



University of Mumbai

मुमुक्षुर्विद्यां पश्यति

**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	<p>Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development</p>	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)	$\Sigma CG = C \times G$	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.**