

**JAMNALAL BAJAJ INSTITUTE OF  
MANAGEMENT STUDIES  
AUTONOMOUS**

**UNIVERSITY OF MUMBAI**

**MASTER OF MANAGEMENT STUDIES**

**PROPOSAL FOR ACADEMIC BOARD**

**FOR STRUCTURE, SYLLABUS AND RULES FOR  
PASSING**

**2017-2018**

Passed in Subject Board on 6<sup>th</sup> May 2017  
Passed in Academic Board on 8<sup>th</sup> May 2017

Annexure 1

# Structure

## 1. Structure

<b>Semester I</b>			
<b>S NO</b>	<b>Area</b>	<b>Course Title</b>	<b>Credit(s)</b>
1	General	Perspective Management	2
2		Business Communication(1)	4
3		Business Statistics	4
4		Business Laws	4
5		Managerial Economics	4
6		Corporate Social Responsibility Business Ethics Corporate Governance	4
7	Finance	Financial and Cost Accounting	4
8	Marketing	Marketing Management I	4
9	Operations	Operations Management	4
10	Human Resources	Organizational Behaviour	4
11	Systems	Information Technology for Management	2
		<b>Total Credits</b>	<b>40</b>

**Special workshops for Business Communications and Negotiation Skills**

**Each course is of 39 hrs. for 4 credit course. Sessions are of 3 hrs each**

<b>Semester II</b>			
<b>SNO</b>	<b>AREA</b>	<b>Course Title</b>	<b>Credit(s)</b>
1	General	Business Environment	4
2		Business Communications (2)	2
3		Management Science	4
4		Research Methodology And Market Research	4
5		Taxation- Direct and Indirect	4
6	Finance	Analysis of Financial statements	2
7		Management Accounting	2
8		Financial Management	4
9	Marketing	Marketing Management Cases II(including Digital Marketing)	4
10	Operations	Supply Chain Management	4
11	Human Resources	Human Resources Management	4
12	Systems	Information Management	2
		<b>Total Credits</b>	<b>40</b>

**Each course is of 39 hrs. for 4 credit course. Sessions are of 3 hrs each**

## SEMESTER III

	Finance		Marketing		Human Resources		Operations		Systems	
	Course Title	Credit(s)	Course Title	Credit(s)	Course Title	Credit(s)	Course Title	Credit(s)	Course Title	Credit(s)
General	Strategic Management	4	Strategic Management	4	Strategic Management	4	Strategic Management	4	Strategic Management	4
	Contract Management	4	Contract Management	4	Contract Management	4	Contract Management	4	Contract Management	4
	Decision Science	2	Decision Science	2	Decision Science	2	Decision Science	2	Decision Science	2
	Summer Project	4	Summer Project	4	Summer Project	4	Summer Project	4	Summer Project	4
Specialisation	Specialization Paper 1	4	Specialization Paper 1	4	Specialization Paper 1	4	Specialization Paper 1	4	Specialization Paper 1	4
	Specialization Paper 2	4	Specialization Paper 2	4	Specialization Paper 2	4	Specialization Paper 2	4	Specialization Paper 2	4
	Specialization Paper 3	4	Specialization Paper 3	4	Specialization Paper 3	4	Specialization Paper 3	4	Specialization Paper 3	4
	Specialization Paper 4	4	Specialization Paper 4	4	Specialization Paper 4	4	Specialization Paper 4	4	Specialization Paper 4	4
	Specialization Paper 5	4	Specialization Paper 5	4	Specialization Paper 5	4	Specialization Paper 5	4	Specialization Paper 5	4
	Specialization Paper 6	4	Specialization Paper 6	4	Specialization Paper 6	4	Specialization Paper 6	4	Specialization Paper 6	4
	Quantitative Models in Finance	2	Quantitative Models in Marketing	2	Quantitative Models in Human Resources	2	Quantitative Models in Operations	2	Quantitative Models in Systems	2
	Total Credits	40	Total Credits	40	Total Credits	40	Total Credits	40	Total Credits	40

**Each course is of 39 hrs. for a 4 Credit course. Sessions are of 3 hrs each**

Semester IV										
Finance			Marketing		Human Resources		Operations		Systems	
Course Title	Credit(s)	Course Title	Credit(s)	Course Title	Credit(s)	Course Title	Credit(s)	Course Title	Credit(s)	
General	Entrepreneurship Management	4	Entrepreneurship Management	4	Entrepreneurship Management	4	Entrepreneurship Management	4	Entrepreneurship Management	4
	Environment Management	4	Environment Management	4	Environment Management	4	Environment Management	4	Environment Management	4
	Management Control System	4	Management Control System	4	Management Control System	4	Management Control System	4	Management Control System	4
	Project Management	4	Project Management	4	Project Management	4	Project Management	4	Project Management	4
	Dissertation	4	Dissertation	4	Dissertation	4	Dissertation	4	Dissertation	4
Specialisation	Specialization 1	4	Specialization 1	4	Specialization 1	4	Specialization 1	4	Specialization 1	4
	Specialization 2	4	Specialization 2	4	Specialization 2	4	Specialization 2	4	Specialization 2	4
	Specialization 3	4	Specialization 3	4	Specialization 3	4	Specialization 3	4	Specialization 3	4
	Specialization 4	4	Specialization 4	4	Specialization 4	4	Specialization 4	4	Specialization 4	4
	Specialization 5	4	Specialization 5	4	Specialization 5	4	Specialization 5	4	Specialization 5	4
Total Credits	40	Total Credits	40	Total Credits	40	Total Credits	40	Total Credits	40	

Each course is of 39 hrs. for 4 credit course. Sessions are of 3 hrs each

Annexure II- Syllabus

# Master in Management Studies

Year I

Semester I and Semester II

# SEMESTER I

<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Principles of Management	
<b>Course Code</b>	For office use	
<b>Credits</b>	2	
<b>Learning Objectives</b>		
1	To familiarize students with needs for traits and competences through class room learning	
2	To understand the basic principles of management	
3	To understand applications of Principles of Management to various scenario and cases	
4	To know about the development of Management theories for effectiveness	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Management- Basic Concepts , Evolution, philosophy, functions, role, modern techniques	2
2	Evolution of Management thoughts	2
3	Planning- Concept and application	2
4	Organizing- Concept and Applications	2
5	Controlling-Concept and applications	2
6	Motivation: A management tool	2
7	Leadership-Management and Leadership, Styles, Levels of Leadership	2
8	Change Management- Managing in Adversities , Management of Crisis	2
<b>Text books</b>		
1	Fundamentals of Management	Stephen Robbins
2	Management A contemporary building approach	Hein Reigen
3	Modern Management	Certo
4	Leadership	Rudolf Juliani
<b>Reference books</b>		
1	Good to Great	Jim Collins
2	Management	Stoner, Freeman
3	Principles of Management	Davar
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Business Communication(1)	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand Personal Communication Tools	
2	To know Interpersonal Communication: Speaking and Writing for an Audience of One AND for Multiple Listeners or Readers	
3	To understand and practice Public Speaking: Presenting a Narrative to a Large Audience	
4	Technology tools: phone, word processing, e-mail, netiquette	
5	Characteristics of written communication; Writing process. Business correspondence	
6	Understanding your potential & Personal Brand / Entrepreneurship	
<b>Module</b>		
	<b>Content</b>	<b>Sessions (1.5hrs)</b>
1	Introduction to Business communication, confidence building	2
2	Making an impact	1
3	Written Business communication	1
4	Feedback on Letters/Emails and expectations of written communication	1
5	Oral & Non verbal Communication	1
6	Creating a Business plan	2
7	Active Listening + overcoming Barriers to communication	2
8	Aids to Presentation	2
9	Mike talk, Voice control	1
10	Book Presentation	10
11	Report writing	2
12	Curriculum Vitae Writing	1
13	Interview Preparations, Confidence building	2
14	Summary, Questions, Group Discussions	2
<b>Text books</b>		
1	Basic Business Communication	Lesikar and Flatley
2	Communication	C S Rayudu
3	A text book of Communication	Ritwik Haldar
<b>Reference books</b>		
1	Business Communication	Peter Hartley and Peter Chatterton
2	Mastering Communication	Nicky Stanton
3		
<b>Assessment</b>		
Internal	40%	
Semester end	60%	



<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Statistics for Management	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To know statistical techniques	
2	To understand different statistical tools	
3	To understand importance of decision support provided by analysis techniques	
4	To appreciate and apply it in business situations using caselets, modeling, cases and projects	
5	To understand Managerial applications of Statistics	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Revision of Data Representation, Central Tendency and Dispersion Kurtosis and Skewness	2
2	Probability- Axioms, Addition and Multiplication rule, Types of probability, Independence of events, probability tree, Bayes' Theorem	2
3	Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Classical	1
4	Probability distributions Binomial, Poisson, Normal, exponential	1
5	Sampling distribution	1
6	Estimation- Point estimation , Interval estimation	1
7	Hypothesis testing- students t, Chi square, Z	4
8	Analysis of variance- one way, two way	1
9	Correlation and regression Analysis and significance	1
10	Introduction to Analytics	1
<b>Workshop on R and other statistical Analysis tools</b>		
<b>Text books</b>		
1	Statistics for Management	Richard Levin , David Rubin, Prentice Hall of India
2	Statistics for Managers	Levine, Stephen, Krihbiel, Berenson, Pearson Education
3	Complete Business Statistics	Aczel/Souderpandian, Tata McGraw Hill
<b>Reference books</b>		
1	Statistics for Business and Economics	Newbold, Carlson, Thorne, Pearson Education
2	Statistics for Business and Economics	Anderson, Sweeney, Williams, Cengage Learning
3	Data Analysis and Decision Making	Albright, Winston, Zappe, Thomson
<b>Assessment</b>		
Internal	40%	

Semester end	60%
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<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Business Laws	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand business in legal environment and regulations governing business activities	
2	To understand the laws required for running a business	
3	To understand legalities of business processes	
4	To understand the framework of business in Law	
5	To emphasize ethical dimensions of the laws rather than merely the 'letter' of the law; and , but also its	
6	To know how to draft basic contracts	
<b>Module</b>		
	<b>Content</b>	<b>Sessi ons</b>
1	Overview of the Indian Legal System	1
2	Law of Contracts: Formation, Performance, Discharge and Breach of Contracts, in General.	4
3	Drafting of Contracts	1
4	Law of Sale of Goods: Formation, Performance, Discharge and Breach of Contracts for Sale of Goods	2
5	Company Law: Characteristics and Types of Companies, Formation of Companies, and Corporate Constitution (Memorandum and Articles of Association)	3
6	Law of Negotiable Instruments: Characteristics of Bills of Exchanges, Promissory Notes, and Cheques. Presumptions, Negotiation, Endorsement, Dishonour and Remedies of Negotiable Instruments	3
7	Dishonour of Cheques: Law, Process and Remedies	1
<b>Text books</b>		
1	Indian Legal System	Fali Nariman
2	Indian Legal System	MC Kuchhal and Vivek Kuchhal
3	Company Law -A Comprehensive Text Book on Companies Act 2013	GK Kapoor
<b>Reference books</b>		
1	he Anatomy of Corporate Law: A Comparative and Functional Approach	Reinier Kraakman, John Armour, Paul Davies, and Luca Enriques
<b>Assessment</b>		

Internal	40%
Semester end	60%

<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Managerial Economics	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	Understand Economics and Business	
2	To Understand basics of Supply and Demand	
3	To understand Trade and types	
4	To understand Monopoly and Duopoly etc	
5	To know the optimization of economic quantities	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	The Meaning, Scope & Methods of Managerial Economics	1
2	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
3	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
4	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
5	Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power	2
6	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
7	Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies	1

	<ul style="list-style-type: none"> <li>• Policies on Profit Maximisation</li> <li>• Profits &amp; Control</li> <li>• Profit Planning &amp; Control.</li> </ul>	
8	<ul style="list-style-type: none"> <li>• Capital Budgeting</li> <li>• Demand for Capital</li> <li>• Supply of Capital</li> <li>• Capital Rationing</li> <li>• Cost of Capital</li> <li>• Appraising of Profitability of a Project</li> <li>• Risk &amp; Uncertainty</li> <li>• Economics &amp; probability Analysis.</li> </ul>	1
9	<ul style="list-style-type: none"> <li>• Macro Economics and Business</li> <li>• Business Cycle &amp; Business Policies</li> <li>• Economic Indication</li> <li>• Forecasting for Business</li> <li>• Input-Output Analysis</li> </ul>	1
<b>Text books</b>		
1	Economics	Samuelson
<b>Reference books</b>		
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
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Corporate Social Responsibility and Corporate Governance	
<b>Course Code</b>	For office use	
<b>Credits</b>	2	
<b>Learning Objectives</b>		
1	Understanding of the Theoretical Framework of CSR	
2	Awareness of CSR Practices in India	
3	Familiarity with the Changing Emphasis of CSR in the Global Context	
4	Understanding Various Codes of Conducts and Best Practices	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Introduction: Globalisation, Corporate Governance and Social Responsibility; Competitive Advantage and Corporate Social Responsibility; Varying Definitions of CSR. Guidelines and Best Practices; Global Principles and Guidelines on Corporate Social Responsibility; Business and the Millennium Development Goals (BDGs); United Nations Global Compact (UNGC); OECD Guidelines: Multinational Enterprises; Europe Union Commission on CSR.	2
2	Theoretical Framework: Origin and Evolution of Corporate Social Responsibility; Corporate Social Responsibility as Philanthropy; Stakeholder Theory and Business Ethics as CSR; Corporate Governance and Corporate Social Responsibility	2
3	Principles of CSR: Changing Emphasis, Sustainability, Environment Issues, Externalizing Costs; Social Contract.	1
4	Corporate Social Responsibility in India: Evolution of Corporate Social Responsibility in India; Charity and Philanthropy; Trusteeship Approach; Statist Approach; Liberal Approach; Stakeholder Approach; Principles and Guidelines on Corporate Social Responsibility in India; Guidelines on Social, Environmental and Economic Responsibilities of Business; Global Compact Society in India; Responsible Entrepreneurs Achievement Programme (REAP); and CSR Provisions in the Companies Act 2013.	3
<b>Text books</b>		
1	Corporate Governance and Corporate Social Responsibility of Indian Companies	Saumitra N. Bhaduri and EktaSelarka,
2	Corporate Social Responsibility: Challenges, Opportunities and Strategies For 21st Century Leaders	John O. Okpara, Samuel O. Idowu,
<b>Reference books</b>		
1	Global Practices of Corporate Social Responsibility	Samuel O Idowu, Walter Leal Filho
<b>Assessment</b>		
Internal	40%	

Semester end	60%
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<b>Program : MMS</b>	
<b>Semester</b>	1
<b>Course Name</b>	Business Ethics
<b>Course Code</b>	For office use
<b>Credits</b>	2

<b>Learning Objectives</b>	
1	Enhance awareness and increase understanding of the nature of business ethics in the Indian as well as global business environment.
2	Examine the ethical implications of business practices from a stakeholder perspective.
3	Develop critical thinking skills via the application of concepts and theories to business cases.

<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Ethics versus the Law	1
2	Ethics versus Corporate Governance	1
3	Principles of Ethical Decision-Making	1
4	Moral Theory, Reasoning, and Development	1
5	Ethical Issues in Functional Areas of Management: Finance, Marketing, Operations, Human Resources, and Systems Management	3
6	Ethics and Indian Ethos of Business	1

<b>Text books</b>		
1	Business Ethics Anthology	Norman Bowie
2	Understanding How Business Ethics Develop	Ian Joseph, Springer

<b>Reference books</b>		
1	Business Ethics Activity Book: Exercises for Promoting Integrity at Work	Marlene Caroselli

<b>Assessment</b>	
Internal	40%
Semester end	60%

<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Financial and Cost Accounting	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	Understand basic Accounting process	
2	Get familiarity with accounting environment	
3	To know the preparation of Financial Statements	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Overview of Accounting	2
2	Accounting cycles	3
3	Preparation of financial Statements	3
4	Consolidated Financial Statement	1
5	Preparation of Cost sheet	1
6	Method of Costing	1
7	Marginal Costing	1
8	Project analysis / PV Ratio Analysis	1
9	Variance Analysis	1
10	Transfer Pricing	1
<b>Text books</b>		
1	Introduction to Financial Accounting	Horngreen, Sundem, Elliot, Philbrick
2	Cost Accounting: A Managerial Emphasis	Horngreen, Datar, Rajan
3	Financial Accounting: Text & Case	Deardon & Bhattacharya
<b>Reference books</b>		
1	Financial Accounting – Reporting & Analysis	Stice & Diamond
2	Full Text of Indian Accounting standard	Taxman Publication
3		
<b>Assessment</b>		
Internal	40%	
Semester end	60%	





<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Marketing Management I	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To know the marketing Principles	
2	To understand the role and responsibilities of Marketing	
3	To Understand marketing environment -competition	
4	To understand Consumer behavior	
5	To apply concepts of marketing to products and services	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	What is marketing? Marketing management?	1
2	Marketing environment	1
3	Consumer Buying Behaviour Free Markets Corporate Buying Behaviour Tool	1
4	Brand Image Study	1
5	Customer Analysis Tool	1
6	Segmentation, Targeting and Positioning	1
7	Disruptive Positioning	1
8	New Product Development Stage-gate process why products fail? Biases in NPD Decisions	1
9	Product Design & PLC	1
10	Product Management Brand Equity Brand Extensions Brand Management Structure	1
11	Pricing I Principles & Concepts	1
12	Distribution Channels	1
<b>Text books</b>		
1	A Framework for Marketing Management	Kotler And Keller
<b>Reference books</b>		
1	Marketing Management	Russ winer
2	Bid Analyser: A method for Estimation and Selection of Dynamics	Sandy Jap and Prakash Naik
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>	
<b>Semester</b>	I
<b>Course Name</b>	Operations Management
<b>Course Code</b>	For office use
<b>Credits</b>	4

**Learning Objectives**

- All organizations produce some mixture of services and products, whether that organization is large or small, manufacturing or service, for profit or not for profit, public or private.
- Operations Management is concerned with creating the services and products.
- The content is designed on a logical path through the activities of operations management and an understanding of their strategic content.
- The content is designed to bring out the following-
  - a) Operations function as being central to competitiveness
  - b) What kind of decisions an operations manager has to take (issues which are relevant in operations).

**Module**

	<b>Content</b>	<b>Sessions</b>
1	Introduction to Operations Management <ul style="list-style-type: none"> <li>• What is Operations Management</li> <li>• Input – Transformation – Output Process</li> <li>• Activities of Operations Management</li> </ul>	1
2	Analysing Process Flows <ul style="list-style-type: none"> <li>• Identifying wastes in a system</li> <li>• Flowchart Analysis (material, information etc.)</li> <li>• Case Study – DMV</li> </ul>	1
3	Variability Analysis <ul style="list-style-type: none"> <li>• Identification, measurement, and reduction of variabilities (viz. of rework, rejections, set-ups, operator speed etc.) in a production system</li> <li>• Buffering Law, Little’s Law</li> </ul>	1
4	Process Design <ul style="list-style-type: none"> <li>• What is Process Design</li> <li>• Volume-Variety Matrix</li> <li>• Process-Service Matrix</li> </ul>	1
5	Technology Selections <ul style="list-style-type: none"> <li>• Role of Automation</li> <li>• Impact on ROCE</li> </ul>	1
6	Strategic Capacity Planning <ul style="list-style-type: none"> <li>• Measuring Demand and Capacity</li> <li>• Alternate Capacity Plans</li> <li>• Bull Whip Effect</li> <li>• Economies of Scale</li> <li>• Case Study</li> </ul>	1
7	Theory of Constraints <ul style="list-style-type: none"> <li>• Role of costing to improve throughput and return on investments</li> </ul>	1

	<ul style="list-style-type: none"> <li>Rules for scheduling to minimize cycle time and inventory</li> </ul>	
8	Quality Management <ul style="list-style-type: none"> <li>TQM – Approaches of Deming, Crosby &amp; Juran</li> <li>Statistical Process Control</li> <li>Case Study – Federal Express</li> </ul>	1
9	Facilities Location <ul style="list-style-type: none"> <li>Factors to be considered</li> <li>Methods</li> </ul>	1
10	Facilities Layout	1
11	Introduction to Project Management	1
12	Introduction to Aggregate Planning Methods	1
13	Introduction to Operations Planning	1
14	Introduction to Inventory Management	1
15	Operations Strategy & Competitiveness <ul style="list-style-type: none"> <li>Strategy &amp; Operations Strategy</li> <li>The Process of Operations Strategy</li> <li>Order Winners &amp; Order Losing Sensitive Criteria</li> <li>Case Study – The Nuclear Fizzle at Babcock Wilcox</li> </ul>	1
<b>Text books</b>		
1	Operations Management	Nigel Slack, Stuart Chambers, Christine Harland, Alan Harrison, Robert Johnston; Pitman Publishing
<b>Reference books</b>		
1	Operations Management	Heizner J. Render B 2010. Prentice Hall (10 <sup>th</sup> Edition)
2	Operations Management	Richard Chase, F Robert Jacobs, Nicholas J Aquilano & Nitin K Agarwal 2005
3	Operations Management for Competitive Advantage	Tata-McGraw-Hill (11 <sup>th</sup> Edition)
4	Production and Operations Management	Kanishka Bedi
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Organizational Behavior	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	Understanding how and why people behave in organizations in a said manner either as individuals or in groups	
2	Understanding how their behavior affects their performance and performance of organization as a whole.	
3	Understanding how to effectively modify the behavior for enhanced performance.	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Organization- a corporate personality, characteristics and culture	1
2	Individual in an organization	1
3	The Mind	1
4	The Intellect	1
5	Sources of Information and impressions of mind	1
6	The thought Process	1
7	The Action Process	1
8	Emotions	1
9	Meaning of Work and Life	1
10	Leadership	1
11	Basic Behaviour related to High Performance	1
12	Conflict Management	1
13	Stress Management	1
14	Behaviour Norms for people in an organization	1
15	Learning Systems	
<b>Text books</b>		
1	Organizational Behavior	Stephen Robbins
<b>Reference books</b>		
1	Organizational Behavior	Fred Luthans
2	Understanding Organizational Behavior	Udai Pareek
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

- Workshop on group dynamics (indoor activities and/or outbound)

<b>Program : MMS</b>		
<b>Semester</b>	I	
<b>Course Name</b>	Information Technology for Management	
<b>Course Code</b>	For office use	
<b>Credits</b>	2	
<b>Learning Objectives</b>		
1	To understand the different available technologies for managing business	
2	To know the applications of Technology to business	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Business functions ; performance metrics (Goals ; Objectives)	1
2	Use of Information technology in Product and Services Management (Operations	1
3	Use of Information technology in Sales And Marketing (Customer)	1
4	Use of Information technology in Purchases (Supplier)	1
5	Use of Information technology in People (Human Resources function) Finance (Sales,Purchase, Pay Roll,Account)	1
6	Technology Applications covering the above functions – ERP; Production Planning	1
7	Material Management, CRM, SCM, Logistics, HRMS ; Payroll, Knowledge Management, Business Intelligence	1
<b>Text books</b>		
1	Principles of Information Systems	Ralph Stair , George Reynolds
2	Management information Systems	O’Brain
<b>Reference books</b>		
1	e-business : Roadmap for Success	Ravi Kalakota , Marcia Robinson
2	Competitive Strategy	Michael Porter
3		
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

## SEMESTER II

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Business Environment (Domestic and International)	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand the environment of business	
2	To understand the economic environment that impacts the business	
3	To understand the political environment that impacts the business	
4	To understand the socio-cultural and legal environment impacting business	
5	To understand the technological environment impacting the business	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	<b>The Fundamentals</b> The Scope & Subject Matter of Macroeconomics• An Introduction to the Economics of Growth &Development• An Introduction to the Indian Economy - Its Salient Features• India's Gross Domestic Product & Net National Product(its components & the significance of the same to growth)• Inter-Sectoral Distribution of the Gross National Product over the Five Year Plans Period.	2
2	<b>The Economic Markets</b> • The Product Market & How it Affects India's Growth Potential• The Money Market & How it Behaves• The Capital Market & its Variability• The Money Market & the Role of Central Banking• How does Commercial Banking Affect Industry & Business• The Indian Labor Market & Levels of Unemployment & Inflation since 1990	2
3	<b>Federal Budget</b> • Objective is to expose the students to the various components of the national budget and how these impact on the business world.	2
4	<b>India &amp; the World</b> • The capitalist world economy and India's position therein since 1990• The World Bank, and IMF conditionalities leading to the liberalisation – privatization – globalisation exercise and beyond• India's balance of trade and fluctuations since 1990. How do they figure in the world order. • India's balance of payments and how its study can assist corporate decision making. What is needed to improve the situation, if at all it is poor. • The Business Cycle and how it is perceived to behave in the immediate future. What business decisions hinge on this analysis.	2
5	The Socio-Economic Environment of the business	2
6	The Legal environment	1

7	The Role and aspect of technological environment	1
8	Domestic Political and Global political environment affecting business	2
<b>Text books</b>		
1	Economic Environment of Business	
2		
3		
<b>Reference books</b>		
1		
2		
3		
<b>Assessment</b>		
Internal	40%	
Semester end	60%	



<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Business Communications (2)	
<b>Course Code</b>	For office use	
<b>Credits</b>	2	
<b>Learning Objectives</b>		
1	Understand effective communication	
2	Create Communication plan for various managerial and business activities	
<b>Module</b>		
	<b>Content</b>	<b>Sessions(1.5 hrs)</b>
1	Workshop on quick effective communication	3
2	Develop your Personal Brand : You are your Brand	2
3	Make a business plan	2
4	Guest Lecture / visit	2
5	Museum workshop	4
6	Summary, Questions, Self Assessment	2
<b>Text books</b>		
1	How to Study A short introduction	J Turner
<b>Reference books</b>		
1	The Study Skill Handbook	Cottrell
2	Developing essential study skills	Payne and Whittkar
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>PROGRAM : MMS</b>		
<b>Semester</b>	:	II
<b>Title of the Subject / course</b>	:	Management Science
<b>Course Code</b>	:	For Office use
<b>Credits</b>	:	4

<b>Learning Objectives</b>	
1	To know optimizing techniques
2	To understand its use in decision making in business
3	To Identify and develop operational research model from realsystem
4	To appreciate the mathematical basis for business decision making

<b>Module</b>
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	<b>Content</b>	<b>Sessions (1.5 hrs)</b>
1	Linear Programming- Formulation, Solution by graph, Simplex, Post optimality and Sensitivity Analysis	4
2	Transportation problem with special cases	1
3	Assignment Problem with special cases	1
4	Game theory- Zero sum games	2
5	Decision Theory- Under Risk, Uncertainty, decision tree	1
6	Waiting lines model- (M M 1):(FIFO ∞ ∞) with cost implication	1
7	Inventory Management models Classical EOQ, Price Break, Production run	1
8	Network Analysis- CPM PERT Time Cost Trade off Resource Allocation and leveling	2
9	Simulation- queue system, inventory and demand simulation	1
10	Introduction to Integer Programming and Goal Programming	1

**Text books**

1	Operation Research – AN introduction- HamdyTaha, Prentice Hall Of India
2	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill
3	Operations Research Theory and Applications- J K sharma, Macmillan Business books

**Reference books**

1	Principles of Operations Research –Wagner, Prentice Hall of India
2	Operations Research- Hilier, Liberman, Tata McGraw Hill
3	An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

**Assessment**

Internal	40%
Semester end	60%

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Research Methodology And Market Research	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand relevance of research in business decision making	
2	To Know types of research and the methodology related o that	
3	To differentiate the scenarios for research	
4	To know and apply data analysis tools	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Research – basic Concepts, Types of Research, who are researchers	1
2	Research Process- Definition	1
3	Preliminary data collection Primary, secondary and definition of research problem	1
4	Research Process - detailed	2
5	Sampling Process	1
6	Data Collection and Analysis	2
7	Proposal and Report writing	1
8	Role of Research in marketing	1
9	Designs of Marketing Research	1
10	Designs of Experiment in Market research	1
<b>Text books</b>		
1	Marketing Research: Methodological Foundations	Churchill and Iacobucci
2	Research methodology	Uma Sekaran
3	Marketing Research: Concepts and Cases	Cooper and Schindler
4	B Business Research Methods	Cooper Schindler
<b>Reference books</b>		
1	Marketing Research Text & Cases	Wrenn, Stevens,
2	Research Methodology	Zikmund
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Taxation- Direct and Indirect	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand the Tax aspect of business	
2	To know tax benefits to industry	
3	To know Tax Compliance and Management	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Basic Definitions under Direct Taxes	1
2	Residential Status and Heads of income	3
3	Deductions from Income Tax	2
4	Carry forwards, Set off	1
5	Returns and assessment	1
6	Case studies in Direct Taxes	2
7	Introduction to GST- Concepts and Definitions	1
8	Import Credit and Reverse Charge	2
9	Exemptions , Negative list	1
10	Charging Methodology	1
<b>Text books</b>		
1	Students Guide to Income Tax	Vinod Singhanian, Monika singhanian
<b>Reference books</b>		
1	Taxation Growth and Fiscal Institutions	Albert Lee
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Analysis of Financial statements	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand the financial statements	
2	Understand the tools of Financial Statement Analysis	
3	To attempt analysis of various Financial Statements	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Overview of Profit and Loss Accounts and Balance Sheet of a Company	3
2	Horizontal and Vertical analysis	3
3	Funds Flow Analysis	6
4	Ratio Analysis	6
5	Cash Flow Analysis- Interpretations	3
6	Earning Management	3
<b>Text books</b>		
1	Financial Statement Analysis	Martin Fridson Fernando Alvarez
<b>Reference books</b>		
1	Business Analysis Valuation: Using Financial Statements	Krishna Palepu and Paul Healy
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Management Accounting	
<b>Course Code</b>	For office use	
<b>Credits</b>	2	
<b>Learning Objectives</b>		
1	To know to manage Unit/ Branch accounts	
2	To understand Decision making based on cost and business environment	
3	To understand how to Build a finance team to achieve Objectives	
4	To understand International Pricing decisions	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Relationship between cost and Management Accounting	1
2	Budgeting	3
3	Role of Cost in Decision Making	2
4	Responsibility Accounting	1
5	Transfer Pricing	1
<b>Text books</b>		
1	Management Accounting for Business Decisions	Colin Drury
<b>Reference books</b>		
1	Management Accounting : Information for Decision-Making and Strategy Execution	Anthony A Atkinson, Robert Kaplan, Ella Mar Matsumura
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Financial Management	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand Basic Financial Statements	
2	To know Financial Health analysis	
3	To know the role of Financial decisions	
4	To understand Impact of Financial Decisions	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Balance Sheet and Profit and Loss Analysis	2
2	Fundamental Analysis and ratio Analysis	2
3	Working Capital management	2
4	Means of Financing	2
5	Capital Budgeting	3
6	Cost of Capital	1
7	Share Holders Value Measurement	1
8	Dividend Policy	1
9	Case Studies	1
<b>Text books</b>		
1	Financial Management	Prasanna Chandra
2	Financial Management	Khan and Jain
<b>Reference books</b>		
1	Fundamentals of Financial Management	Eugene Brigham and Joel Houston
2	Fundamentals of Financial Management	James C Van, John Wachowicz
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Marketing Management II(Including Digital Marketing)	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To expand and strengthen the understanding Marketing	
2	To know opportunities available with digital environment	
3	To understand applications of Marketing Principles in business	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Designing & Managing Marketing Channels Distribution Strategies Management decisions Retailing, wholesaling and Market Logistics	2
2	Advertising and Public Relations Various Types & Implications , Digital Marketing	1
3	Media and Advertising approaches developing effective Marketing Communication Socially Responsible Marketing Communication	2
4	Personal Selling and Sales Promotion Personal Selling Elements of Promotion	1
5	Sales Management managing the sales force People issues Organisation & Planning Direct selling	1
6	Integrated Marketing communication identifying the right audience choosing the right media Promotion Budget and mix socially responsible marketing communication	2
7	Rural Marketing Importance & Facts Marketing Mix for rural markets Green Marketing	1
8	Customer Satisfaction & Relationship Marketing Attracting, Retaining and Growing customers	2
9	Internal Marketing Six Markets model 8 Sustainable Marketing Socially Responsible Marketing Consumerism Public action to regulate marketing Ethical Issues Marketing Ethics as part of Business ethics	1
10	Designing a Marketing Plan	1
<b>Text books</b>		
1	Marketing Management: A South Asian Perspective	Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileswarJha
2	Introduction to Marketing	Adrich Palmer
<b>Reference books</b>		
1	Basic Marketing	Perrault and McCarthy
<b>Assessment</b>		
Internal	40%	
Semester end	60%	



<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Supply Chain Management	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	To understand the place of supply chain in Business operation	
2	To orient towards Supply Chain Management	
3	to prepare for addressing supply chain related problems	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Basic concepts in supply chain management Types of Supply Chains Supply Chain vs Value Chain	1
2	Push vs Pull Supply Chains, De-coupling Point, Push vs Pull strategies and case studies	1
3	Relationship between Service levels, Inventory levels and Forecast Accuracy Applications of Point of Sale Data	1
4	Basics of Logistics management	2
5	Basics of Inventory management	2
6	Key Metrics in Supply Chain	2
7	Supply Chain Technologies	1
8	Supply chain simulation game	2
9	Introduction to Application of Analytics in Supply Chain	2
10	Supply Chain Case Study Discussion and Presentations	2
<b>Text books</b>		
1	Supply Chain Management	Sunil Chopra, Peter Meindl
2	Marketing Analytics	Wayne Winston
<b>Reference readings</b>		
1	The New Science of Retailing	Marshall Fisher, Ananth Raman
2	The 21 <sup>st</sup> Century Supply Chain Collection	HBR
The Triple-A Supply Chain – Hau L. Lee Leading a Supply Chain Turn-around – Reuben E Sloan Aligning Incentives in Supply Chain – VG Narayanan and Ananth Raman Rapid-Fire Fulfillment - Kasra Ferdows, Michael A. Lewis and Jose A.D. Machuca		
3	The Gartner Top 25 Supply Chain	<a href="http://www.supplychain247.com/images/pdfs/SCMR_Gartner_1609_SCTop25_pg10.pdf">http://www.supplychain247.com/images/pdfs/SCMR_Gartner_1609_SCTop25_pg10.pdf</a>
4	The Greatest Supply Chain Disasters of all Time - 2009 or latest	
5	Mongo box Case Study	
6	APICS CSCP Modules	
<b>Assessment</b>		
Internal	40%	

Semester end	60%
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<b>ram : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	People Management	
<b>Course Code</b>	For office use	
<b>Credits</b>	4	
<b>Learning Objectives</b>		
1	Understanding the relevance of People Management for the individual, the organization and the business.	
2	Becoming familiar with basic Human Resource Management policies, processes and functions	
3	Learning current issues and trends in People management	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Introduction to people management	1
2	Human Resource Planning	1
3	Talent acquisition and selection	1
4	Talent development	1
5	Performance management	1
6	Competency management	2
7	Compensation and benefits	1
8	Organization development	1
9	Research based People management	1
10	Employee behavior standards and Discipline	2
11	Industrial relations	1
12	Student presentations	2
<b>Text books</b>		
1	Human Resource & Personnel Management	K. Aswathappa
<b>Reference books</b>		
1	Human Resource Management: Gaining a Competitive Advantage	Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, & Patrick M. Wright
2	Human Resource Management	P.Subba Rao
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

<b>Program : MMS</b>		
<b>Semester</b>	II	
<b>Course Name</b>	Information Management	
<b>Course Code</b>	For office use	
<b>Credits</b>	2	
<b>Learning Objectives</b>		
1	To understand organizational information & managing the same	
2	To understand the relevance of large data accumulation and use of it for decision making	
<b>Module</b>		
	<b>Content</b>	<b>Sessions</b>
1	Introduction to information, management of information	1
2	Sources of information	2
3	Type of information (structured/unstructured)	1
4	Classification of information	2
5	Storage & management of information	2
<b>Text books</b>		
1	Introduction to Information Technology	Rajaraman
2	Computers in Business: An Introduction	Sanders, D. H.
3		
<b>Reference books</b>		
1	e-Business: Roadmap for Success	Ravi Kalakota and Marcia Robinson
2	TechVenture: New Rules on Value and Profit from Silicon Valley	Mohanbir Sahwney
3		
<b>Assessment</b>		
Internal	40%	
Semester end	60%	

# Annexure III

## Rules for Passing

**Rules for Attendance, Passing, Promotion to next Class, Revaluation And Gracing**

## Preamble

### Learning Activities

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 Ten Point Grading System

A Ten Point Grading System will be used for Performance Evaluation.

0. In order to pass in Internal and Semester end examination in a subject in any semester, Candidate must have obtained a minimum of 50% of marks **separately** in each head of passing.
1. A candidate obtaining less than 50% in more than two subjects in any one semester is declared to have failed in that semester and shall not be permitted to proceed in next semester.  
He/She will however be eligible to repeat the same semester in the following year, by the re-registering himself/herself in the next academic year and paying the course fees as prescribed.
2. A candidate obtaining less than 50% marks in two or less than two papers in the first Semester examination be permitted attend the second Semester of the first year, however, he/she will be required to pass in those respective papers (two or less) in the supplementary examination, which will be held in 20 days after declaration of result, failing which he/she will not be permitted to proceed to third semester in the second year of the M.M.S. degree course.
3. A candidate failing in two or less than two subjects in the first or second Semester examination will be required to reappear in the supplementary examinations , This supplementary examinations will be held for the first and second semester within 20 days from the declaration of result respectively .
4. A student failing in more than two subjects in ~~Semester I and/or~~ Semester II will disqualifying for being admitted to the second year (Semester III) such students, will be required to re-register themselves for Semester I or II as applicable.

A student failing in more than two subjects in Semester II shall have the option either appear for all the subjects of Semester I or Semester II as applicable, or only re-appear for the subjects in which he/she has failed.

5. In order to be eligible for admission to the third semester (in the second year), a candidate must have passed in all the papers of the first and the second semester examination.
6. Third or Fourth semester examination A candidate failing into two or less than two subjects in the 3<sup>rd</sup> and 4<sup>th</sup> semester or both will be required to appear in the supplementary examinations in the subjects. These supplementary examinations will be held for the 3<sup>rd</sup> and 4<sup>th</sup> semester only once in a year within 20 days of the declaration of result
7. Details regarding the minimum passing standard in respect of the subject covered under SEMESTER END 60 marks and Internal Assessment (IA) 40 marks is as follows :-
  - a) SEMESTER END Assessment 30 out of 60 50%
  - b) Internal Assessment 20 out of 40 50%Consisting some of Mid Term Test, Presentation, Project, Attendance, etc. as decided by the faculty

(This is to ensure that on par with all other subjects minimum aggregate passing standard is maintained i.e. @ 50%-50 marks out of 100)

8. A student failing in two or less number of subjects will be allowed to appear for supplementary examination to be held within 20 days of declaration of Semester IV results.
9. A student failing in more than two subjects in Semester IV may appear for re-examination to be conducted in the immediate subsequent year.
10. The concession to the differently abled students will be as per the relevant government regulations.
11. Grace Marks for passing in each head of passing (Theory/Practical/Oral/Sessional) External/Internal)

The examinee shall be given the benefit of grace marks only for passing in each head of passing (Theory/Practical/Oral/Sessional) in External or Internal examination as follows :

Head of Passing	Grace Marks upto
Upto-50	2
051-100	3

Provided that the benefit of such gracing marks given in different heads of passing shall not exceed 1 % of the aggregate marks in that examination.

Provided further that the benefit of gracing of marks under this rule shall be applicable only if the candidate passes the entire examination of semester/year.

Provided further that this gracing is concurrent with the rules and guidelines of Professional statutory bodies at the All India level such as AICTE, MCI, Bar Council, CCIM, CCIH, NCTE UGC etc.

### **Condonation**

If a candidate fails in only one head of passing, having passed in all other heads of passing, his/her deficiency of marks in such head of passing may be condoned by not more than 1 % of the aggregate marks of the examination or 10 % of the total number of marks of that head of passing in which he/she is failing , whichever is less. However condonation, whether in one head of passing or aggregate head of passing be restricted to maximum up to 10 marks only.

Condonation of deficiency of marks be shown in the Statement of Marks in the form of asterisk and Ordinance number.

Provided that this condonation of marks is concurrent with the rules and guidelines of professional statutory bodies at the All India level such as AICTE, MCI, Bar Council, CCIM, CCIH, NCTE etc.

### **12. Moderation**

Moderation of all results may be made applicable by the Director on the recommendation Examination Committee.

100 % moderation of answer books shall be carried out in case of students failing by 10 % marks of the aggregate marks of that paper.

100 % moderation of answer books shall be carried out in case of students of failing 10 % or above of the aggregate marks of that paper. Where marks awarded of the moderator vary from those awarded by original examiner the marks awarded by the moderator shall be taken as final.

### **13. Amendment of Results**

In any case where it is found that the result of an examination has been affected by errors, the Director shall have the powers to amend such results on the recommendation of the examination committee in such a manner as shall be in accordance with the true position and to make such declaration as is necessary within 6 months of the date of declaration of results.

### **14. Fraud or Malpractices**

In any case where the result of an examination has been ascertained and published and it is found that such results has been affected by any malpractices, fraud or any other improper conduct whereby an examinee has benefited and that such examinee, has in the option of the Board of Examination been party of privy to or connived at such malpractice, fraud or improper conduct, the Board of Examination shall have power at any time notwithstanding the issue of the Certificate or the award of a Prize or Scholarship, to amend the results of such examinee and to make such declaration as the Board of Examination considers necessary in that behalf.

15. **Unfair means-The Rules will be as per University of Mumbai**