



University of Mumbai

मुंबई विद्यापीठ

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

**For**

**Master of Management Studies (MMS)**

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

**(Effective from the academic year 2014 – 2015)**

**MMS – SYLLABUS  
FINANCE SPECIALIZATION**

### MMS – Semester – I (Core Subjects All Specialisations)

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

**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	
				<b>Total No of Credits</b>					<b>20</b>

**UA: - University Assessment; IA: - Internal Assessment**

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

**Semester II Marketing Specialisation Electives (Any Two)**

Rural Marketing  
Event Management  
Retail Management  
Export Documentation & Procedures

**Semester II Finance Specialisation Electives (Any Two)**

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

**Semester II Human Resource Specialisation Electives (Any Two)**

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

**Semester II Operations Specialisation Electives (Any Two)**

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

**Semester II Information Technology Specialisation Electives (Any Two)**

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

**Semester II Corporate Law Specialisation Electives (Any Two)**

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

**Semester II Education Management Specialisation Electives (Any Two)**

Education as a system

Technologies for learning

Historical Issues and Education Policy

Curriculum Management and Planned Change

**Semester II Consulting Specialisation Electives (Any Two)**

Consulting Tools

International Consulting

Consulting Solutions

Consulting and Culture

## MMS –Semester III – Finance Specialisation

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

**UA: - University Assessment; IA: - Internal Assessment**

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

**Semester III Finance Specialisation Electives (Any Two)**

Commodities Market  
 Fixed Income  
 Strategic Cost Management  
 Derivatives & Risk Management

## MMS –Semester IV – Finance Specialisation

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

**UA: - University Assessment; IA: - Internal Assessment**

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

**Semester IV Finance Specialisation Electives (Any Two)**

Wealth Management  
 Treasury Management  
 Behavioural Finance  
 Project Finance



<b>Semester</b>	<b>Total No of Credits</b>
Semester I	20
Semester II	20
Semester III	22.5
Semester IV	17.5
<b>Total</b>	<b>80</b>

**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"> <li>➤ Management : Science, Theory and Practice - The Evolution of Management</li> <li>➤ Thought and the Patterns of Management Analysis - Management and Society :</li> <li>➤ Social Responsibility and Ethics - Global and Comparative Management - The</li> <li>➤ Basis of Global Management – Functions of Management-The Nature and Purpose</li> <li>➤ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision</li> <li>➤ Making - Global Planning.</li> </ul>	<b>3 Sessions of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>➤ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff</li> <li>➤ Authority and Decentralization - Effective Organizing and Organizational Culture -</li> <li>➤ Global Organizing. Co-ordination functions in Organisation - Human Factors and</li> <li>➤ Motivation - Leadership - Committees and group Decision Making -</li> <li>➤ Communication - Global Leading.</li> </ul>	<b>2 Sessions of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>➤ The System and Process of Controlling - Control Techniques and Information</li> <li>➤ Technology - Global Controlling and Global Challenges – Direction Function – Significance.</li> </ul>	<b>2 Sessions of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>➤ <b>“Mental Conditioning”</b>-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.</li> </ul>	<b>2 Sessions of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>➤ <b>Strategic Management:</b> -Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India</li> </ul>	<b>2 Sessions of 3 Hours</b>

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

### 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**

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

### **Reference Text**

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

## Management Information Systems

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

**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**

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



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

### 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"> <li>• Introduction to Accounting</li> <li>• Concept and necessity of Accounting</li> <li>• An Overview of Income Statement and Balance Sheet.</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Introduction and Meaning of GAAP</li> <li>• Concepts of Accounting</li> <li>• Impact of Accounting</li> <li>• Concepts on Income Statement and Balance Sheet.</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Accounting Mechanics</li> <li>• Process leading to preparation of Trial Balance and Financial Statements</li> <li>• Preparation of Financial Statements with Adjustment Entries.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>• Revenue Recognition and Measurement</li> <li>• Capital and Revenue Items</li> <li>• Treatment of R &amp; D Expenses</li> <li>• Preproduction Cost</li> <li>• Deferred Revenue Expenditure etc.</li> </ul>	<b>1 Session of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• Fixed Assets and Depreciation Accounting</li> <li>• Evaluation and Accounting of Inventory.</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Preparation and Complete Understanding of Corporate Financial Statements</li> <li>• 'T' Form and Vertical Form of Financial Statements.</li> </ul>	<b>2 Sessions of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>• Important Accounting Standards.</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow.</li> <li>• <b>Corporate Accounting</b></li> </ul> <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>	<b>3 Sessions of 3 Hours Each</b>

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

**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"> <li>• Introduction</li> <li>• Operations Strategy</li> <li>• Competitive Advantage</li> <li>• Time Based Competition</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Product Decision and Analysis</li> <li>• Product Development</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Process Selection</li> <li>• Process Design</li> <li>• Process Analysis</li> </ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>• Facility Location</li> <li>• Facility Layout</li> </ul>	<b>2 Sessions of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• Capacity Planning</li> <li>• Capacity Decisions</li> <li>• Waiting Lines</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Aggregate Planning</li> </ul>	<b>1 Session of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>• Basics of MRP / ERP</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Basics of Scheduling</li> </ul>	<b>1 Session of 3 Hours</b>
9	<ul style="list-style-type: none"> <li>• Basics of Project Management</li> </ul>	<b>1 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Basics of Work Study, Job Design and Work Measurement</li> </ul>	<b>1 Session of 3 Hours</b>
11	<ul style="list-style-type: none"> <li>• Basics of Quality Control, Statistical Quality Control</li> <li>• And Total Quality Management</li> </ul>	<b>1 Session of 3 Hours</b>
12	<ul style="list-style-type: none"> <li>• Basics of Environmental Management</li> <li>• Basics of ISO 14000 / 9000</li> <li>• Basics of Value Engineering &amp; Analysis</li> </ul>	<b>1 Session of 3 Hours</b>
13	<ul style="list-style-type: none"> <li>• Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

### 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	<b>Understanding the Basics:</b> Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Introduction to Marketing concept</li> <li>• Evolution of marketing &amp; Customer orientation</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Marketing Environment and Evaluation of Market opportunities</li> </ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>• Market research &amp; Marketing Information Systems and Demand forecasting and Market potential analysis</li> </ul>	<b>1 Session of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• Consumer buying process &amp; Organizational buying behavior</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Pillars of Marketing - Market segmentation, Target marketing Positioning &amp; Differentiation</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
7	<ul style="list-style-type: none"> <li>• Marketing Mix and Product decisions – Product Life cycle</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• New Product development process</li> </ul>	<b>1 Session of 3 Hours</b>
9	<ul style="list-style-type: none"> <li>• Distribution decisions – Logistics &amp; Channel decisions</li> </ul>	<b>1 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Promotion decisions – Integrated Marketing communications concept, communication tools</li> </ul>	<b>1 Session of 3 Hours</b>
11	<ul style="list-style-type: none"> <li>• Personal selling &amp; Sales management</li> </ul>	<b>1 Session of 3 Hours</b>
12	<ul style="list-style-type: none"> <li>• Pricing decisions</li> </ul>	<b>1 Session of 3 Hours</b>
13	<ul style="list-style-type: none"> <li>• Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

## **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"> <li>• The Meaning, Scope &amp; Methods of Managerial Economics</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Economics Concepts relevant to Business</li> <li>• Demand &amp; Supply</li> <li>• Production, Distribution, Consumption &amp; Consumption Function</li> <li>• Cost, Price, Competition, Monopoly, Profit,</li> <li>• Optimisation, Margin &amp; Average, Elasticity, Macro &amp; Micro Analysis.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"> <li>• Demand Analysis &amp; Business Forecasting</li> <li>• Market Structures, Factors Influencing Demand</li> <li>• Elasticities &amp; Demand Levels</li> <li>• Demand Analysis for various Products &amp; Situations</li> <li>• Determinants of Demands for Durable &amp; Non-durable Goods Long Run &amp; Short Run Demand</li> <li>• Autonomous Demand Industry and Firm Demand.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>• Cost &amp; Production Analysis</li> <li>• Cost Concepts, Short Term and Long Term</li> <li>• Cost Output Relationship</li> <li>• Cost of Multiple Products Economies of Scale Production Functions</li> <li>• Cost &amp; Profit Forecasting</li> <li>• Breakeven Analysis.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
5	<ul style="list-style-type: none"> <li>• Market Analysis</li> <li>• Competition, Kinds of Competitive Situations, Oligopoly and Monopoly,</li> <li>• Measuring Concentration of Economic Power.</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Pricing Decisions Policies &amp; practices</li> <li>• Pricing &amp; Output Decisions under Perfect &amp; Imperfect Competition</li> <li>• Oligopoly &amp; Monopoly, Pricing Methods</li> <li>• Product-line Pricing</li> <li>• Specific Pricing Problem</li> <li>• Price Dissemination</li> <li>• Price Forecasting.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

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

### 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"><li>• Basic Statistical Concepts</li><li>• Summarisation of Data</li><li>• Frequency Distribution</li><li>• Measures of Central Tendency</li><li>• Measures of Dispersion</li><li>• Relative Dispersion, Skewness</li></ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"><li>• Elementary Probability Theory</li><li>• Relative Frequency Approach</li><li>• Axiomatic Approach</li><li>• Subjective Probability</li><li>• Marginal &amp; Conditional Probability</li><li>• Independence/Dependence of Events</li><li>• Bayes' Theorem</li><li>• Chebyseheff's Lemma</li></ul>	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"><li>• Elementary Statistical Distributions</li><li>• Binomial, Poisson, Hypergeometric</li><li>• Negative Exponential, Normal, Uniform</li></ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"><li>• Sampling distributions</li><li>• For Mean, Proportion, Variance</li><li>• From Random Samples</li><li>• Standard Normal (Z); Student's; Chi-Square</li><li>• And Variance ratio (F) Distribution</li></ul>	<b>2 Sessions of 3 Hours Each</b>
5	<ul style="list-style-type: none"><li>• Statistical Estimation</li><li>• Point &amp; Interval estimation</li><li>• Confidence Interval for Mean, Proportion &amp; Variance</li></ul>	<b>1 Session of 3 Hours Each</b>

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

### 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><b>Introduction</b></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>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Preparation of cost sheet</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"> <li>• Methods of costing – with special reference to job costing, process costing, services costing</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>• Distinction &amp; relationship among Financial Accounting, Cost accounting &amp; Management Accounting</li> </ul>	<b>1 Session of 3Hours</b>
5	<p><b>Marginal Costing</b></p> <p>Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution &amp; 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>	<b>3 Sessions of 3 Hours Each</b>
6	<p><b>Budgeting</b></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>	<b>2 Sessions of 3 Hours Each</b>
7	<p><b>Responsibility Accounting and Transfer Pricing</b></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 &amp; importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing &amp; Life Cycle Costing : concept, strategies and applications of each.</p>	<b>2 Sessions of 3 Hours Each</b>
8	<ul style="list-style-type: none"> <li>• Case Studies and Presentations</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

**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	<b>2 Sessions of 3 Hours Each</b>
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	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"> <li>➤ Working Capital Management - Estimation &amp; Financing, Inventory Management, Receivable Management, Cash Management</li> <li>➤ Divided Policy / Bonus - Theory &amp; Practice</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
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.	<b>2 Sessions of 3 Hours Each</b>
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	<b>3 Sessions of 3 Hours Each</b>
6	<ul style="list-style-type: none"> <li>➤ Valuation of projects and investment opportunities - due diligence procedures</li> <li>➤ Credit Rating of Countries/ State / Investment &amp; Instruments</li> <li>➤ Joint Venture formulations - FIPS / RBI</li> <li>➤ Infrastructure financing</li> <li>➤ Issues &amp; considerations, financial feasibility, pricing &amp; earning model</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

**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"> <li>❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business &amp; Industry, Scope and Limitations.</li> <li>❖ Assignment Problem (AP) –               <ul style="list-style-type: none"> <li>➤ Concepts, Formulation of Model</li> <li>➤ Hungarian Method of Solution –</li> <li>➤ Maximisation / Minimisation –</li> <li>➤ Balanced / Unbalanced –</li> <li>➤ Prohibited Assignments - Problems.</li> </ul> </li> </ul>	<b>2 Sessions of 3 Hours Each</b>
2	<ul style="list-style-type: none"> <li>❖ Transportation Problem (TP) :-               <ul style="list-style-type: none"> <li>➤ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check</li> <li>➤ Balanced / Unbalanced</li> <li>➤ Maximization / Minimization</li> <li>➤ Case of Degeneracy</li> <li>➤ Prohibited Routing Problems</li> <li>➤ Post-Optimal Sensitivity Analysis.</li> </ul> </li> </ul>	<b>2 Sessions of 3 Hours Each</b>
3	<ul style="list-style-type: none"> <li>❖ Linear Programming (LP) :-               <ul style="list-style-type: none"> <li>➤ Concepts, Formulation of Models</li> <li>➤ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation –</li> </ul> </li> <li>❖ Simplex Algorithm –               <ul style="list-style-type: none"> <li>➤ Use of Slack /Surplus / Artificial Variables –</li> <li>➤ Big M Method/Two-Phase Method –</li> <li>➤ Interpretation of the Optimal Tableau –</li> <li>➤ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility &amp; Redundancy Problems.)</li> </ul> </li> </ul>	<b>2 Sessions of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>❖ Linear Programming (LP) :-               <ul style="list-style-type: none"> <li>➤ Duality Principle - Primal /Dual Inter-relation</li> <li>➤ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints</li> <li>➤ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems.</li> <li>➤ Brief introduction to Non-LP models and associated problems.</li> </ul> </li> </ul>	<b>1 Session of 3 Hours</b>



5	<ul style="list-style-type: none"> <li>❖ Network Analysis</li> <li>➤ Minimal Spanning Tree Problem - Shortest Route Problem</li> <li>➤ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem</li> <li>➤ Project Planning &amp; Control by use of CPM/PERT Concepts. Definitions of Project</li> <li>➤ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path –</li> <li>➤ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network.</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
6	<ul style="list-style-type: none"> <li>❖ Queuing (Waiting-line) Models</li> <li>➤ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel –</li> <li>➤ 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)</li> <li>➤ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae.</li> </ul>	<b>1 Session of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>❖ Inventory Models</li> <li>➤ Types of Inventory Situations</li> <li>➤ Fixed Quantity/Fixed Review Period</li> <li>➤ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and</li> <li>➤ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break -</li> <li>➤ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares).</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>❖ Digital Simulation –</li> <li>➤ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions</li> <li>➤ Application to Problems in Queueing, Inventory, New Product, Profitability, Maintenance etc.</li> </ul>	<b>1 Session of 3 Hours</b>

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

**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**

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

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

### 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)	<b>1 Session of 3 Hours</b>
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)	<b>2 Sessions of 3 Hours Each</b>
3	Indian Companies Act 2013 – Salient Features of the New Act	<b>3 Sessions of 3 Hours Each</b>
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	<b>1 Session of 3Hours</b>
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	<b>1 Session of 3 Hours Each</b>
6	Income Tax Act 1961 – Income, Residence, Heads of Income	<b>2 Sessions of 3 Hours Each</b>
7	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	<b>1 Session of 3 Hours Each</b>
8	Service Tax – General Review of Service Tax Liability	<b>1 Session of 3 Hours Each</b>
9	Central Sales Tax and Maharashtra VAT Act	<b>1 Session of 3 Hours Each</b>
10	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

**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	<b>1 Session of 3 Hours</b>
2	Identification of Research Problem and Defining MR problems	<b>1 Session of 3 Hours</b>
3	Research Design	<b>1 Session of 3 Hours</b>
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.	<b>2 Sessions of 3 Hours Each</b>
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	<b>2 Sessions of 3 Hours</b>
6	Data management plan – Sampling & measurement	<b>1 Session of 3 Hours</b>
7	Data analysis – Tabulation, SPSS applications data base, testing for association	<b>1 Session of 3 Hours</b>
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.	<b>3 Sessions of 3 Hours Each</b>
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	<b>1 Session of 3 Hours</b>
10	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

## **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 (7<sup>th</sup> edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

**MMS SEMESTER – II  
FINANCE ELECTIVES**



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

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

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

**Reference Text:**

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

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

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

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

### Reference Text

Financial Management by Prasanna Chandra

Financial Management by Khan and Jain.

Corporate Finance by Brealey – Myers

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

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

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

**ReferenceText:**

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

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

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

**Reference Text:**

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



**MMS SEMESTER – III**  
**(Core Papers All Specialisations)**

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

<b>SL. No.</b>	<b>Particulars</b>	<b>No. of Sessions</b>
01	<b>Introduction to International Business</b> 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	<b>2 Sessions of 3 Hours</b>
02	<b>PEST Factors and Impact on International Business</b> a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	<b>1 Session of 3 Hours</b>
03	<b>Investment Management in International Business</b> 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	<b>1 Session of 3 Hours</b>
04	<b>Multinational Corporations</b> 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.	<b>1 Session of 3 Hours</b>
05	<b>Globalization</b> 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	<b>2 Sessions of 3 Hours</b>
06	<b>International Organisations and their role in international business</b> a) WTO b) World Bank c) ADB d) IMF and others Case study	<b>1 Session of 3 Hours</b>

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

### 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**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Introduction to Strategic Management	<b>1 Session of 3 Hours Each</b>
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	<b>1 Session of 3 Hours Each</b>
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	<b>1 Session of 3 Hours Each</b>
4	<b>Strategy Choices</b> 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.	<b>2 Sessions of 3 Hours Each</b>
5	<b>External and Industry Analysis</b> General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	<b>1 Session of 3 Hours Each</b>
6	<b>Internal Analysis</b> Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	<b>1 Session of 3 Hours Each</b>
7	<b>Strategy Analysis and Formulation Tools</b> SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	<b>1 Session of 3 Hours Each</b>
8	Growth Accelerators: Business Web, Market Power, Learning based.  Management Control, Elements, Components of Management Information Systems	<b>1 Session of 3 Hours Each</b>

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

### Reference Text

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

**MMS SEMESTER – III FINANCE  
MAJORS**

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

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

**Reference Books; -**

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

Managerial Finance

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

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



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

**Reference Text:**

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

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

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

**Reference Text:**

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

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

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

### Reference Books: -

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

**MMS SEMESTER – III FINANCE  
ELECTIVES**

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

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

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

### **Recommended books :**

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



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

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

### Reference Text:

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

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

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

**Reference Text:**

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

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

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

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

## Reference Text:

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

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

Special Focus on:

Chap: 2 -- PUT – CALL Parity

Chap : 3 & 4 -- Binomial Option Pricing Models

3. Option Volatility & Pricing – Sheldon Naten Berg

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

students at the appropriate time.

4. The New Options Market – Max Ansbacher

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

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

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

Metallgesellschaft – (Rollover Risk)

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

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

Derivatives & Risk Management – Rajiv Srivastava – Oxford Publications

Derivatives & Risk Management – Sundaram Janakiramanan – Pearson Publications

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

Publications

# **Summer Internship Project (All Specialisations) 100 Marks**

**MMS SEMESTER – IV**  
**(Core Papers All Specialisations)**

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

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<b>Financial goal setting</b> - 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.	<b>3 Sessions of 3 Hours</b>
2	<b>Organizational growth :</b> -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	<b>2 Sessions of 3 Hours</b>
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.	<b>3 Sessions of 3 Hours</b>
4	<b>Control in special sectors :</b> 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.	<b>3 Sessions of 3 Hours</b>
5	<b>Measurement of Assets Employed</b> - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	<b>2 Sessions of 3 Hours</b>
6	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**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**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	<b>2 Sessions of 3 Hours Each</b>
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	<b>3 Sessions of 3 Hours Each</b>
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	<b>2 Sessions of 3 Hours Each</b>
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	<b>2 Sessions of 3 Hours Each</b>
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	<b>2 Sessions of 3 Hours Each</b>
6	Researching/Assessing Creativity Global Perspectives on Creativity	<b>2 Sessions of 3 Hours Each</b>
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours Each</b>

**Reference Text**

Innovation Management – Allan Afuah – Oxford Publications

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

**MMS SEMESTER – IV**  
**FINANCE MAJORS**

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

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

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

### **Reference Text**

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

Financial Modeling – Simon Benninga

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

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

**Reference Text:**

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

**MMS SEMESTER – IV  
FINANCE ELECTIVES**

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

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

**Reference Text:**

ICICI Notes on Wealth Management  
 Wealth Management – Harold R Evensky

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

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

**Reference Text:**

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



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

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

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

## Reference Books

- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- Understanding Behavioral Finance by Ackert
- The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
- What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
- Handbook of Behavioral Finance – Brian R. Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
  
- Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
- Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient Markets, Oxford University Press.
- Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
- Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
- Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
- Shleifer, Andrei (2000): Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, Oxford.
- Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
- Plous, S. (1993). The psychology of judgment and decision-making NY: McGraw-Hill.

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

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

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

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

### Reference Books

- Project Management – Prasanna Chandra
- Principles of Project Finance - Yescombe, E. R. (2002), Academic Press, California.
- Advanced Project Management – Harrison F.L.
- Project Financing: Asset-Based Financial Engineering (Wiley Finance) by John D. Finnerty
- Earned Value Management Using Microsoft® Office Project: A Guide for Managing Any Size Project Effectively w/CD by Dayal
  
- Project financing (7 ed.) - Nevitt, P.K. & Fabozzi, F. J. (2000), London, UK: Euromoney Books
- Investment project design - A guide to financial and economic analysis with constraints, Kurowski, L. & Sussman, D. (2011), New Jersey: John Wiley & Sons.
- Project finance for construction and infrastructure: Principles and case studies - Pretorius, F., Lejot, P., McInnis, A., Arner, D. & Hsu, B. F.-C. (2008), Oxford: Blackwell Publishing

# **Industry Oriented Dissertation Project 100 Marks**

## **Scheme of Assessments for Subjects of 100 Marks**

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

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

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

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



## Question Paper Pattern for Semester End Examination (60 Marks)

**There will be Seven Questions in all.**

Q1 would be compulsory and would carry 20 Marks

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

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

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

### **Q1 – 20 Marks (Compulsory)**

#### **Attempt Any Four out of the Remaining Six Questions**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# **Credit Based Grading System for MMS Semester End Examinations**

## **Credit Point:**

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

## **Learning Hours**

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

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

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

The learning activities consist of the following:

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

## **Credit Point Computation**

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

## **Credit completion and Credit accumulation:**

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

## **Introduction of Grading System at the University of Mumbai**

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

### **What is Grading?**

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

### **The Seven Point Grading System**

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

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

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

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

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

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

### **Abbreviations and Formula's Used:-**

**G:** Grade

**GP:** Grade Points

**C:** Credits

**CP:** Credit Points

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

$\Sigma$ **CG:** Sum of Product of Credits & Grades points

$\Sigma$ **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	<b>85/20=4.25</b>
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	<b><math>\sum C=20</math></b>					
<b>Credit Earned = 20</b>						<b><math>\sum CG = 85</math></b>	<b>Grade C</b>
<b>Passes</b>							

## 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	
<b>Operations Management</b>	<b>60</b>	<b>2.5</b>	<b>45</b>	<b>F</b>	<b>1</b>	<b>0</b>	
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	$\Sigma C=20$					
<b>Credit Earned = 18</b>						$\Sigma CG = 80$	<b>Grade F</b>
<b>Fails</b>							

- ❖ **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	
<b>Legal Aspects of Business &amp; Taxation</b>	<b>60</b>	<b>2.5</b>	<b>45</b>	<b>F</b>	<b>1</b>	<b>0</b>	
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	$\sum C=20$					
<b>Credit Earned = 18</b>						<b><math>\sum CG = 80</math></b>	
<b>Fails</b>							

- ❖ **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.**