



University of Mumbai

मुंबई विद्यापीठ

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

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
CORPORATE LAW
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

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

UA: - University Assessment; IA: - Internal Assessment

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

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

UA: - University Assessment; IA: - Internal Assessment

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

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

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

Semester II Human Resource Specialisation Electives (Any Two)

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

Semester II Operations Specialisation Electives (Any Two)

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

Semester II Information Technology Specialisation Electives (Any Two)

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

Semester II Corporate Law Specialisation Electives (Any Two)

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

Semester II Education Management Specialisation Electives (Any Two)

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

MMS –Semester III – Corporate Law Specialisation

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	International Business	30	2	40 IA	60 UA	100	3	2.5
2	Strategic Management	30	2	40 IA	60 IA	100	3	2.5
3	Laws of Taxation	30	2	40 IA	60 UA	100	3	2.5
4	Financial Laws	30	2	40 IA	60 IA	100	3	2.5
5	Labour Laws	30	2	40 IA	60 IA	100	3	2.5
6	Intellectual Property Rights	30	2	40 IA	60 IA	100	3	2.5
7	Law Elective – I	30	2	40 IA	60 IA	100	3	2.5
8	Law Elective – II	30	2	40 IA	60 IA	100	3	2.5
9	Summer Internship	100						2.5
			Total No of Credits					22.5

UA: - University Assessment; IA: - Internal Assessment

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

Semester III Corporate Law Specialisation Electives (Any Two)

Health Safety and Environment (HSE) Legislation
 Procedural Law
 Interpretation of statutes
 International Laws

MMS –Semester IV – Corporate Law Specialisation

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

UA: - University Assessment; IA: - Internal Assessment

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

Semester IV Corporate Law Specialisation Electives (Any Two)

Law of Human Rights
 Law of Business Organisations
 Educational Laws
 Science and Technology Laws

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

MMS SEMESTER – I
(All Specialisations)

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

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

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

Reference Text

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

Publications

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

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

Business Communication

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

Reference Text

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

Management Information Systems

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

Reference Text:

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

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

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

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

Reference Text

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

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

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

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

Reference text:

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

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

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

Reference text

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

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

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

Reference Text

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

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

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

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

Reference Text

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

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

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

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

Reference Text

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

MMS SEMESTER – II
(Core Papers All Specialisations)

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

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

Reference Text:

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

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

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

Reference Text:

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

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

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

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

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

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

Reference Text

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

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

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

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

Reference Text

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

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

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

Reference Text:

Bare Acts

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

Business Law – N.D.Kapoor

Business Law – Bulchandani

Company Law – Avtar Singh

Income Tax – Dr. Singhania

Indirect Taxes – V.S.Datey

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

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

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

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

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

Reference Text

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

MMS SEMESTER – III
(Core Papers All Specialisations)

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

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

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

Reference Text

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

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

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

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

Reference Text

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

MMS SEMESTER – III
CORPORATE LAW MAJORS

Laws of Taxation (15 Sessions of 3 Hours Each) University Assessment (No Computation Problems) 100 marks Sem III Major

SL.No	Particulars	Sessions
1	Income Tax Act 1961/ Direct Taxes Code (Proposed) Wealth Tax Act	3 Sessions of 3 Hours Each
2	Central Excise Act 1944 R/W Central Excise Tariff Act 1985	3 Sessions of 3 Hours Each
3	Central Sales Tax Act 1956/GST (Proposed)	3 Sessions of 3 Hours Each
4	Customs Act 1962	2 Sessions of 3 Hours Each
5	Service Tax and LBT (Proposed)	1 Session of 3 Hours
6	Maharashtra Value Added Tax Act	1 Session of 3 Hours
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Direct Taxes – Taxmann
Indirect Taxes - Taxmann
Direct Taxes & Indirect Taxes - Ainapure & Ainapure
Service Tax & Value Added Tax – Arvind Dubey
V Balachandran – Indirect Taxes
Dr H.C Malhotra & Dr S.P Goyal – Direct Taxes

Financial Laws 100 marks 15 Sessions of 3 Hours Each Sem III Major

SL.No	Particulars	Sessions
1	FEMA 1999 – Salient Features – Capital Account & Current Account Transactions	3 Sessions of 3 Hours
2	DRT Act 1993 – R/W Securitisation Act 2002	2 Sessions of 3 Hours Each
3	Prevention of Money Laundering Act 2012	2 Sessions of 3 Hours Each
4	Law relating to NBFC (S/45 (I) of RBI Act 1934)	2 Sessions of 3 Hours
5	Recovery of Money inclusive of Concept of Limitations under Limitations Act 1963 Recovery of Money a. Civil Suits – Inclusive of Summary Suits b. S/138 N.I.A – 1881 c. Winding up petition under Companies Act 2013 d. Insolvency Petitions under Presidency Towns Insolvency Act 1909	2 Sessions of 3 Hours Each
6	Maharashtra Protection of Interest of Depositors (in Financial Establishments) Act	1 Session of 3 Hours Each
7	Maharashtra Money lending (Regulation) Act 2014	1 Session of 3 Hours Each
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

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

Labour Laws (15 Sessions of 3 Hours Each) 100 marks Sem III Major

SL.No	Particulars	Sessions
1	Industrial Disputes Act 1947	1 Session of 3 Hours
2	Indian Factories Act 1948	1 Session of 3 Hours
3	Employees Compensation Act 1923	2 Sessions of 3 Hours Each
4	Trade Unions Act 1926	1 Session of 3 Hours
5	Contract Labour Act	1 Session of 3 Hours
6	Payment of Gratuity/Bonus Act	2 Sessions of 3 Hours Each
7	Minimum Wages Act	1 Session of 3 Hours
8	Shops and Establishment Act	2 Sessions of 3 Hours Each
9	Maharashtra Unfair Labour Practices Act	2 Sessions of 3 Hours Each
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Bare Acts.

S. N Mishra - Labour Laws

S. C Srivastava - Social Security and Labour Laws.

Malhotra O. P - Industrial Disputes Act Vol. I and II.

Madhavan Pillai - Labour and Industrial Laws.

Srivastava K. D - Commentaries on Industrial Disputes Act, 1947.

V. V Giri - Labour problems in Indian Industry.

Labour Law and Labour Relations Published by Indian Law Institute.

Intellectual Property Rights (15 Sessions of 3 Hours Each) 100 marks Sem III Major

SL.No	Particulars	Sessions
1	Patents Act 1970	2 Sessions of 3 Hours Each
2	Copyright Act 1957	1 Session of 3 Hours
3	Trademarks Act 1999	2 Sessions of 3 Hours Each
4	Geographical Indications of Goods, (Registration and Protection) Act 1999	2 Sessions of 3 Hours Each
5	Designs Act 2000	2 Sessions of 3 Hours Each
6	Semi – Conductor, Integrated Circuits Layouts Designs Act 2000	2 Sessions of 3 Hours Each
7	Protection of Plant Varieties and Farmer Rights Act 2001	1 Session of 3 Hours
8	Passing – off Concept	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Intellectual Property – Global and Business Dimensions by J.K Bagchi
 Issue of Intellectual Property Rights by Ramesh Chandra
 Intellectual Property Rights – Dr Sreenivasulu N.S
 P. Narayanan – Intellectual Property Law.
 Cornish William – Intellectual Property.
 Ganguli – Intellectual Property Rights: Unleashed the knowledge economy.
 Copinger & Skine James – Copyright.
 Pal P. – Intellectual Property Rights in India.
 Unni – Trade Mark, Design and Cyber Property Rights.
 Rodney Ryder – Intellectual Property and the Internet.
 Rahul Matthan – The law relating to Computers and the Internet.
 Elizabeth Verkey – Law of Plant Varieties Protection.
 Pavan Duggal – Cyber Law: the Indian Perspective.
 D. P. Mittal - Law of Information Technology.

MMS SEMESTER – III
CORPORATE LAW ELECTIVES

Health Safety & Environment Legislation (15 Sessions of 3 Hours Each)
100 marks Sem III Elective

SL.No	Particulars	Sessions
1	Water (Prevention and Control of Pollution) Act 1974	2 Sessions of 3 Hours Each
2	Air (Prevention and Control of Pollution) Act 1981	1 Session of 3 Hours
3	Public Liability Insurance Act 1991	2 Sessions of 3 Hours Each
4	Scheduled Tribes & Other Traditional Forest Dwellers (Recognition of Forest Rights) Act 2006	2 Sessions of 3 Hours Each
5	Indian Forest Act 1927	2 Sessions of 3 Hours Each
6	The Wildlife Protection Act 1972	2 Sessions of 3 Hours Each
7	Health Insurance Portability and Accountability Act (HIPAA) 1996	1 Session of 3 Hours
8	Environment Protection Act 1986 R/W CRZ notifications	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Armin Rosencranz - Environmental Law and Its Policy in India.
P. Leelakrishnan - Environmental Law in India /Cases.
Lal's commentaries on Water and Air Pollution laws along with Environment (Protection) Act and Rules, 1986.
Simon Ball Stuart Bell - Environmental Law.
Sanjay Upadhyay and Videh Upadhyay - Handbook on Environmental Laws.
S. Shantha Kumar- Introduction to Environmental Law.
Relevant Bare Acts/Notifications.

Procedural Law (15 Sessions of 3 Hours Each) 100 marks Sem III Elective

SL.No	Particulars	Sessions
1	Indian Evidence Act 1872 – Salient Features	2 Sessions of 3 Hours Each
2	Code of Civil Procedure 1908 (s/9, S/11,S15 – 25, S60, S/113 – 115, Order XXXIX)	2 Sessions of 3 Hours Each
3	Code of Criminal Procedure 1973 – General Survey of Provisions	2 Sessions of 3 Hours Each
4	Limitation Act 1963	2 Sessions of 3 Hours Each
5	Information Technology Act 2000	2 Sessions of 3 Hours Each
6	Specific Relief Act 1963 (s/10, 14 & 41)	2 Sessions of 3 Hours Each
7	Arbitration and Conciliation Act 1996	1 Session of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text:

Ratanlal & Dhiraj Lal- The Code of Criminal Procedure.
Juvenile Justice (Care & Protection of Children) Act, 2000 -Bare Act
Probation of Offenders’ Act, 1958-Bare Act
R.V.Kelkar- Criminal Procedure.
Report of the Committee on Reforms of Criminal Justice System.
Mulla - Civil Procedure Code.
Sanjiwa Rao - Civil Procedure Code.
P. M. Bakshi - Civil Procedure Code.
C. K. Takwani - Civil Procedure Code.
Ratanlal and Dhirajlal - Law of Evidence.
Sarkar - Law of Evidence.

**Interpretation of Statutes (15 Sessions of 3 Hours Each) 100 marks Sem III
Elective**

SL.No	Particulars	Sessions
1	(Literal Rule, Golden Rule, Mischief Rule, Internal and External Aids to interpretation)	9 Sessions of 3 Hours Each
2	Ejusdem Generis Rule & Noscitur a Sociis & Non – Obstante Clause	1 Session of 3 Hours
3	Shall and May (Mandatory and Directory) Interpretation of Taxing Statutes & Penal Laws	2 Sessions of 3 Hours Each
4	General Clauses Act 1897	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

Maxwell on the Interpretation of Statutes.

G. P. Singh – Principles of Statutory Interpretation.

Veepa. Sarathi – Interpretation of Statute – General Clauses Act 1897.

Bindra- Interpretation of Statutes.

**International Laws (15 Sessions of 3 Hours Each) 100 marks Sem III
Elective**

SL.No	Particulars	Sessions
1	Private International Law Nature & Scope of Conflict of Laws, Choice of Law in Contract, Domicile	2 Sessions of 3 Hours Each
2	Public International Law Nature & Scope – Concept of States	2 Sessions of 3 Hours Each
3	Law of International Institutions – United Nations Charter & Institutions created there under (e.g International Court of Justice & Security Council)	2 Sessions of 3 Hours Each
4	Trade Laws WTO & Subsequent Developments	3 Sessions of 3 Hours Each
5	Maritime Law Admiralty Jurisdiction & Merchant Shipping Act 1934	2 Sessions of 3 Hours Each
6	Air Law Aircraft Act 1934	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books:

J. B. Brierly - The Law of Nations.
D. H. Harris - International Law (Cases and Materials).
Oppenheim - International Law(Volume I, Peace)
S. K. Kapoor - International Law.
Bhagirathlal Das – World Trade Organization .
J. G. Starke- An Introduction to International Law
P.W. Bowett- International Institutions.
Private International Law – Cheshire & North
Law of International Institutions - Bowett

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

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

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

Reference Text

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

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

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

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

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

MMS SEMESTER – IV
CORPORATE LAW MAJORS

Regulatory Aspects of Capital Markets (15 Sessions of 3 Hours Each) 100 marks Sem IV Major

SL.No	Particulars	Sessions
1	Definition of Securities U/Securities Contract Regulation Act 1956. -SEBI Act 1992 -Depositories Act 1996 SEBI (Issue of Capital & Disclosure Requirement Regulations 2009) -SEBI Mutual Fund Regulations -SEBI Insider Trading Regulations -SEBI Takeover Code 2011	7 Sessions of 3 Hours Each
2	Legislation relating to Insurance etc Insurance Act 1938, IRDA, Principles of Insurance Concept of Insurance vs Assurance	6 Sessions of 3 Hours Each
3	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books

Justice Bhaghabati Prasad Banerjee- Guide to Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002.

K. S. N. Murthy and K. V. S. Sharma - Modern Law of Insurance in India.

M. H. Srinivasan - Principles of Insurance Law.

E. R.Hardy Ivamy - General Principles of Insurance Law, relevant Chapters.

Law of Property & Business Transaction (15 Sessions of 3 Hours Each) 100 marks Sem IV Major

SL.No	Particulars	Sessions
1	Transfer of Property Act 1882 Agreement for Sale, Mortgage, Charge, Lease, Exchange, Gift (Detailed Provisions)	5 Sessions of 3 Hours Each
2	Right to Fair Compensation & Transparency in Land Acquisition, Rehabilitation & Resettlement Act 2013	4 Sessions of 3 Hours Each
3	The Easement Act 1882	4 Sessions of 3 Hours Each
4	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books:

Indian Contract Act – Mulla
Indian Contract Act – Avtar Singh

Bare Act – Easement Act 1882
Bare Act – Right to Fair Compensation & Transparency in Land Acquisition, Rehabilitation & Resettlement Act 2013 w.e.f 01 – 01 – 2014

MMS SEMESTER – IV
CORPORATE LAW ELECTIVES

Law of Human Rights (15 Sessions of 3 Hours Each) 100 marks Sem IV Elective

SL.No	Particulars	Sessions
1	Constitutional provisions Articles 20 – 21 – 22 Habeas Corpus – ADM Jabalpur v Shrikant Shukla	2 Sessions of 3 Hours Each
2	COFEPOSA 1974 SAFEMA 1976	2 Sessions of 3 Hours Each
3	Criminal Procedure Code 1976 – Provisions relating to Arrest/Bail/FIR/Anticipatory Bail/N.C/Charge sheet	3 Sessions of 3 Hours Each
4	Evidence Act 1872 – Burden of Proof/Onus of Proof s/25 – Confession to Police Officer vs s/164 Confession to Magistrate U/CrPc Panchnama – Estoppel Cross Examination – Hostile Witness	3 Sessions of 3 Hours Each
5	Remedies for violation of HR	2 Sessions of 3 Hours Each
6	Human Rights in Global Scenario UN Declaration of 1948	1 Session of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books:

Henkin Luis- Rights of Man Today.

Singh Nagendra- Enforcement of Human Rights in Peace and War and the future of humanity.

Relevant International Instruments. United Nations Charter, 1945

Universal Declaration of Human Rights, 1948.

International Convention on the Elimination of All Forms of Racial Discrimination, 1948.

International covenant on civil and Political Rights, 1966.

International covenant on Economic and Cultural Rights, 1966.

Convention on Elimination of All form s of Discrimination against Women, 1979.

Convention on the Rights of the Child, 1989.

Law of Business Organisations (15 Sessions of 3 Hours Each) 100 marks
Sem IV Elective

SL.No	Particulars	Sessions
1	Indian Trusts Act 1882	2 Sessions of 3 Hours Each
2	Societies Registration Act 1860 Maharashtra Public Trusts 1950	3 Sessions of 3 Hours Each
3	Indian Partnership Act 1932	2 Sessions of 3 Hours Each
4	Limited Liability Partnership Act 2012	2 Sessions of 3 Hours Each
5	Indian Companies Act 2013	4 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books: -

Bare Acts

M. P. Tandon – Indian Trust Act.

Company Law – Avtar Singh

**Educational Laws (15 Sessions of 3 Hours Each) 100 marks Sem IV
Elective**

SL.No	Particulars	Sessions
1	Articles 25 – 30 of Constitution of India	2 Sessions of 3 Hours Each
2	UGC Act 1956 – Salient features	4 Sessions of 3 Hours Each
3	AICTE Act – 1987	4 Sessions of 3 Hours Each
4	Maharashtra University Act – 1994	3 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books

Bare Acts

Science & Technology Laws (15 Sessions of 3 Hours Each) 100 marks Sem IV Elective

SL.No	Particulars	Sessions
1	Law, Science & Medicine – Provisions of State Policy of Constitution of India	2 Sessions of 3 Hours Each
2	Electronics Revolution & Legal Order– IT Act 2000	3 Sessions of 3 Hours Each
3	Nuclear Technology and Legal Control Atomic Energy Act 1962	3 Sessions of 3 Hours Each
4	Biotechnology & Legal Regulation Genetically Modified Food	3 Sessions of 3 Hours Each
5	Epidemiological and Public Health Aspects of Science & Technology Food Safety & Std Act 2005	2 Sessions of 3 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Books

Lokojan Bulletin. Special Issue, Bhopal - An Interim Appraisal (JanApril, 1988)

Centre for Science and Environment, The State of India's Environment. The Second Citizen's Report (1985)

Socialist Health Review (published from Bombay)

Jina Melrose, Bitter Pills : Medicines and the Third World Poor (1982)

Proceedings of the World Congress on Law and Medicine held at Delhi (1984)

Pragya Kumar : Medical Education in India (1987)

Government of India. Report of Working Group on Health for All by 2000 A.D

Cees J. Hamelink: The Ethics of Cyberspace (2001), Sage Markandey Katju : Law in the Scientific Era (2000). Universal. New Delhi

John Zinian et al. (ed.) : World of Science and the Rule of Law (1986), Oxford

Ann Johnston et al. (ed.) : New Technologies and Development (1986), UNESCO

Maie-Wan Ho : Genetic Engineering : Dreams or Nightmare? The Brave New World of Bad Science and Big Business (1997) RESTE, New Delhi
Report of the DAE and Regulative Texts, Centre for Science and Environment

The State of India's Environment : 1984-1985 The Second Citizen's Report (1985)

Economic and Political Weekly, Supreme Court decision on the EEC radioactive butter case

U. Baxi : Biotechnology and Legal Order, Dilemmas of the Future of Law and Human Nature (1993)

D. Bull : A growing Problem: Pesticide and the Third World Poor (1982) J. Doyle : Altered Harvest, Agriculture, Genetics and Fate of the World's Food Supply (1986)

Z. Harsanyi & R. Hutton : Genetic Prophecy: Beyond the Double Helix (1987)

United Nations : Our Common Future : The World Commission on Environmental and Development (1987)

Symposium on Biotechnology and Law, 11 Rutgers Computer and Technology Law Journal (1985)

Report of Working Group on Health for All by 2000 A.D. (198 I)

V Ramalin Qaswami : 'Medicine, Health and Human Development, The Ninth Jawaharlal Nehru Lecture. New Delhi, Nov. 1975 D.D. Kulpati : The Basic Concepts of Health, in Dilemmas in Health Policy. at C-9, C-43 (1986)

Prava Kunlar & Virendra Kumar : Health as a Fundamental Human Right in Dilemmas in Health Policy at C-1, C-8 (1986)

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

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

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

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

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

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

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

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

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

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

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

Learning Hours

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

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

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

The learning activities consist of the following:

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

Credit Point Computation

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

Credit completion and Credit accumulation:

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

Introduction of Grading System at the University of Mumbai

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

What is Grading?

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

The Seven Point Grading System

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

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

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

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

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

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

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

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

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

Σ **C:** Sum of Credits points

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

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

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

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

Special Point to Note:

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

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

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

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

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

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

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

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

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	$\Sigma CG = C \times G$	$SGPA = \frac{\Sigma CG}{\Sigma C}$
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.**