



University of Mumbai

मुंबई विद्यापीठ

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

For

Master of Management Studies (MMS)

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

(Effective from the academic year 2014 – 2015)

**MMS – SYLLABUS
HUMAN RESOURCES
SPECIALIZATION**

MMS – Semester – I (Core Subjects All Specialisations)

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

UA: - University Assessment; IA: - Internal Assessment

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

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

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

UA: - University Assessment; IA: - Internal Assessment

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

Semester II Marketing Specialisation Electives (Any Two)

Rural Marketing
Event Management
Retail Management
Export Documentation & Procedures

Semester II Finance Specialisation Electives (Any Two)

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

Semester II Human Resource Specialisation Electives (Any Two)

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

Semester II Operations Specialisation Electives (Any Two)

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

Semester II Information Technology Specialisation Electives (Any Two)

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

Semester II Corporate Law Specialisation Electives (Any Two)

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

Semester II Education Management Specialisation Electives (Any Two)

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

Semester II Consulting Specialisation Electives (Any Two)

Consulting Tools
International Consulting
Consulting Solutions
Consulting and Culture

| Sr. | Subject | Teaching Hours | Assessment Pattern |
|-----|---------|----------------|--------------------|
|-----|---------|----------------|--------------------|

MMS –Semester III – Human Resources Specialisation

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

UA: - University Assessment; IA: - Internal Assessment

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

Semester III Human Resources Specialisation Electives (Any Two)

Global HRM
Employee Rewards Management
Human Resource Audit
Performance Management Systems

MMS –Semester IV – Human Resources Specialisation

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

UA: - University Assessment; IA: - Internal Assessment

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

Semester IV Human Resources Specialisation Electives (Any Two)

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

| Semester | Total No of Credits |
|------------|---------------------|
| Semester I | 20 |

| | |
|--------------|-----------|
| Semester II | 20 |
| Semester III | 22.5 |
| Semester IV | 17.5 |
| Total | 80 |

MMS SEMESTER – I

(All Specialisations)

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

| S. No. | Particulars | Sessions |
|---------------|--------------------|-----------------|
|---------------|--------------------|-----------------|

| | | |
|---|---|------------------------------|
| 1 | <ul style="list-style-type: none"> ➤ Management : Science, Theory and Practice - The Evolution of Management ➤ Thought and the Patterns of Management Analysis - Management and Society : ➤ Social Responsibility and Ethics - Global and Comparative Management - The ➤ Basis of Global Management – Functions of Management-The Nature and Purpose ➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➤ Making - Global Planning. | 3 Sessions of 3 Hours |
| 2 | <ul style="list-style-type: none"> ➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➤ Authority and Decentralization - Effective Organizing and Organizational Culture - ➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➤ Motivation - Leadership - Committees and group Decision Making - ➤ Communication - Global Leading. | 2 Sessions of 3 Hours |
| 3 | <ul style="list-style-type: none"> ➤ The System and Process of Controlling - Control Techniques and Information ➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance. | 2 Sessions of 3 Hours |
| 4 | <ul style="list-style-type: none"> ➤ “Mental Conditioning”-Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity. | 2 Sessions of 3 Hours |
| 5 | <ul style="list-style-type: none"> ➤ Strategic Management: -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India | 2 Sessions of 3 Hours |
| 6 | <p>Recent Trends in Management: - Social Responsibility of Management – environment friendly management Management of Change Management of Crisis</p> | 2 Sessions of 3 Hours |

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

Reference Text

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

Publications

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

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

Business Communication

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

Reference Text

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

Management Information Systems

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

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

Reference Text:

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

subject

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

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

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

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

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|---|---|-----------------------------------|
| 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 |

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| 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 |

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| 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 |

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| 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 |

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| 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 |

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| 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
HUMAN RESOURCES ELECTIVES

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

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

Reference Text

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

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

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

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

Reference Books

Human Resource Planning – D.K Bhattacharya

Human Resource Planning – M.S Reddy

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

Human Resource Planning – James W Walker

Human Resource Development – Uday Kumar Haldar – Oxford Publications

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

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

Reference Books

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

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

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

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

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

Reference Text:

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

MMS SEMESTER – III
(Core Papers All Specialisations)

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

| SL. No. | Particulars | No. of Sessions |
|----------------|--|------------------------------|
| 01 | 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 |

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| 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 |

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

Reference Text

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

**MMS SEMESTER – III HUMAN
RESOURCES MAJORS**

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

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

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

Reference Text:

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

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

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

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

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

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

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

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

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

Reference Text:

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

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

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

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

Reference Text

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

**MMS SEMESTER – III HUMAN
RESOURCES ELECTIVES**

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

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

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

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

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

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

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

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

Reference Books

Dynamics of Personnel Management by Prof M N Rudrabasavraj Himalaya publishing

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

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

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

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

Reference Text

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

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

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

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

Reference Text:

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

Summer Internship Project (All Specialisations) 100 Marks

MMS SEMESTER – IV
(Core Papers All Specialisations)

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

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

Reference Text

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

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

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

Reference Text

Innovation Management – Allan Afuah – Oxford Publications

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

MMS SEMESTER – IV
HUMAN RESOURCES MAJORS

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

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

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

Reference Books: -

Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

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

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

Organisational Change and Development – Dipak Kumar Bhattacharya – Oxford Publications

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

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

Reference Books

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

MMS SEMESTER – IV
HUMAN RESOURCES ELECTIVES

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

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

READINGS:

Essential Readings:

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

Suggested Readings

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

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

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

Reference Text:

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

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

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

Reference Text:

- Developing the Learning Organization by Peter M Sange

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

Marks Sem IV Elective

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

Reference Books:

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

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

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

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

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

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

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

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

Industry Oriented Dissertation Project 100 Marks

Scheme of Assessments for Subjects of 100 Marks

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

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

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

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

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

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

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

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

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Credit Based Grading System for MMS Semester End Examinations

Credit Point:

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

Learning Hours

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

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

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

The learning activities consist of the following:

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

Credit Point Computation

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

Credit completion and Credit accumulation:

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

Introduction of Grading System at the University of Mumbai

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

What is Grading?

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

The Seven Point Grading System

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

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

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

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

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

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

Abbreviations and Formula's Used:-

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

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

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

Σ **C:** Sum of Credits points

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

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

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

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

Special Point to Note:

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

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

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

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

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

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

Credit Points and Grading Calculations for MMS First Year First Semester

1 Credit = 30 Learning Hours

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

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

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

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

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

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

Credit Points and Grading Calculations for MMS First Year Second Semester

1 Credit = 30 Learning Hours

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

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

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