bass/Pfeiffer, A Wiley Imprint

How to Market Design Consultancy Services by Shan Preddy, Gower.

Process Consulting – How to Launch, Implement, and Conclude Consulting Project by Alan Weiss, Jossey-Bass/Pfeiffer, A Wiley Company

Developing a Consulting Practice – By Robert O. Metzger, Sage Publications

Getting the Most Out of Your Consultant – A Guide to Selection through Implementation by Gordon W. Fuller, CRC Press

Handbook for Users of Consulting Services by Consulting Services Division, Central Projects Services Office, Asian Development Bank, Manila, Philippines (Fourth Edition 1993)

How to succeed as an Independent Consultant by Timothy R V Foster, Kogan Page

The Flawless Consulting – A Guide to understanding your expertise by Peter Block Assisted by Andreu M. Markowitz. Pfeiffer, A Wiley Imprint

The Seven Cs of Consulting – Your complete blueprint for any consultancy assignment by Mick Cope, Prentice Hall

Financial and Consultancy Services – Issues in International Trade edited by V. L. Rao, Jan ter Wengel, Sage Publications

Smart Things to know about – Consultancy by Patrick Forsyth

Management Consulting in Practice – A casebook of International Best Practice by Fiona Czerniawka & Paul May

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

$$\frac{\text{-----}}{\Sigma \text{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	Grade F
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	60	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

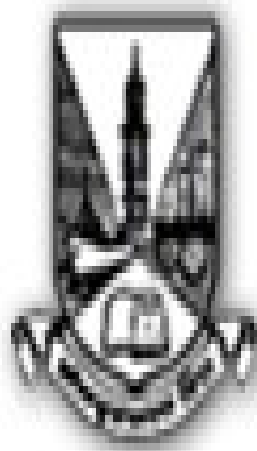
Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**



University of Mumbai

मुंबई विद्यापीठ

**Restructured & Revised Syllabus under Credit
based Semester and Grading System
For
Master of Management Studies (MMS)
2 Years full-time Masters Degree Course
in
Management**

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
INFORMATION TECHNOLOGY
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	30	2	40 IA	60 IA	100	3	2.5
2	Business Communication and Management Information Systems	30	2	40 IA	60 IA	100	3	2.5
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5
4	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5
5	Operations Management	30	2	40 IA	60 IA	100	3	2.5
6	Marketing Management	30	2	40 IA	60 IA	100	3	2.5
7	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5
8	Business Statistics	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

MMS –Semester II – (6 Core Subjects and 2 Specialisation Electives)

Sr. No.	Subject	Teaching Hours		Assessment Pattern					
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits	
1	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5	
2	Financial Management	30	2	40 IA	60 IA	100	3	2.5	
3	Operations Research	30	2	40 IA	60 IA	100	3	2.5	
4	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5	
5	Legal Aspects of Business & Taxation	30	2	40 IA	60 IA	100	3	2.5	
6	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5	
7	Specialisation Elective I	30	2	40 IA	60 IA	100	3	2.5	
8	Specialisation Elective II	30	2	40 IA	60 IA	100	3	2.5	
				Total No of Credits					20

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives as per their area of specialization)

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

Financial Markets, Products & Institutions
Analysis of Financial Statements
International Finance
Banking & Insurance

Semester II Human Resource Specialisation Electives (Any Two)

Indian Ethos in Management
Human Resource Planning
Human Resource Information Systems
Compensation & Benefits

Semester II Operations Specialisation Electives (Any Two)

Total Quality Management
Supply Chain Risk and Performance Measurement
Designing Operations Systems
Technology Management & Manufacturing Strategy

Semester II Information Technology Specialisation Electives (Any Two)

E – Commerce
Networking and Communications
Enterprise Applications
Software Quality Assurance & Marketing

Semester II Corporate Law Specialisation Electives (Any Two)

Legal environment of business
Legal Theories and Documentation
REALTY
Regulatory Aspects of Marketing and Advertising

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Information Technology Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Software Engineering	30	2	40 IA	60 UA	100	3	2.5
4	Business Intelligence and Analytics	30	2	40 IA	60 IA	100	3	2.5
5	Enterprise Resource Planning	30	2	40 IA	60 IA	100	3	2.5
6	Knowledge Management	30	2	40 IA	60 IA	100	3	2.5
7	Information Technology Elective – I	30	2	40 IA	60 IA	100	3	2.5
8	Information Technology Elective – II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester III Information Technology Specialisation Electives (Any Two)

Technology Platforms
 Database Management Systems
 Software Testing
 Information Systems Audit

MMS –Semester IV – Information Technology Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management Control Systems	30	2	40 IA	60 UA	100	3	2.5
2	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
3	Project Management	30	2	40 IA	60 IA	100	3	2.5
4	IT Infrastructure Management	30	2	40 IA	60 IA	100	3	2.5
5	Information Technology Elective – I	30	2	40 IA	60 IA	100	3	2.5
6	Information Technology Elective – II	30	2	40 IA	60 IA	100	3	2.5
7	Industry Oriented Dissertation Project	100						2.5
		Total No of Credits						17.5

UA: - University Assessment; IA: - Internal Assessment

Electives (Students are supposed to choose any two of the following specialization Electives)

Semester IV Information Technology Specialisation Electives (Any Two)

Technology Competition and Strategy
 Data warehousing & Data Mining
 Managing Technology Business
 Technology Forecasting

Semester	Total No of Credits
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
Total	80

MMS SEMESTER – I
(All Specialisations)

Perspective Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	<ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. 	3 Sessions of 3 Hours
2	<ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. 	2 Sessions of 3 Hours
3	<ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India 	2 Sessions of 3 Hours

6	Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8. Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford

Publications

9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10. Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Business Communication & Management Information Systems (15 Sessions of 3 Hours Each) Sem I

Business Communication

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	2 Sessions of 3 Hours Each
2	Written Analysis and Communication Spoken Business Communication	1 Session of 3 Hours
3	Cultural Identities and Intercultural Communication Difficult Communication	1 Session of 3 Hours
4	Intercultural Communication Competence Organizational Communication	1 Session of 3 Hours
5	Persuasive Communication Barriers to Communication	1 Session of 3 Hours

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd
16. Corporate Communications – Argenti – McGraw Hill Publications

Management Information Systems

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> ❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc. 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> ❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> ❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
- 2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications
12. Introduction to Information Systems – Leon – McGraw Hill Publications
13. Management Information Systems – Davis – McGraw Hill Publications
14. Management Information System – O'Brien – McGraw Hill Publications

Organizational behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	1 Session of 3 Hours
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	1 Session of 3 Hours
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	2 Sessions of 3 Hours Each
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	2 Sessions of 3 Hours Each
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	2 Sessions of 3 Hours Each
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	2 Sessions of 3 Hours Each
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	2 Sessions of 3 Hours Each

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Organizational Behavior – L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9. Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10. Organisational Behaviour – McShane – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet. 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet. 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc. 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements. 	2 Sessions of 3 Hours
7	<ul style="list-style-type: none"> • Important Accounting Standards. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • Corporate Accounting <p>Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</p>	3 Sessions of 3 Hours Each

9	<ul style="list-style-type: none"> • Inflation Accounting & Ethical Issue in Accounting. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd
9. Financial Accounting – Libby – McGraw Hill Publications
10. Financial Accounting – Mukherjee & Hanif – Financial Accounting

Operations Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • Introduction • Operations Strategy • Competitive Advantage • Time Based Competition 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Product Decision and Analysis • Product Development 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Process Selection • Process Design • Process Analysis 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Facility Location • Facility Layout 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> • Capacity Planning • Capacity Decisions • Waiting Lines 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Aggregate Planning 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> • Basics of MRP / ERP 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Basics of Scheduling 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Basics of Project Management 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Basics of Work Study, Job Design and Work Measurement 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Basics of Quality Control, Statistical Quality Control • And Total Quality Management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Basics of Environmental Management • Basics of ISO 14000 / 9000 • Basics of Value Engineering & Analysis 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management – Kanishka Bedi – Oxford
8. Production & operation Management – R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Introduction to Marketing concept • Evolution of marketing & Customer orientation 	1 Session of 3 Hours
3	<ul style="list-style-type: none"> • Marketing Environment and Evaluation of Market opportunities 	1 Session of 3 Hours
4	<ul style="list-style-type: none"> • Market research & Marketing Information Systems and Demand forecasting and Market potential analysis 	1 Session of 3 Hours
5	<ul style="list-style-type: none"> • Consumer buying process & Organizational buying behavior 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Marketing Mix and Product decisions – Product Life cycle 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • New Product development process 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Distribution decisions – Logistics & Channel decisions 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Promotion decisions – Integrated Marketing communications concept, communication tools 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> • Personal selling & Sales management 	1 Session of 3 Hours
12	<ul style="list-style-type: none"> • Pricing decisions 	1 Session of 3 Hours
13	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,
2. Basic Marketing, 13th edition, Perrault and McCarthy
3. Marketing management – Indian context Dr. Rajan Saxena
4. Marketing Management – Ramaswamy & Namkumari
5. R. L. Varshney & S.L. Gupta: Marketing Management An Indian Perspective (Sultan Chand)
6. Adrich Palmer: Introduction to Marketing (Oxford)
7. Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha – Oxford Publications
8. Marketing Management – Tejashree Patankar – International Book House Ltd
9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd
10. Marketing Management – Peter – McGraw Hill Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> • The Meaning, Scope & Methods of Managerial Economics 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand. 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis. 	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none"> • Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power. 	1 Session of 3 Hours
6	<ul style="list-style-type: none"> • Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting. 	2 Sessions of 3 Hours Each

7	<ul style="list-style-type: none"> • Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control. 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> • Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis. 	1 Session of 3 Hours
9	<ul style="list-style-type: none"> • Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications
10. Principles of Economics – Frank – McGraw Hill Publications
11. Managerial Economics & Organisational Structure – Brickley – McGraw Hill Publications

Business Statistics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none">• Basic Statistical Concepts• Summarisation of Data• Frequency Distribution• Measures of Central Tendency• Measures of Dispersion• Relative Dispersion, Skewness	1 Session of 3 Hours
2	<ul style="list-style-type: none">• Elementary Probability Theory• Relative Frequency Approach• Axiomatic Approach• Subjective Probability• Marginal & Conditional Probability• Independence/Dependence of Events• Bayes' Theorem• Chebyseheff's Lemma	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none">• Elementary Statistical Distributions• Binomial, Poisson, Hypergeometric• Negative Exponential, Normal, Uniform	1 Session of 3 Hours
4	<ul style="list-style-type: none">• Sampling distributions• For Mean, Proportion, Variance• From Random Samples• Standard Normal (Z); Student's; Chi-Square• And Variance ratio (F) Distribution	2 Sessions of 3 Hours Each
5	<ul style="list-style-type: none">• Statistical Estimation• Point & Interval estimation• Confidence Interval for Mean, Proportion & Variance	1 Session of 3 Hours Each

6	<ul style="list-style-type: none"> • Test of Hypothesis • Tests for specified values of Mean, • Proportion & Standard Deviation • Testing equality of two Means, • Proportion & Standard Deviation • Test of goodness - of fit 	2 Sessions of 3 Hours Each
7	<ul style="list-style-type: none"> • Simple Correlation & Regression/Multiple Correlation & Regression • Spearman's rank Correlation 	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Analysis of Variance • One-way & Two-way Classification (for Equal Class) 	1 Session of 3 Hours
9	Elements of Integration & Differentiation	1 Session of 3 Hours
10	Elements of Determinants	1 Session of 3 Hours
11	Elements of Matrix algebra	1 Session of 3 Hours

Reference Text

1. Statistics for Management – Richard L Levin
2. Statistics a fresh approach – D.H.Sanders
3. Statistics concepts & applications – H.C.Scheffler
4. Practical Business Statistics – Andrew F. Siegel
5. Statistics for Business with Computer applications – Edward Minieka & Z.D.Kurzeja
6. Basic Statistics for Business & Economics – Mason, Marehas
7. An Introduction to statistical methods – C. B. Gupta & Vyay Gupta (Vikas)
8. R.S. Bhardway: Business Statistics(Excel Books)
9. Sharma : Business Statistics (Pearson)
10. Beri: Statistics for Management (TMH)
11. Business Statistics – Dr S.K Khandelwal – International Book House Ltd
12. Business Statistics – An Applied Orientation – P.K Vishwanathan – Pearson Publications

MMS SEMESTER – II
(Core Papers All Specialisations)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<p>Introduction</p> <p>Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing</p>	1 Session of 3 Hours
2	<ul style="list-style-type: none"> • Preparation of cost sheet 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> • Methods of costing – with special reference to job costing, process costing, services costing 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> • Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting 	1 Session of 3Hours
5	<p>Marginal Costing</p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.</p>	3 Sessions of 3 Hours Each
6	<p>Budgeting</p> <p>Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.</p>	2 Sessions of 3 Hours Each
7	<p>Responsibility Accounting and Transfer Pricing</p> <p>Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.</p>	2 Sessions of 3 Hours Each
8	<ul style="list-style-type: none"> • Case Studies and Presentations 	2 Sessions of 3 Hours Each

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4. Management Accounting – Paresh Shah – Oxford Publications
5. Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6. Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7. Management Accounting – Debarshi Bhattacharya – Pearson Publications

Financial Management 100 marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	2 Sessions of 3 Hours Each
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ➤ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➤ Divided Policy / Bonus - Theory & Practice 	2 Sessions of 3 Hours Each
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	2 Sessions of 3 Hours Each
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, rail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	3 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ➤ Valuation of projects and investment opportunities - due diligence procedures ➤ Credit Rating of Countries/ State / Investment & Instruments ➤ Joint Venture formulations - FIPS / RBI ➤ Infrastructure financing ➤ Issues & considerations, financial feasibility, pricing & earning model 	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications
11. Strategic Financial Management – Prasanna Chandra

Operations Research 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model ➤ Hungarian Method of Solution – ➤ Maximisation / Minimisation – ➤ Balanced / Unbalanced – ➤ Prohibited Assignments - Problems. 	2 Sessions of 3 Hours Each
2	<ul style="list-style-type: none"> ❖ Transportation Problem (TP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➤ Balanced / Unbalanced ➤ Maximization / Minimization ➤ Case of Degeneracy ➤ Prohibited Routing Problems ➤ Post-Optimal Sensitivity Analysis. 	2 Sessions of 3 Hours Each
3	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Concepts, Formulation of Models ➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – <ul style="list-style-type: none"> ➤ Use of Slack /Surplus / Artificial Variables – ➤ Big M Method/Two-Phase Method – ➤ Interpretation of the Optimal Tableau – ➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.) 	2 Sessions of 3 Hours Each
4	<ul style="list-style-type: none"> ❖ Linear Programming (LP) :- <ul style="list-style-type: none"> ➤ Duality Principle - Primal /Dual Inter-relation ➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➤ Brief introduction to Non-LP models and associated problems. 	1 Session of 3 Hours

5	<ul style="list-style-type: none"> ❖ Network Analysis ➤ Minimal Spanning Tree Problem - Shortest Route Problem ➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➤ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Queuing (Waiting-line) Models ➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➤ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae. 	1 Session of 3 Hours
7	<ul style="list-style-type: none"> ❖ Inventory Models ➤ Types of Inventory Situations ➤ Fixed Quantity/Fixed Review Period ➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares). 	1 Session of 3 Hours
8	<ul style="list-style-type: none"> ❖ Digital Simulation – ➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc. 	1 Session of 3 Hours

9	<ul style="list-style-type: none"> ❖ Replacement and Maintenance Models :- ➤ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➤ Group vs Individual Replacement Policies. 	1 Session of 3 Hours
10	<ul style="list-style-type: none"> ❖ Game Theory - Concepts - 2 – person ➤ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➤ Saddle point Mixed Strategy ➤ Sub-games Method for $m \times 2$ or $2 \times n$ games - Graphical Methods 	1 Session of 3 Hours
11	<ul style="list-style-type: none"> ❖ Equivalence of Game Theory and Linear Programming Models ➤ Solution of 3x3 Games by LP Simplex including Duality ➤ Application for Maximising / Minimising Players' Strategy. 	1 Session of 3 Hours

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making(Prentice Hall India)
9. Introduction to Operations Research – Gillett – McGraw Hill Publications
10. Introduction to Management Science – Hillier – McGraw Hill Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each)
Sem II

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> ❖ Human Resource Management – ➤ Its Scope, Relationship with other Social Sciences - ➤ Approaches to Human Resource Management / Inter-Disciplinary Approach 	1 Session of 3 Hours
2	<ul style="list-style-type: none"> ❖ Organization of Personnel Functions – ➤ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. 	1 Session of 3Hours
3	<ul style="list-style-type: none"> ➤ Manpower Planning ➤ Job Analysis ➤ Job Description ➤ Scientific Recruitment and ➤ Selection Methods. 	2 Sessions of 3 Hours
4	<ul style="list-style-type: none"> ❖ Motivating Employees – ➤ Motivational Strategies ➤ Incentives Schemes ➤ Job-enrichment, Empowerment - Job-Satisfaction ➤ Morale ➤ Personnel Turnover. 	2 Sessions of 3 Hours
5	<ul style="list-style-type: none"> ❖ Performance Appraisal Systems ➤ MBO Approach ➤ Performance Counselling ➤ Career Planning. 	2 Sessions of 3 Hours Each
6	<ul style="list-style-type: none"> ❖ Training & Development – ➤ Identification of Training Needs ➤ Training Methods ➤ Management Development Programmes. 	1 Session of 3 Hours

7	<ul style="list-style-type: none"> ❖ Organisation Development – ➤ Organisation Structures ➤ Re-engineering, Multi-Skilling ➤ BPR. 	1 Session of 3 Hours
8	❖ Management of Organizational Change.	1 Session of 3 Hours
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	2 Sessions of 3 Hours Each
10	❖ Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Legal Aspects of Business & Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	1 Session of 3 Hours
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	2 Sessions of 3 Hours Each
3	Indian Companies Act 2013 – Salient Features of the New Act	3 Sessions of 3 Hours Each
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	1 Session of 3Hours
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	1 Session of 3 Hours Each
6	Income Tax Act 1961 – Income, Residence, Heads of Income	2 Sessions of 3 Hours Each
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	1 Session of 3 Hours Each
8	Service Tax – General Review of Service Tax Liability	1 Session of 3 Hours Each
9	Central Sales Tax and Maharashtra VAT Act	1 Session of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts

Legal Aspects of Business – David Albuquerque (Oxford University Press)

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

S. S. Gulshan: Mercantile Law (Excel Books)

A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)

S. K. Tuteja: Business Law for Managers (Sultan Chand)

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

MMS SEMESTER – II
INFORMATION TECHNOLOGY ELECTIVES

E – Commerce 100 marks (15 Sessions of 3 Hours Each) Sem II Elective

S. No.	Particulars	Sessions
1	<p>Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.</p>	2 Sessions of 3 Hours
2	<p>Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.</p>	2 Sessions of 3 Hours
3	<p>Business to Business E-Commerce: Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading; EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing – Traditional web promotion: Web counters; Web advertisements.</p>	3 Sessions of 3 Hours
4	<p>Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e -commerce.</p>	2 Sessions of 3 Hours
5	<p>Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.</p>	2 Sessions of 3 Hours
6	<p>Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e -commerce; Ethical issues in e -commerce.</p>	2 Sessions of 3 Hours
7	Case Studies and Presentations.	2 Sessions of 3 Hours

Reference Text

1. Introduction to E-business- Ravi Kalakota
2. CIO magazine- www.cio.com
3. Technology Forecast- Price Waterhouse Coopers
4. McKinsey Quarterly- www.mckinseyquarterly.com

Networking and Communications 15 Sessions of 3 Hours Sem II Elective

SL.No	Particulars	Sessions
1	Need for networking, historical perspective	1 Session of 3 Hours
2	Various Classifications of Networks the basic principle of working and overview of technologies associated with each : Geographical spread – LAN/MAN/WAN Topology – Star, mesh etc. Medium of communication used – air, copper, fibre etc Switching technologies – Circuit and packet Protocols used – IP etc	2 Session of 3 Hours
3	Networking components – hub, switch , routers etc	1 Session of 3 Hours
4	Understanding Protocol Layers – ISO OSI Framework	1 Sessions of 3 Hours
5	Understanding the TCP/IP protocol	1 Session of 3 Hours
6	Understanding Domain Addresses	1 Session of 3 Hours
7	Other protocols required for a local area as well as wide area network - SLIP PPP , ICMP etc	1 Session of 3 Hours
8	Communications technologies such as Mobile technologies (CDMA/ GPRS), other Wireless technologies (802.11a/b/g), WI Max etc technologies and protocols used in VSATS such as DAMA, TDMA etc	1 Session of 3 Hours
9	Comparing the OSI model with the Internet protocol Stack	1 Session of 3 Hours
10	Telecom Technologies and services offered in the market place	1 Session of 3 Hours
11	Taking an integrated view of Networking in a large Corporate – Understanding how multiple technologies and protocols are used to create a large scale business Network and telecom infrastructure – the student should be able to work out a broad LAN /WAN/Telecom solution for a given organizational context. Understanding of the related economics is also included in the recommended solution.	2 Sessions of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Data and computer education By William Sterling
2. Principle of Communication By Kennedy
3. Data Communication By Tanunbum

Enterprise Applications 15 Sessions of 3 Hours 100 Marks Sem II Elective

SL.No	Particulars	Sessions
1	Overview of IT applications in a common manufacturing cum marketing organizations.	1 Session of 3 Hours
2	Overview of Applications in various Industry verticals such as Banking and Finance, Retail, Telecom, Healthcare etc	1 Session of 3 Hours
3	Enterprise Resource Planning (ERP) - Functional view of business processes and how they are integrated using an ERP. Benefits of ERP	1 Session of 3 Hours
4	Supply Chain Management – Need for Supply chain integration, Application overview of supply chain solution, advanced concepts such as Demand planning and Supplier Relationship management – functional and product perspective	2 Sessions of 3 Hours
5	Customer Relationship management – Concept of CRM, modules of a CRM product and what they do – such as sales force automation, forecasting, contact management etc	1 Session of 3 Hours
6	Business Intelligence and Data Warehousing – Purpose of Data Warehousing, difference between data warehouse and a conventional Database , Data warehousing products, Steps in building a data warehouse – Extraction, Transformation and Loading (ETL) etc Data marts v/s Data Warehouse Multidimensional Analysis tools Data Mining – Concept of Data Mining, Various models and algorithms for mining, technology tools used for data mining	2 Sessions of 3 Hours
7	Knowledge Management - Need for KM, Types of Knowledge, Capturing , storing, reusing knowledge , Implementing a KM initiative – application of KM in various industries	1 Session of 3 Hours
8	Enterprise Content Management – role of content management – ERP and other transaction related records, web content, and other unstructured content. Integrating Content management in organizational workflows and ERP systems etc Examples of content management tools and applications in various businesses	2 Sessions of 3 Hours
9	Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.	1 Session of 3 Hours
10	Enterprise Application Integration- Challenges in integrating various enterprise applications – evolution of platform neutral concepts such as XML to achieve integration. – other modern technologies for application integration	1 Session of 3 Hours
11	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text: -

Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products

**Software Quality Assurance & Marketing 15 Sessions of 3 Hours 100 Marks
Sem II Elective**

SL.No	Particulars	Sessions
1	Software quality - Definition Software errors, software faults and software failures Software quality assurance – definition and objectives Software quality assurance vs. software quality control The objectives of SQA activities	1 Session of 3 Hours
2	Pre-project SQA Components Contract Review Development and Quality Plan	1 Session of 3 Hours
3	SQA components in Project life cycle activities assessment. Verification and Validation Various types of Reviews Inspections Walkthrough Software testing Impact of CASE Tools	1 Session of 3 Hours
4	Software Quality Factors Mccall's Quality Model Product, Process quality metrics	2 Sessions of 3 Hours
5	Standardization ISO 9001 and ISO 9000-3 SEI-CMM IEEE 1012 standard ISO/IEC 12207 standard.	1 Session of 3 Hours
6	Software Marketing Global and Indian Software Industry Environment: Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry	2 Sessions of 3 Hours
7	Services Marketing Mix: 7 Ps of Services Marketing – Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage - Segmenting, Targeting and Positioning.	1 Session of 3 Hours
8	Promotion: Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software	2 Sessions of 3 Hours

9	<p>Distribution: Place – Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services.</p> <p>Pricing: Factors involved in pricing software Products, Price estimating for Software Projects</p>	1 Session of 3 Hours
10	<p>Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services</p>	1 Session of 3 Hours
11	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Handbook of Software Quality Assurance

Software Quality Assurance: Principles and Practices by Nina Godbole

Software Quality Assurance from theory to implementation – Danial Galin

Software Project management - Edwin Bennatan

Project Management Body of Knowledge – PMI

Engineering Roger S. Pressman, TMH, 7 Edition

Services Marketing - Zeithaml, Bitner, Gremler&Pandit, TMGH, 4 Edition.

Services Marketing – Rampal& Gupta

Software That Sells : A Practical Guide to Developing and Marketing your

Software Project, Edward Hasted

MMS SEMESTER – III
(Core Papers All Specialisations)

**International Business - 15 Sessions of 3 Hours 100 Marks Sem III Core
(University Assessment)**

SL. No.	Particulars	No. of Sessions
01	<p>Introduction to International Business</p> <p>a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation</p>	2 Sessions of 3 Hours
02	<p>PEST Factors and Impact on International Business</p> <p>a) Risk Analysis b) Decisions to overcome or managing risks – a live current case</p>	1 Session of 3 Hours
03	<p>Investment Management in International Business</p> <p>a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions</p>	1 Session of 3 Hours
04	<p>Multinational Corporations</p> <p>a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.</p>	1 Session of 3 Hours
05	<p>Globalization</p> <p>a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study</p>	2 Sessions of 3 Hours
06	<p>International Organisations and their role in international business</p> <p>a) WTO b) World Bank c) ADB d) IMF and others Case study</p>	1 Session of 3 Hours

07	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	1 Session of 3 Hours
08	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	1 Session of 3 Hours
09	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	1 Session of 3 Hours
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	1 Session of 3 Hours
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

**Strategic Management 100 marks (15 Sessions of 3 Hours Each) Sem III
Core**

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	1 Session of 3 Hours Each
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	1 Session of 3 Hours Each
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	1 Session of 3 Hours Each
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	2 Sessions of 3 Hours Each
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	1 Session of 3 Hours Each
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	1 Session of 3 Hours Each
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	1 Session of 3 Hours Each
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	1 Session of 3 Hours Each

9	Strategy Evaluation and Control Performance Measurement and Monitoring	1 Session of 3 Hours Each
10	Financial Projections and Financial Impact of Strategies	1 Session of 3 Hours Each
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	2 Sessions of 3 Hours Each
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

**MMS SEMESTER – III INFORMATION
TECHNOLOGY MAJORS**

Software Engineering University Assessment 100 Marks 15 Sessions of 3 Hours Sem III Major

SL.No	Particulars	Sessions
1	Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development	2 Sessions of 3 Hours
2	Analysis and Design of Information systems <ul style="list-style-type: none"> • Assessing the Feasibility of a system • Gathering detailed requirement • Use of Structured methods such as Data flow, Entity Relationship diagrams etc – • Use of Object Analysis and Design • Use Cases and visualization of the IT based solution • Design of Inputs , Outputs and other interfaces 	4 Sessions of 3 Hours
3	Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications	2 Sessions of 3 Hours
4	Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, Use Case Point Method etc – Estimating a Coding Task versus non-coding activities such as Documentation etc	2 Sessions of 3 Hours
5	Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing	2 Sessions of 3 Hours
6	Review of Student Presentations on exercise which requires them to analyse a business process, document the requirements, Analysis and Conceptual design of the system, estimation of the software size	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Systems Analysis and Design by James Senn

Software Engineering by

OOAD – Buch and Rumbaugh

UML by Wrox Publication

OOAD & UML by Rumbaugh

Software Metrics

Nasscom Reports and Nasscom website for Industry Perspective

Structured systems analysis and design: concise study Ed: 1 : Kelkar SA.

Business Intelligence & Analytics 15 Sessions of 3 Hours 100 Marks Sem III Major

SL.No	Particulars	Sessions
1	Business Intelligence: Definition , concept and need for Business Intelligence, Case studies BI Basics : Data, information and knowledge, Role of Mathematical models	2 Sessions of 3 Hours
2	Business Analytics at the strategic level: Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource	2 Sessions of 3 Hours
3	Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate Analysis, logistic regression, principal component analysis.	3 Sessions of 3 Hours
4	Business Analytics at Data Warehouse Level, Designing physical database, Deploying and supporting DW/BI system	2 Sessions of 3 Hours
5	Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, spread sheets, concept of dashboard, OLAP, SOA, decision engineering. BI Tools: Concept of dashboard.	2 Sessions of 3 Hours
6	BI Applications in different domains- CRM, HR, Production	2 Sessions of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson

Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009

The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007

Business Intelligence: Practices, Technologies, and Management- Rajiv Sabherwal, Irma Becerra-Fernandez

Business Analytics for Managers : Taking Business Intelligence beyond reporting by GERT H.N. Laursen, Jesper Thorlund, Wiley and SAS Business Series, 2010

Enterprise Resource Planning 15 Sessions of 3 Hours 100 Marks Sem III Major

SL.No	Particulars	Sessions
1	Enterprise Resource Planning What is ERP? - Features of ERP (Basic and Advanced) – ERP Architecture – ERP Need Analysis – Return on Investment for ERP	2 Sessions of 3 Hours
2	ERP Implementation and Support ERP Life Cycle, Methodologies and Strategy – Vendor and Software Selection –Business Process Re-engineering related to ERP - Implementation Process – Change Management – Post Implementation Support, Maintenance, Security	3 Sessions of 3 Hours
3	ERP Functional Modules Human Resource Management Accounting and Finance Procurement, Inventory Control Production Planning, Operations Sales, Customer Relationship Management e-Commerce	3 Sessions of 3 Hours
4	ERP Technology Areas, Enterprise Applications Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics - Emerging Trends in ERP Applications	3 Sessions of 3 Hours
5	ERP Case Studies Case Studies of ERP Implementation in Manufacturing and Service Sectors	2 Sessions of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

Enterprise Resource Planning by Koul, Saroj, Galgotia Publishing, 2001.
 ERP Concepts and Practice by Garg, V. K. and Venket Krishna N. K., PHI Publication, 1997.
 ERP In Practice by Vaman Jagan, TMGH
 Enterprise Resource Planning by Sumner, Mary, Pearson Education, 2006.
 Enterprise Resource Planning by Jaiswal and Vanapalli, Macmillan Books.

Knowledge Management 15 Sessions of 3 Hours 100 Marks Sem III Major

SL.No	Particulars	Sessions
1	Introduction to Knowledge <ul style="list-style-type: none"> ➤ Meaning of data, information, knowledge and expertise ➤ Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. explicit, general Vs. specific. ➤ Types of expertise – associational, motor skill, theoretical Characteristics of knowledge – explicitness, codifiability, teachability, specificity ➤ Reservoirs of knowledge 	2 Sessions of 3 Hours
2	Introduction to Knowledge Management (KM) <ul style="list-style-type: none"> ➤ Meaning of Knowledge Management, Forces Driving ➤ Organizational issues in KM ➤ KM Systems & their role ➤ Relevance of KM in today's dynamic & complex environment ➤ Future of Knowledge Management 	3 Sessions of 3 Hours
3	KM Solutions for capture, sharing & applications KM Processes, KM Systems, Mechanisms & Technologies	3 Sessions of 3 Hours
4	KM Infrastructure Organizational Structure Organizational Culture Communities of Practice Information Technology Infrastructure Common Knowledge	3 Sessions of 3 Hours
5	KM Impact <ul style="list-style-type: none"> ➤ Dimensions of KM Impact – People, Processes, Products & Organizational Performance ➤ Factors influencing impact – universalistic & contingency views ➤ Assessment of KM Impact – Qualitative & quantitative measures ➤ Identification of appropriate KM solutions 	2 Sessions of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies* . Prentice Hall. ISBN: 0-13-109931-0.

Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall. ISBN: 0-13-034820-1.

Donald Hislop, *Knowledge Management in Organizations*, Oxford 2nd Edition.
Ian Watson (2002). *Applying Knowledge Management: Techniques for Building Corporate Memories*. Morgan Kaufmann. ISBN: 1558607609.

Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions*. Butterworth-Heinemann. ISBN: 0750678186.

Stuart Barnes (Ed.) (2002). *Knowledge Management Systems Theory and Practice*. Thomson Learning.

KimizDalkir, *Knowledge Management in Theory and Practice*, Elsevier, Butterworth-Hinemann.

SheldaDebowski, *Knowledge Management*, Wiley India Edition.

**MMS SEMESTER – III INFORMATION
TECHNOLOGY ELECTIVES**

Technology Platforms 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	<p>Hardware Technologies – Awareness of various platforms in the present context and the broad trends in these platforms – comparisons across platforms etc</p> <p>End User Hardware - Desktop, Laptops, other mobile devices, Storage Technologies: Storage technologies such as Direct Attached storage,</p> <p>Storage Area Networks (NAS), Storage Area Networks (SAN) devices for backup etc</p> <p>Server Technology platforms - popular server technologies such as the Intel, Sun based etc more specialized platforms such as for CRAY etc</p> <p>Networking Platforms : (this could be dealt with in greater detail in the subject of networking - however a mention of this would be necessary for completeness</p>	4 Sessions of 3 Hours
2	<p>Software Platforms –</p> <p>Operating System Platforms - Windows , Unix, Linux (open source platforms) – overview of OS principles and key differences between the various platforms – impact from buyers perspective</p> <p>Database Platforms – Commonly used data based technologies based on the Relational and object relational concept. Databases for data warehousing and other specialized applications</p>	4 Sessions of 3 Hours
3	<p>Software Development Platforms :</p> <p>Web Platforms – Various Protocols used for the internet, the internet Protocol, HTTP, email Protocols , FTP, etc</p> <p>Basics of HTML – basic tags required to develop a transaction oriented form – concepts related to dynamic HTML Overview of one or more Scripting Languages such as VB, VBScript/JavaScript, ASP, PHP etc</p> <p>Overview Dot Net and Java platforms – essential differences Overview of Platforms required for e-Commerce applications</p> <p>Overview of platforms and protocols required for mobile computing environments</p>	4 Sessions of 3 Hours

4	Future of platforms	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Godbole A.S. – Operating Systems
2. Steven Holzner – Visual Basic 6 Programming
3. Doanld Leach, Albert Malvino - Digital Principles and Applications Ed:5

**Data base Management Systems 15 Sessions of 3 Hours 100 Marks Sem III
Elective**

SL.No	Particulars	Sessions
1	What is a Database, Need and Objectives of a database and a DBMS	2 Sessions of 3 Hours
2	Historical perspective – evolution of DBMS – flat files, hierarchical , network and relational DBMS	1 Session of 3 Hours
3	Understanding the Relational DBMS model – entities, tuples etc	2 Sessions of 3 Hours
4	Concept of Normalization – 1st , 2nd and 3rd normal forms	2 Sessions of 3 Hours
5	Use of E-R model or Object Relation model for Conceptual database Design	2 Sessions of 3 Hours
6	Structured Query Language – Writing SQL queries for typical business situations – developing an understanding of complex query situations such as joins , inner and outer joins nested queries and tree structured queries. Operations such as Union etc	2 Sessions of 3 Hours
7	Hands on sessions on any DBMS would be required for this module so as to develop an understanding of design issues as well as SQL	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

1. Database Management Systems by C J Date
2. Database Concepts by Korth and Silberscatzh
3. Database Concepts by David Lockman
4. Database Management System by James Martin

Software Testing 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	Software Testing Principles: Basic concepts - Need of testing , errors, faults, defects Defects – Process defects, design defects, data defects Reducing the frequency of defects in software development Factors affecting software testing Testing constraints Life cycle testing Tester’s workbench	2 Sessions of 3 Hours
2	Levels of Testing: Verification and Validation Functional and Structural Testing Static and Dynamic Testing V Concept of Testing with Testing Stages	1 Session of 3 Hours
3	Types of Testing: Unit Testing, Integration Testing, System Testing- Performance, Load, Stress, Volume Testing, Regression Testing, Alpha, Beta and Acceptance Testing , Functional Testing, Performance Testing, Recovery Testing, White Box Testing, Black Box Testing, Gray Box Testing Security testing- Types of Security Testing: Network Scanning, Vulnerability Scanning, Password Cracking, Log Reviews, File Integrity Checkers, Virus Detectors, Penetration Testing Usability Testing Manual versus Automated Testing Static versus Dynamic Testing Compliance Testing	3 Sessions of 3 Hours
4	Test Management: Testing Life Cycle – Roles and activities, Test Planning – forming a test team, develop test plan reviews, structured walkthroughs Test Cases design strategies	1 Session of 3 Hours
5	Test Execution: build test data, life cycle of defect, defect tracking, defect detection stages, defect detection stages, defect types, defect severity, defect analysis and prevention.	2 Sessions of 3 Hours
6	Functional Testing(black box): random testing, equivalence class partitioning and boundary value analysis, Cause effect graphing, Syntax testing	2 Sessions of 3 Hours

7	Structural Testing(white box): test adequacy criteria, coverage (Branch and decision coverage, path coverage) and control flow graphs, paths, loop testing, mutation testing. Black Box testing versus White Box Testing	1 Session of 3 Hours
8	Overview of testing tools including open source tools for software testing	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

Effective Methods for Software Testing, William E Perry, 2nd Edition, Wiley Publication
 Practical Software Testing, Iien Burnstein, Springer Publication, 2003
 Software Testing and continuous Quality improvement, William E Lewis, CRC Press, 2009
 Software Engineering , Pressman, Fifth Edition

Information Systems Audit 15 Sessions of 3 Hours 100 Marks Sem III Elective

SL.No	Particulars	Sessions
1	Basics: Concept of Auditing, Differentiation with regard to Internal Checks and Internal Controls, Concepts of posting, vouching, tracing, Emerging trends of Auditing, Role of Auditor in the Organization, Test Checks, Types of Audit, Required Competencies, Sector and Industry Specific prerequisites of Audit, Audit Reports, Types of Audit Reports	2 Sessions of 3 Hours
2	Concept of Systems Audit: Emerging concept of Systems Audit, Time and Cost effectiveness, Convenience, Competent Authorities involved, Role of Systems Auditor, Internal and External Systems Auditor, Role of ERP in Systems Audit, Prerequisites of Systems Audit	1 Session of 3 Hours
3	System & Infrastructure Maintenance: Review of the existing information flows in the organization, systems in the organization, inputs, process, validation and output, modifications, authorizations, maintenance process, disposal process, Review of Master Files, checking of authorization codes, Logical access and Physical access, maintenance of the confidentiality of the information, Difference between physical and system records	2 Sessions of 3 Hours
4	Security Administration & Operations' Audit: Security Threats of the information – Physical and System based, Disaster recovery plans for the information, design and implementation of information validation, role of management in the operations and information security, integrity of information processing, connect of existing internal checks /controls with the information systems	2 Sessions of 3 Hours
5	Global & Indian perspective: Certifications available in Systems Audit, Institutes/Organizations providing the Certifications, Connect between traditional audit and systems audit, organizations opting for systems audit, demand and supply gap for system auditors, linkage with the accuracy and reduction of scandals, advanced usage of IT in Systems Audit	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

Accounting Information Systems – M.Kartikeyan – Avinash Paperbacks
Principles of Accounting Information Systems by Hall
Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India
Auditing - D.G-Prasuna – ICAI Press
Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill
Contemporary Auditing – Kamal Gupta – Tata Mc Graw Hill

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Financial goal setting - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours
2	Organizational growth : -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	2 Sessions of 3 Hours
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours
4	Control in special sectors : Scrap Control - Control of R & D – Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	3 Sessions of 3 Hours
5	Measurement of Assets Employed - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

- Anthony & Govindrajana - Management Control Systems (TATA McGraw Hill)
- Maciaririllo & Kirby – Management Control Systems (Prentice Hall India)
- Management Control Systems – N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

**MMS SEMESTER – IV
INFORMATION TECHNOLOGY
MAJORS**

**Project Management 100 Marks (15 Sessions of 3 Hours Each) Sem IV
Major**

SL.No	Particulars	Sessions
1	<p>Overview of Project Management</p> <p>Basics of Project Management: Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure.</p> <p>Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.</p>	1 Session of 3 Hours
2	<p>Project Identification :- Selection of product identification of market preparation of feasibility study/report Project formulation --Evaluation of risks preparation of Project report.</p>	1 Session of 3 Hours
3	<p>Selection of location & site of the project – Factors affecting location – policies of Central – State Government towards location – Legal aspects of project management.</p>	1 Session of 3 Hours
4	<p>Project Planning</p> <p>Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds.</p> <p>Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node, Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.</p>	1 Session of 3 Hours
5	<p>Project Scheduling & Risk Management</p> <p>Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations.</p> <p>Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management.</p>	2 Sessions of 3 Hours

6	<p>Project Organization: The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls.</p>	1 Session of 3 Hours
7	<p>Project Evaluation Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</p>	2 Sessions of 3 Hours
8	<p>Financial Analysis :- Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows. Materials Management in Project Planning – Procurement – storage – disposal.</p>	1 Session of 3 Hours
9	<p>Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects, Risk Analysis – Sensitivity Analysis.</p>	1 Session of 3 Hours
10	<p>Quantitative Aspects of projects :- PERT/CPM Network Analysis for monitoring of the project –Other quantitative techniques for monitoring and Control of project</p>	1 Session of 3 Hours
11	<p>Computer Applications: - Selection of software packages for application to Project management.</p>	1 Session of 3 Hours
12	<p>Case Studies and Presentations</p>	2 Sessions of 3 Hours

Reference Text

1. PMP - Project Management Professional - “Study Guide” - By Kimi Heldman
2. Project Management - By S. Choudhary
3. Text Book of Project Management - By P Gopalakrishnan, V. E. Ramamoorthy
4. Project Management - By Prasanna Chandra
5. Project Appraisal - By P. K. Mattoo
6. Project Management - By Vasant Desai
7. Project Management & Appraisal – Sitanshu Khatua – Oxford Publications

IT Infrastructure Management 15 Sessions of 3 Hours 100 Marks Sem IV Major

SL.No	Particulars	Sessions
1	The need for IT Infrastructure Management IT Infrastructure Management Overview – ITIL Model	2 Sessions of 3 Hours
2	Organizing and managing people Managing System Development	3 Sessions of 3 Hours
3	Capacity Planning Availability Management	3 Sessions of 3 Hours
4	Change Management Operations Management	3 Sessions of 3 Hours
5	Asset and Facilities management Business Continuity Planning	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Prescribed Text

Rich Schiesser,|| IT Systems Management||

References

E Turban, E Mclean and James Wetherbe, —Information Technology for Management||
(Chapter 15)

Kenneth C Laudon, Jane P Laudon, —Management Information Systems|| (Parts 2 and
5)

Roger S Pressman, —Software Engineering: A Practitioner’s Approach||

James A O’Brien, —Management Information Systems||

Walker Royce, — Software Project Management: A Unified Framework||

MMS SEMESTER – IV
INFORMATION TECHNOLOGY
ELECTIVES

Technology Competition and Strategy 100 Marks (15 Sessions of 3 Hours Each) Sem IV Elective

SL.No	Particulars	Sessions
1	<p>Technology & Competition: Competitive Domains, Competitive Consequences of Technological Change – Creation of New Products, Changes in the Value Chain, Changes in the Value Constellation, Competitive Rivalry. Technological Characteristics of Competitive Domains – Technological Opportunity, Appropriability, Resource Requirements, Collateral Assets, Institutional Milieu, Speed. Dynamics of Change in the Competitive Domain – Technology Emergence Phase, Incremental Change Phase. Framework for Analysis of Technology Emergence, Influence of Environmental trends on competition. Technology as critical to Business Outcomes – Technology Strategy and Technology Leadership.</p>	<p>3 Sessions of 3 Hours</p>
2	<p>Technology Intelligence: Signals of New Technology, What is Technology Intelligence, Importance of Technology Intelligence, Levels of Technology Intelligence, External versus Internal Technology Intelligence. Mapping the Technology Environment – Steps in Mapping, Mapping the Macro-level and Industry Level Environment. Mechanisms for Data Collection – Challenges, Organizational Arrangements and Key Principles for Data Collection</p>	<p>3 Sessions of 3 Hours</p>
3	<p>Business Strategy and Technology Strategy: Business Strategy , Strategic Analysis and Decision Making using Product Evaluation Matrix, Market-Growth-Market-Share Analysis Matrix, X-Y Coordinating Method, M-by-N Matrix, SWOT Matrix, Formulation of Technology Strategy, Core Competencies, Exploitation of Core Competencies, Integration, Linking Technology & Business Strategies, Creating the Product-Technology-Business Connection. Technology’s Interface with – Market, Customers and Suppliers. Customer-Supplier and Product-User relationships.</p>	<p>2 Sessions of 3 Hours</p>

4	<p>Technology Strategy Choice:</p> <p>Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive Advantage, Technology Strategy Definition, Role of Chief Technology Officer, Key principles underlying Technology Strategy – Objectives, Drivers, Decision criteria. Technology Strategy Types – Appropriateness of the Technology Strategy Types, Diversified Firms, A Framework for formulating Technology Strategy – Strategic Diagnosis, Formulation of Technology Strategy, Crafting and Implementation Approach, Execution. Technology Strategy – Superior Performance Characteristics. Accountability to Shareholders, Government and Other Stakeholders/ Performance Measurement.</p>	3 Sessions of 3 Hours
5	<p>Technology Strategy – Collaborative Mode:</p> <p>Collaborative Arrangements – Definitions, Trends, R&D Alliances, Marketing Alliances, Outsourcing Alliances, Collaboration between small and large firms, Strategic and Operational. Reasons for Collaborative Arrangements. Collaborative Arrangements in the domain of Technology Strategy – Appropriation of technology, Deployment of technology in New Products, Deployment of technology in the Value Chain, Marketing of technology. Risks of Collaborative Activity – Intellectual Property. Right Risk, Competitive Risk, Organizational Risk. Cases on R & D. Collaborations, Global Technology Alliances. The form of Collaborative Arrangement.</p>	2 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education, 2009 Edition.

Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH

Strategic Management of Technology & Innovation, Robert A Burgelman,

Modesto A Maidique, Steven C Wheelwright, MGH International Edition.

Management of Technology – The Key to Competitiveness and Wealth

Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.

Data Warehousing & Data Mining 15 Sessions of 3 Hours 100 Marks Sem IV Elective

SL.No	Particulars	Sessions
1	<p>Introduction to data mining (DM) Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. What is Data warehousing (DW)? Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, OLAP</p>	2 Sessions of 3 Hours
2	<p>Data Warehouse Architecture Steps for design and construction, Three-tier Data Warehouse architecture, Types of OLAP servers: ROLAP versus MOLAP versus HOLAP</p>	3 Sessions of 3 Hours
3	<p>Data Warehouse Implementation: Efficient computation of Data cubes Indexing OLAP Data and efficient processing of OLAP queries Back-end tools and utilities</p>	3 Sessions of 3 Hours
4	<p>Data Preprocessing Why to preprocess data?, Data cleaning: Missing Values, Noisy Data, Data Integration and transformation, Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation</p>	3 Sessions of 3 Hours
5	<p>Data Mining Primitives, Languages and System Architectures: Task relevant data, Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI, Architectures of DM Systems Concept of Cluster Analysis. Application and trends in Data mining Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry</p>	2 Sessions of 3 Hours
6	<p>Case Studies and Presentations</p>	2 Sessions of 3 Hours

Reference Text:

Data Mining Concepts and Techniques, J. Han, M. Kamber, Morgan Kaufmann Publishers, 2001.

Data mining: Concepts, Models, Methods and Algorithms, M. Kantardzic, John Wiley & Sons Inc., 2003.

Data Mining: Introductory and Advanced Topics, M. Dunham, Pearson

Data mining: Practical machine learning tools and techniques, H. Witten, E. Frank, 2nd ed., Morgan Kaufmann Publishers, 2005.

Data mining: A tutorial-based primer, R. J. Roiger, M. W. Geatz, Pearson Education, 2003.

UCI Repository of Machine Learning, C. L. Blake, C. J. Merz. 19 July 2002.

**Managing Technology Business 15 Sessions of 3 Hours 100 marks Sem IV
Elective**

SL.No	Particulars	Sessions
1	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries , growth, forecasts, trends, key players, reasons for their success etc	2 Sessions of 3 Hours
2	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play ‘e’ models.	2 Sessions of 3 Hours
3	Challenges for these businesses in the domestic and international markets such as Business Development, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Special Incentives and schemes such as the Export Processing Zones etc	2 Sessions of 3 Hours
4	Case Studies of successful and unsuccessful technology companies	1 Session of 3 Hours
5	Product versus Services All flavors of Services like Call Centers, BPO and KPO, MRO	2 Sessions of 3 Hours
6	Recruitment, Back office Systems Marketing and Client Management	2 Sessions of 3 Hours
7	Proposal making The Science of Delivery Systems and Delivery management	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text

A Guide to PMBok – Project Management Institute
 Various Cases on the subject – Prof Pradeep Pendse
 Managing IT Infrastructure – TMI

Technology Forecasting 15 Sessions of 3 Hours 100 marks Sem IV Elective

SL.No	Particulars	Sessions
1	Technology Forecasting Methods – I: Expert Opinion Methods: Delphi (iterative survey), Focus Groups [panels, workshops], Interviews, Participatory Techniques Trend Analysis: Trend Extrapolation [Growth Curve Fitting], Trend Impact Analysis, Precursor Analysis, Long Wave Analysis Monitoring and Intelligence Methods: Monitoring [environmental scanning, technology watch], Bibliometrics [research profiling; patent analysis, text mining]	2 Sessions of 3 Hours
2	Technology Forecasting Methods – II: Creativity: Brainstorming [brainwriting; nominal group process (NGP)], Creativity Workshops [future workshops], TRIZ, Vision Generation, Science Fiction Analysis Scenarios: Scenarios [scenarios with consistency checks; scenario management], Scenario-simulation [gaming; interactive scenarios], Field Anomaly Relaxation Method [FAR]	3 Sessions of 3 Hours
3	Technology Forecasting Methods – III: Statistical Methods: Correlation Analysis, Demographics, Cross Impact Analysis, Risk Analysis. Modeling and Simulation: Agent Modeling, Cross Impact Analysis, Sustainability Analysis [life cycle analysis], Causal Models, Diffusion Modeling, Complex Adaptive System Modeling (CAS) [Chaos], Systems Simulation [System Dynamics, KSIM], Technological Substitution, Scenario-simulation [gaming; interactive scenarios], Economic base modeling [input-output analysis], Technology Assessment.	3 Sessions of 3 Hours
4	Technology Forecasting Methods – IV: Valuing/Decision/Economics Methods: Relevance Trees [futures wheel], Action [options] Analysis, Cost-benefit analysis, Decision analysis [utility analyses], Economic base modeling [input-output analysis]	2 Sessions of 3 Hours
5	Technology Forecasting Methods – V: Descriptive and Matrices Methods: Analogies, Backcasting, Checklist for Impact Identification, Innovation System Modeling, Institutional Analysis, Mitigation Analysis, Morphological Analysis, Road mapping [product- technology roadmapping], Social Impact Assessment, Multiple perspectives assessment, Organizational analysis, Requirements Analysis [needs analysis]	3 Sessions of 3 Hours
6	Case Studies and Presentations	2 Sessions of 3 Hours

Reference Text:

A brief introduction to technology forecasting: concepts and exercises by James Rieser Bright Foster, R. "The S-curve: A New Forecasting Tool." Chapter 4 in *Innovation, The Attacker's Advantage*. New York, NY: Summit Books, Simon and Schuster, 1986, pp. 88-111. ISBN: 9780671622503.

Technological forecasting: a practical approach, Marvin J. Cetron Business Forecasting, Holton Wilson and Barry Keating, TMGH, New Delhi, 2010 Edition.

Martino, J. P. (1983). *Technological Forecasting for Decision Making*, 2 ed., North-Holland, New York NY.

Bright, J. R. (1972). *A Brief Introduction to Technology Forecasting*, 2nd. ed., The Permaquid Press, Austin TX.

Bright, J. R. and M. E. F. Schoeman (1973). *A Guide to Practical Technological Forecasting*, Prentice Hall Inc., Englewood Cliffs NJ.

Hickman, L. A., ed. (1990). *Technology as a Human Affair*, McGraw-Hill Publishing Company, New York NY.

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

- ❖ The Semester end Examination will be conducted for 60 Marks.
- ❖ Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

- a) Periodical class tests held in the given semester (20 Marks)
- b) Presentations throughout the semester (10 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (05 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q3 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q4 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q5 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q6 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Q7 (a) ----- (5 Marks)

(b) ----- (5 Marks)

(c) ----- (5 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

- ❖ A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

- 1) Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**
- 2) Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- ❖ Reading, Introspection, Thoughtful Reflection, Group Discussions, Lectures, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Live Projects, Case Studies, Presentations, Preparation for Examinations, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.
- ❖ The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- ❖ Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.
- ❖ Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.
- ❖ A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.
- ❖ A learner keeps on accumulating more credits as he completes additional courses.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- ❖ Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.
- ❖ A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- ❖ A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades for Post Graduate courses			
7 Point Scale for POST GRADUATE Courses			
Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- ❖ In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be only on the basis of marks obtained; however these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.
- ❖ Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

Σ **CG:** Sum of Product of Credits & Grades points

Σ **C:** Sum of Credits points

$$\text{SGPA} = \frac{\Sigma \text{CG}}{\Sigma \text{C}}$$

ΣC

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	$SGPA = \frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	85/20=4.25
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	50	E	2	5	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	60	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 20						$\sum CG = 85$	Grade C
Passes							

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Perspective Management	60	2.5	55	D	3	7.5	-----
Business Communication and Management Information Systems	60	2.5	60	C	4	10	
Organisational Behaviour	60	2.5	70	A	6	15	
Financial Accounting	60	2.5	80	O	7	17.5	
Operations Management	60	2.5	45	F	1	0	
Marketing Management	60	2.5	55	D	3	7.5	
Managerial Economics	30	2.5	65	B	5	12.5	
Business Statistics	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	Grade F
Fails							

- ❖ Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.
- ❖ The student has been awarded 1 Grade Point, even though he has failed in the subject of Operations Management, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.
- ❖ The SGPA has not been calculated as the student has failed.

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	ΣCG = CxG	SGPA = ΣCG/ΣC	
Cost & Management Accounting	60	2.5	55	D	3	7.5	85/20=4.25	
Financial Management	60	2.5	60	C	4	10		
Operations Research	60	2.5	70	A	6	15		
Human Resources Management	60	2.5	80	O	7	17.5		
Legal Aspects of Business & Taxation	60	2.5	50	E	2	5		
Business Research Methods	60	2.5	55	D	3	7.5		
Specialisation Elective I	60	2.5	65	B	5	12.5		
Specialisation Elective II	60	2.5	63	C	4	10		
Total	480	ΣC=20						
Credit Earned = 20						ΣCG = 85	Grade C	
Passes								

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\sum CG = C \times G$	SGPA = $\frac{\sum CG}{\sum C}$
Cost & Management Accounting	60	2.5	55	D	3	7.5	-----
Financial Management	60	2.5	60	C	4	10	
Operations Research	60	2.5	70	A	6	15	
Human Resources Management	60	2.5	80	O	7	17.5	
Legal Aspects of Business & Taxation	60	2.5	45	F	1	0	
Business Research Methods	60	2.5	55	D	3	7.5	
Specialisation Elective I	30	2.5	65	B	5	12.5	
Specialisation Elective II	60	2.5	63	C	4	10	
Total	480	$\sum C=20$					
Credit Earned = 18						$\sum CG = 80$	
Fails							

- ❖ **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business & Taxation, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- ❖ **The SGPA has not been calculated as the student has failed.**