

**University of Mumbai**

**Revised Syllabus & Pattern of Question Paper**

**At**

**MMS Programme**

**Semester III and IV**

**Under Credit based Grading & Semester System**

**With effect from Academic Year 2013 – 14**

## MMS New Course Structure (Effective July 2012 onwards)

### MMS Second Year: Semester III (Marketing)

Subject/Paper	Maximum Marks	Credit Points	Number of Sessions of 90 Minutes
<b>Core Papers (All Specialisations)</b>			
<b>3.0.1 International Business (University Assessment)</b>	100	2	30
3.0.2 Strategic Management	100	2	30
3.0.3 Summer Internship Report	100	2	----
<b>Core Papers (Marketing Specialisation)</b>			
<b>3.1.1 Marketing Strategy (University Assessment)</b>	100	2	30
3.1.2 Integrated Marketing Communications	100	2	30
3.1.3A Consume Buying Behaviour	50	1	18
3.1.3B Market Research Applications	50	1	18
3.1.4A Sales Management & Sales Promotion	50	1	18
3.1.4B Distribution & Supply Chain Management	50	1	18
3.1.5A Product & Brand Management	50	1	18
3.1.5B Marketing Finance	50	1	18
<b>Electives (Marketing Specialisation)</b>			
<b>Students need to choose electives for 300 Marks</b>			
3.1.6 International Marketing	100	2	30
3.1.7 Retail Management	100	2	30
3.1.8 B2B Marketing & CRM	100	2	30
3.1.9 Rural Marketing	50	1	18
3.1.10 Marketing of Non – Profit Organisations	50	1	18
3.1.11 Quantitative Models in Marketing	50	1	18
3.1.12 Marketing Audit	50	1	18

**Note :** All new electives (for all specialisations) proposed to be introduced by the institute, apart from electives listed in the new syllabus; need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures within the pattern prescribed at least one semester in advance.

## MMS Second Year: Semester III (Finance)

Subject/Paper	Maximum Marks	Credit Points	Number of Sessions of 90 Minutes
<b>Core Papers (All Specialisations)</b>			
<b>3.0.1 International Business (University Assessment)</b>	100	2	30
3.0.2 Strategic Management	100	2	30
3.0.3 Summer Internship Report	100	2	----
<b>Core Papers (Finance Specialisation)</b>			
<b>3.2.1 Advanced Financial Management (University Assessment)</b>	100	2	30
3.2.2 Corporate Law	100	2	30
3.2.3 Financial Markets and Institutions	100	2	30
3.2.4 International Finance	100	2	30
3.2.5 Mergers, Acquisitions & Corporate Restructuring	100	2	30
<b>Electives (Finance Specialisation)</b>			
<b>Students need to choose electives for 300 Marks</b>			
3.2.6 Portfolio Management & Security Analysis	100	2	30
3.2.7 Strategic Cost Management	100	2	30
3.2.8 Fiscal Policy & Corporate Tax Planning	100	2	30
3.2.9 Banking & Insurance	100	2	30
3.2.10 Derivatives & Risk Management	100	2	30
3.2.11 Wealth Management	100	2	30
3.2.12 Quantitative Models in Finance	50	1	18
3.2.13 Corporate Valuation	100	2	30
3.2.14 Marketing Finance	50	1	18
3.2.15 Fixed Income	100	2	30

**Note :** All new electives (for all specialisations) proposed to be introduced by the institute, apart from electives listed in the new syllabus; need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures within the pattern prescribed at least one semester in advance.

## MMS Second Year: Semester III (Human Resources)

Subject/Paper	Maximum Marks	Credit Points	Number of Sessions of 90 Minutes
<b>Core Papers (All Specialisations)</b>			
<b>3.0.1 International Business (University Assessment)</b>	100	2	30
3.0.2 Strategic Management	100	2	30
3.0.3 Summer Internship Report	100	2	----
<b>Core Papers (Human Resources Specialisation)</b>			
<b>3.3.1 Organisational Theories &amp; Structure Designs (University Assessment)</b>	100	2	30
3.3.2 Training & Development	100	2	30
3.3.3 Introduction to Industrial Relation & Labour Welfare	100	2	30
3.3.4 Competency & Performance Management	100	2	30
3.3.5 Human Resource Planning & Human Resource Audit	100	2	30
<b>Electives (Human Resources Specialisation)</b>			
<b>Students need to choose electives for 300 Marks</b>			
3.3.6 Labour Legislation	100	2	30
3.3.7 Compensation & Benefits	100	2	30
3.3.8 Organisational Development	100	2	30
3.3.9 Quantitative Techniques in HR	50	1	18
3.3.10 Building a Learning Organisation	50	1	18
3.3.11 Stress Management	50	1	18

**Note :** All new electives (for all specialisations) proposed to be introduced by the institute, apart from electives listed in the new syllabus; need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures within the pattern prescribed at least one semester in advance.

## MMS Second Year: Semester III (Operations)

Subject/Paper	Maximum Marks	Credit Points	Number of Sessions of 90 Minutes
<b>Core Papers (All Specialisations)</b>			
<b>3.0.1 International Business (University Assessment)</b>	100	2	30
3.0.2 Strategic Management	100	2	30
3.0.3 Summer Internship Report	100	2	----
<b>Core Papers (Operations Specialisation)</b>			
<b>3.4.1 Operations Planning &amp; Control (University Assessment)</b>	100	2	30
3.4.2 Logistics & Supply Chain Management	100	2	30
3.4.3 Materials Management	100	2	30
3.4.4 Technology Management & Manufacturing Strategy	100	2	30
3.4.5 Business Process Re – engineering & Benchmarking	100	2	30
<b>Electives (Operations Specialisation)</b>			
<b>Students need to choose electives for 300 Marks</b>			
3.4.6 Quantitative Methods in Operations	100	2	30
3.4.7 World Class Manufacturing Practices	100	2	30
3.4.8 Advanced Supply Chain Management	100	2	30
3.4.9 Material Handling & Transportation	50	1	18
3.4.10 New Product Development & Concurrent Engineering	50	1	18
3.4.11 Industrial Engineering Applications & Management	50	1	18

**Note :** All new electives (for all specialisations) proposed to be introduced by the institute, apart from electives listed in the new syllabus; need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures within the pattern prescribed at least one semester in advance.

## MMS Second Year: Semester III (Information Technology)

Subject/Paper	Maximum Marks	Credit Points	Number of Sessions of 90 Minutes
<b>Core Papers (All Specialisations)</b>			
<b>3.0.1 International Business (University Assessment)</b>	100	2	30
3.0.2 Strategic Management	100	2	30
3.0.3 Summer Internship Report	100	2	----
<b>Core Papers (Information Technology Specialisation)</b>			
<b>3.5.1 Software Engineering (University Assessment)</b>	100	2	30
3.5.2 Technology Platforms	100	2	30
3.5.3 Enterprise Applications	100	2	30
3.5.4 Networking and Communications	100	2	30
3.5.5 Data base Management Systems	100	2	30
<b>Electives (Information Technology Specialisation)</b>			
<b>Students need to choose electives for 300 Marks</b>			
3.5.6 Managing Technology Business	100	2	30
3.5.7 IT Governance & Compliances	100	2	30
3.5.8 E – Commerce	100	2	30
3.5.9 IT Quality Management	50	1	18
3.5.10 Information Security & Audit	50	1	18
3.5.11 Software Architecture	50	1	18

**Note :** All new electives (for all specialisations) proposed to be introduced by the institute, apart from electives listed in the new syllabus; need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures within the pattern prescribed at least one semester in advance.

Subject/Paper	Number of Sessions per week	Duration of Theory Papers	Marks		
			Examination	Continuous Assessment	Total
<b>Core Papers (All Specialisations)</b>					
<b>3.0.1 International Business (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.0.2 Strategic Management	2	3	60 IA	40 IA	100
3.0.3 Summer Internship Report					100 IA
<b>Core Papers (Marketing Specialisation)</b>					
<b>3.1.1 Marketing Strategy (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.1.2 Integrated Marketing Communications	2	3	60 IA	40 IA	100
3.1.3A Consume Buying Behaviour	2	2	30 IA	20 IA	50
3.1.3B Market Research Applications	2	2	30 IA	20 IA	50
3.1.4A Sales Management & Sales Promotion	2	2	30 IA	20 IA	50
3.1.4B Distribution & Supply Chain Management	2	2	30 IA	20 IA	50
3.1.5A Product & Brand Management	2	2	30 IA	20 IA	50
3.1.5B Marketing Finance	2	2	30 IA	20 IA	50
<b>Electives (Marketing Specialisation)</b>					
<b>Students need to choose electives for 300 Marks</b>					
3.1.6 International Marketing	2	3	60 IA	40 IA	100
3.1.7 Retail Management	2	3	60 IA	40 IA	100
3.1.8 B2B Marketing & CRM	2	3	60 IA	40 IA	100
3.1.9 Rural Marketing	2	2	30 IA	20 IA	50
3.1.10 Marketing of Non – Profit Organisations	2	2	30 IA	20 IA	50
3.1.11 Quantitative Models in Marketing	2	2	30 IA	20 IA	50
3.1.12 Marketing Audit	2	2	30 IA	20 IA	50

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

Subject/Paper	Number of Sessions per week	Duration of Theory Papers	Marks		
			Examination	Continuous Assessment	Total
<b>Core Papers (All Specialisations)</b>					
<b>3.0.1 International Business (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.0.2 Strategic Management	2	3	60 IA	40 IA	100
3.0.3 Summer Internship Report					100 IA
<b>Core Papers (Finance Specialisation)</b>					
<b>3.2.1 Advanced Financial Management (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.2.2 Corporate Law	2	3	60 IA	40 IA	100
3.2.3 Financial Markets and Institutions	2	3	60 IA	40 IA	100
3.2.4 International Finance	2	3	60 IA	40 IA	100
3.2.5 Mergers, Acquisitions & Corporate Restructuring	2	3	60 IA	40 IA	100
<b>Electives (Finance Specialisation)</b>					
<b>Students need to choose electives for 300 Marks</b>					
3.2.6 Portfolio Management & Security Analysis	2	3	60 IA	40 IA	100
3.2.7 Strategic Cost Management	2	3	60 IA	40 IA	100
3.2.8 Fiscal Policy & Corporate Tax Planning	2	3	60 IA	40 IA	100
3.2.9 Banking & Insurance	2	3	60 IA	40 IA	100
3.2.10 Derivatives & Risk Management	2	3	60 IA	40 IA	100
3.2.11 Wealth Management	2	3	60 IA	40 IA	100
3.2.12 Quantitative Models in Finance	2	2	30 IA	20 IA	50
3.2.13 Corporate Valuation	2	3	60 IA	40 IA	100
3.2.14 Marketing Finance	2	2	30 IA	20 IA	50
3.2.15 Fixed Income	2	3	60 IA	40 IA	100

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



Subject/Paper	Number of Sessions per week	Duration of Theory Papers	Marks		
			Examination	Continuous Assessment	Total
	<b>90 Mins Each</b>	<b>In Hours</b>			
<b>Core Papers (All Specialisations)</b>					
<b>3.0.1 International Business (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.0.2 Strategic Management	2	3	60 IA	40 IA	100
3.0.3 Summer Internship Report					100 IA
<b>Core Papers (Human Resources Specialisation)</b>					
<b>3.3.1 Organisational Theories &amp; Structure Designs (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.3.2 Training & Development	2	3	60 IA	40 IA	100
3.3.3 Introduction to Industrial Relation & Labour Welfare	2	3	60 IA	40 IA	100
3.3.4 Competency & Performance Management	2	3	60 IA	40 IA	100
3.3.5 Human Resource Planning & Human Resource Audit	2	3	60 IA	40 IA	100
<b>Electives (Human Resources Specialisation)</b>					
<b>Students need to choose electives for 300 Marks</b>					
3.3.6 Labour Legislation	2	3	60 IA	40 IA	100
3.3.7 Compensation & Benefits	2	3	60 IA	40 IA	100
3.3.8 Organisational Development	2	3	60 IA	40 IA	100
3.3.9 Quantitative Techniques in HR	2	2	30 IA	20 IA	50
3.3.10 Building a Learning Organisation	2	2	30 IA	20 IA	50
3.3.11 Stress Management	2	2	30 IA	20 IA	50

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

Subject/Paper	Number of Sessions per week	Duration of Theory Papers	Marks		
			Examination	Continuous Assessment	Total
<b>Core Papers (All Specialisations)</b>					
<b>3.0.1 International Business (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.0.2 Strategic Management	2	3	60 IA	40 IA	100
3.0.3 Summer Internship Report					100 IA
<b>Core Papers (Operations Specialisation)</b>					
<b>3.4.1 Operations Planning &amp; Control (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.4.2 Logistics & Supply Chain Management	2	3	60 IA	40 IA	100
3.4.3 Materials Management	2	3	60 IA	40 IA	100
3.4.4 Technology Management & Manufacturing Strategy	2	3	60 IA	40 IA	100
3.4.5 Business Process Re – engineering & Benchmarking	2	3	60 IA	40 IA	100
<b>Electives (Operations Specialisation)</b>					
<b>Students need to choose electives for 300 Marks</b>					
3.4.6 Quantitative Methods in Operations	2	3	60 IA	40 IA	100
3.4.7 World Class Manufacturing Practices	2	3	60 IA	40 IA	100
3.4.8 Advanced Supply Chain Management	2	3	60 IA	40 IA	100
3.4.9 Material Handling & Transportation	2	2	30 IA	20 IA	50
3.4.10 New Product Development & Concurrent Engineering	2	2	30 IA	20 IA	50
3.4.11 Industrial Engineering Applications & Management	2	2	30 IA	20 IA	50

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

Subject/Paper	Number of Sessions per week	Duration of Theory Papers	Marks		
			Examination	Continuous Assessment	Total
	<b>90 Mins Each</b>	<b>In Hours</b>			
<b>Core Papers (All Specialisations)</b>					
<b>3.0.1 International Business (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.0.2 Strategic Management	2	3	60 IA	40 IA	100
3.0.3 Summer Internship Report					100 IA
<b>Core Papers (Information Technology Specialisation)</b>					
<b>3.5.1 Software Engineering (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
3.5.2 Technology Platforms	2	3	60 IA	40 IA	100
3.5.3 Enterprise Applications	2	3	60 IA	40 IA	100
3.5.4 Networking and Communications	2	3	60 IA	40 IA	100
3.5.5 Data base Management Systems	2	3	60 IA	40 IA	100
<b>Electives (Information Technology Specialisation)</b>					
<b>Students need to choose electives for 300 Marks</b>					
3.5.6 Managing Technology Business	2	3	60 IA	40 IA	100
3.5.7 IT Governance & Compliances	2	3	60 IA	40 IA	100
3.5.8 E – Commerce	2	3	60 IA	40 IA	100
3.5.9 IT Quality Management	2	2	30 IA	20 IA	50
3.5.10 Information Security & Audit	2	2	30 IA	20 IA	50
3.5.11 Software Architecture	2	2	30 IA	20 IA	50

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

**CORE SUBJECTS**  
**(ALL SPECIALISATIONS)**

## MMS – Second Year - Third Semester Core Papers (All Specialisations)

### 3.0.1 International Business - University Assessment 15 Sessions of 3 Hours 100 Marks

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

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>2 Sessions 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	<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

### 3.0.2 Strategic management – Internal Assessment – 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organization.	<b>1 Session of 3 Hours</b>
2	Strategy, Strategy as planned action, Its importance, Process and advantages of planning Strategic v/s Operational Planning.	<b>2 Sessions of 3 Hours</b>
3	Decision making and problem solving, Categories of problems, Problem solving skill, Group decision making, Phases indecision making.	<b>2 Sessions of 3 Hours</b>
4	Communication, Commitment and performance, Role of the leader, Manager v/s Leader, Leadership styles.	<b>2 Sessions of 3 Hours</b>
5	Conventional Strategic Management v/s Unconventional Strategic Management, The differences, Changed Circumstances	<b>2 Sessions of 3 Hours</b>
6	Growth Accelerators: Business Web, Market Power, Learning based.	<b>2 Sessions of 3 Hours</b>
7	Management Control, Elements, Components of Management Information Systems	<b>1 Session of 3 Hours</b>
8	Mckinsay's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	<b>1 Session of 3 Hours</b>
9	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

1. Strategic Management – Thompson & Strickland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter

# **MARKETING SPECIALISATION SUBJECTS**



**MMS – Second Year - Third Semester Marketing Specialization  
(Core Papers)**

**3.1.1 Marketing Strategy – University Assessment –(15 Sessions of 3 Hours Each) 100 marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Marketing strategy – Overview	<b>1 Session of 3 Hours</b>
2	Pillars of Marketing – STPD strategies	<b>2 Sessions of 3 Hours Each</b>
3	Market situation strategy - Leaders, challengers, followers, nichers	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>• Competition analysis – Porter's 5 forces model for competitive environment,</li> <li>• Benchmarking exercise, understanding competitive moves and postures,</li> <li>• Sustainable competitive advantage – Porter's generic strategies</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
5	<ul style="list-style-type: none"> <li>• Portfolio models – BCG and GE McKinsey matrix,</li> <li>• New product strategies – Innovation, Market entry, Product line extension</li> </ul>	<b>2 Session of 3 Hours Each</b>
6	<ul style="list-style-type: none"> <li>• Communications strategy – Managing communications mix for products, brands, Advertising and sales promotion strategy – campaigns</li> </ul>	<b>1 Session of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>• Brand building – FMCG, Consumer durables &amp; Services cases</li> </ul>	<b>1 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Distribution strategy – Designing of channel systems, Managing multichannel systems, Pricing strategy – Value pricing, Optimization of pricing</li> </ul>	<b>1 Session of 3 Hours</b>
9	<ul style="list-style-type: none"> <li>• Marketing Planning- Introduction, growth and mature markets, Pruning of products</li> </ul>	<b>2 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Presentations and Case Studies</li> </ul>	<b>2 Session of 3 Hours</b>

**Reference Text**

1. Marketing Strategy – Boyd, Walker and Larreche McGraw Hill Irwin
2. Marketing strategy – Stephen Schnaars Free Press
3. Strategic Market management – David Aaker John wiley & sons
4. Strategic marketing text & cases - Craverns

### 3.1.2 Integrated Market Communications Internal Assessment (15 Sessions of 3 Hours Each) 100 marks

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>• Communication Process – Communication models for urban and rural</li> <li>• Communication, Integrated Market Communications</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Advertising – Organizational structure of advertising agency and its function.</li> <li>• Evaluation of agency functioning.</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Advertising objectives with specific reference to DAGMAR, Brand objectives,</li> <li>• Consumer attitude and market structure</li> </ul>	<b>2 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>• Brand position and brand image strategy development.</li> </ul>	<b>1 Sessions of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• Persuasion and attitudinal change through appropriate copy development</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Creative decisions, Copy decision – Creation and production of the Copy</li> </ul>	<b>1 Session of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>• Advertising budget, Media planning and Media research</li> </ul>	<b>2 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Advertising Research</li> </ul>	<b>1 Session of 3 Hours</b>
9	<ul style="list-style-type: none"> <li>• Basics of Project Management Public relations &amp; Publicity campaigns</li> </ul>	<b>1 Session of 3 Hours</b>
10	<ul style="list-style-type: none"> <li>• Event management, Role of advertising manager in firms, advertising briefs, Agency coordination activities, managing advertising campaigns</li> </ul>	<b>2 Session of 3 Hours</b>
11	<ul style="list-style-type: none"> <li>• Presentations and Case Studies</li> </ul>	<b>2 Session of 3 Hours</b>

#### Reference Text

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, George Belch, San Diego University Michael Belch, San Diego University
2. Advertising Management: Rajeev Batra, John G. Myers, David A. Aaker
3. Logo – Naomi Klein
4. Brand Reporter fortnightly
5. Other Guy Blinked , The - Jesse Kornbluth
6. Belch: Advertising & Promotions (TMH)
7. J. V. Vilanilam & A. K. Verghese: Advertising Basics (Sage)

### 3.1.3A Consumer Buying Behaviour Internal Assessment (9 Sessions of 3 Hours Each) 50 Marks

S. No.	Particulars	Sessions
1.	Diversity of consumer behavior; Role of consumer behavior in marketing strategy.	<b>1 Session of 3 Hours</b>
2.	Individual aspects of consumer behavior: Perception, Learning & Information Processing, Motivation and Involvement, Attitudes and Personality	<b>1 Session of 3 Hours</b>
3.	External Influences: Group behavior; Social class; Opinion leaders; Reference Groups. Role of Culture and Subcultures; Family	<b>1 Session of 3 Hours</b>
4.	Consumer decision process: Problem recognition; Search and evaluation of alternatives; Purchase process; Post purchase behavior and cognitive dissonance.  Consumer adoption process and diffusion of innovation; Situational influences.	<b>2 Sessions of 3 Hours Each</b>
5.	Organization buying process: Roles of buying centers/ Decision making units.	<b>1 Session of 3 Hours</b>
6.	Application of consumer behavior studies in Consumerism in India and global markets.	<b>1 Session of 3 Hours</b>
7.	Case Studies and Presentation.	<b>2 Session of 3 Hours</b>

#### Reference Text:

1. Consumer Behavior Schiffman & Kanuk 6th edition Prentice Hall India
2. Consumer Behavior Loudon & Della Bitta 4th edition Tata McGraw Hill
3. Consumer Behaviour in Indian Context, Suja R Nair, Himalaya Pub. House]
4. Consumer Behavior building marketing strategy: Hawkins Best & Coney 7THedition McGraw Hill International edition
5. Satish Batra & S. H. H. Kazmi: Consumer Behavior Text & Cases (Excel)

### 3.1.3B Market Research Applications Internal Assessment (9 Sessions of 3 Hours Each) 50 marks

S. No.	Particulars	Sessions
1.	Role and value of market research in marketing framework	<b>1 Session of 3 Hours</b>
2.	Data analysis – Tabulation, SPSS applications data base, testing for association	<b>1 Session of 3 Hours</b>
3.	Multivariate techniques – Interdependence techniques: Factor / cluster analysis; dependence analysis: discriminate analysis; combination with cluster analysis; conjoint analysis.	<b>2 Sessions of 3 Hours</b>
4.	Perceptual mapping applications in market research	<b>1 Session of 3 Hours</b>
5.	Applications of MR in consumer research, advertising, test marketing, Usage attitude studies, Television viewer ship surveys; Media effectiveness study; Annual readership survey of print media etc.	<b>1 Session of 3 Hours</b>
6.	Report preparation and presentation; interpretation of MR reports; how to read ORG Nielson's store audit report. Brand tracking study	<b>1 Session of 3 Hours</b>
7.	Field project on market research on any functional / industry verticals Case Studies and Presentation.	<b>2 Sessions of 3 Hours</b>

#### Reference Text

1. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
2. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
3. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
4. Marketing Research – Aaker, Kumar, Day (7th edition John Wiley & Sons)
5. Marketing Research – Burns , Alvin, Bush, Ronald (3rd edition Prentice Hall)
6. Rajendra Nargundkar: Marketing Research (Macmillan)
7. S. L. Gupta: Marketing Research (Excel Books)

**3.1.4A Sales Management & Sales Promotion Internal Assessment  
(9 Sessions of 3 Hours Each) 50 marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<ul style="list-style-type: none"> <li>• Sales Organization and its evaluation</li> <li>• Job and role of Sales Management in Organizations,</li> <li>• The Selling functions</li> <li>• The importance of systems selling in contemporary environment</li> <li>• Selling of services as opposed to selling of tangible products selling process</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Sales management Planning</li> <li>• Sales Management Information Systems</li> <li>• Sales Forecasting</li> <li>• Sales Budgeting</li> <li>• Planning quotas</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Manpower Planning for the sales organization for and development of sales organization,</li> <li>• Recruitment,</li> <li>• selection,</li> <li>• Training, and development of sales Personnel.</li> </ul>	<b>1 Session of 3 Hours</b>
4	<ul style="list-style-type: none"> <li>• Time and Territory Management</li> <li>• Territory Planning,</li> <li>• establishing and revising territories,</li> <li>• Bases of territory design,</li> <li>• methods of territory design including computer models, assigning Sales people to territories</li> <li>• route planning</li> <li>• Territory coverage.</li> </ul>	<b>1 Session of 3 Hours Each</b>
5	<ul style="list-style-type: none"> <li>• Sales incentives and sales compensation,</li> <li>• Sales Force Performance evaluation and control,</li> <li>• Identify the roles of consumer and trade promotion activities in terms of differences,</li> <li>• Characteristics and application</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Sales promotion strategies to integrate below the line promotion into the communication mix.</li> <li>• process of researching,</li> <li>• planning and setting goals to measure and test the</li> <li>• Effectiveness</li> </ul>	<b>1 Session of 3 Hours Each</b>
7	<ul style="list-style-type: none"> <li>• Planning and designing sales promotion Programme with specific reference to sales contests,</li> <li>• Trade-in discounts,</li> <li>• Coupons etc.</li> </ul>	<b>1 Session of 3 Hours Each</b>
8	<ul style="list-style-type: none"> <li>• Presentations and Case Studies</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

## **Reference Text**

1. Sales management – Still , Cundiff & Govani Prentice Hall India
2. Professional Sales Management – Anderson , Hair & Bush Tata McGraw Hill
3. Management of sales force – Stanton & Spiro McGraw Hill International
4. Sales Management – Futrell 6th edition Thomson South western

### 3.1.4B Distribution & Supply Chain Management Internal Assessment (9 Sessions of 3 Hours Each) 50 marks

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>The roles of distribution function in the marketing mix the meaning of distribution Equity,</li> <li>Channel design and management for consumer, industrial products, rural markets and Services</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>Tasks and responsibilities of channel members,</li> <li>Channel selection,</li> <li>training, development and motivation</li> <li>performance appraisal of Channel members</li> </ul>	<b>1 Session of 3 Hours Each</b>
3	<ul style="list-style-type: none"> <li>Financial dimensions of dealer management,</li> <li>Management issues in distribution viz. channel conflict, use of power bases, disputes etc</li> </ul>	<b>1 Session of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>Supply chain management</li> <li>issues, opportunities and strategies,</li> <li>ERP solutions – opportunities and challenges</li> </ul>	<b>1 Session of 3 Hours Each</b>
5	<ul style="list-style-type: none"> <li>Distribution Budgeting and control systems: Cost of distribution: inventory, warehousing,</li> <li>Material handling, order processing, packing and transportation, Fiscal levies / regulations in distribution – CST, LST, Octroi, Excise duties</li> </ul>	<b>3 Sessions of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>Presentations and Case Studies (2 Lectures)</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

#### Reference Text

1. Logistical Management Donald J Bowersox
2. Logistics Management Bowersox & Closs
3. Physical Distribution Management Logistical Approach Dr.K.Khanna
4. S. L. Gupta: Sales and Distribution Management (Excel)

### **3.1.5A Product and Brand Management Internal Assessment (9 Sessions of 3 Hours Each) 50 Marks**

<b>S. No.</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Introduction to product management.	<b>1 Session of 3 Hours</b>
2.	Role and operation of Product management in marketing	<b>1 Session of 3 Hours</b>
3.	Product analysis: category/competitor/customer/ demand	<b>1 Session of 3 Hours</b>
4.	New product development process and role of product managers	<b>1 Session of 3 Hours</b>
5.	<ul style="list-style-type: none"><li>• Brand vs. product, Brand elements,</li><li>• Brand extension / Brand relationships spectrum,</li><li>• Brand identity</li></ul>	<b>2 Sessions of 3 Hours</b>
6.	<ul style="list-style-type: none"><li>• Brand Equity,</li><li>• Brand building strategies</li></ul>	<b>1 Session of 3 Hours</b>
7.	Case Studies and Presentation.	<b>2 Sessions of 3 Hours</b>

#### **Reference Text:**

- 1) Product Management – Lehmann
- 2) Strategic Brand Management – David Aaker
- 3) Building strong brands – Keller
- 4) Product management in India, Third Edition, Majumdar, PHI Publication.
- 5) Product Management – S.A. Chunawalla, HPH



**3.1.5B Marketing Finance Internal Assessment (9 Sessions of 3 Hours Each) 50 Marks**

S. No.	Particulars	Sessions
1.	<p><b>SALES REVENUE</b> as an Integral Elements of Cost - revenue – Investment Framework by ROI - Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc. Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs – Classification of Marketing Costs by Function - Marketing Cost allocations and its limitations for Managerial Decisions.</p>	<b>2 Sessions of 3 Hours</b>
2.	<p><b>MARKETING INVESTMENT</b> : Management of Accounts Receivables and Inventories – Credit decisions and Credit Policy - Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the Probability Theory and Decisions Trees -Evaluating Return on Marketing Investment - Developing and Launching New Products and the Concept of Investment in Life Cycle of Product - Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming.</p>	<b>2 Sessions of 3 Hours</b>
3.	<p><b>Policy Decisions and Marketing Finance</b> - Pricing of Joint Product and Application of Linear Programming - Pricing of New Products under ROI Concept - Bayesian Decision Theory and Pricing - Government Price Control - Dual Pricing - Approaches of Government Bodies to Development "Fair Price" - Submitting Tenders - Applications of DCF Technique. Export Marketing and Finance - Financial Incentives, Export Costs and Export Pricing - Export Credit - Tax Concessions. Applications and Forecasting Techniques to Developing Marketing Budgeting - Developing Sub-budgets by Marketing Segments - Adverting Budget- Budgeting Sales fore Efforts - Optimum Level and Allocation for Selling Efforts among Dealers Developing Comparison Plans for Sales Force - budgeting Samples. Warehousing decisions - Transportation Decision - Deliver Route Decisions - Cost Analysis for Distribution alternatives Financial Analysis for switching over form. Soul selling agency to Direct selling to Trade Channels - Economics of directs rating by manufacturer. Impact of marketing strategies on organization structure design and consequent financial implications. The Concept of Marketing Cost &amp; Value - Measuring Marketing Value - "Value Added" by marketing effort Productivity Marketing and its social justification.</p>	<b>2 Sessions of 3 Hours</b>

4.	<b>Target Pricing</b> - Pricing of Turn Key Project - Notional Pricing - Brand Valuation – Financial Aspects of Brand Management - Impact of Transfer Pricing - Mechanism on Marketing Performance - Value Chain Analysis & relevant decisions about Marketing Costs & Marketing Investments.	<b>1 Session of 3 Hours</b>
5.	<b>Case Studies and Presentation.</b>	<b>2 Sessions of 3 Hours</b>

**Reference Text:** Marketing Management – A Finance Emphasis, B.K. Chatterjee, Jaico Book.

## MMS Second Year Third Semester Marketing Electives

### 3.1.6 International Marketing Internal Assessment (15 Sessions of 3 hours each) 100 Marks

S. No.	Particulars	Sessions
1.	Financial transactions between exporter & importer open account D/P, D/A, Letters of credit etc. – Exchange control regulations regarding export and foreign exchange expenditure on export promotion, pre-shipment and post-shipment finance from banks - policies of ECGC.	<b>3 Sessions of 3 Hours</b>
2.	Decision and need to enter into International marketing organization problems – International marketing environment – Institutions in world economy, GATT / UNCTAD – Trade Groups in different countries – legal environment of international marketing – Political environment – cultural environment - economic environment – India's trade relations with other countries – government assistance for export.	<b>3 Sessions of 3 Hours</b>
3.	International marketing intelligence and task – Appraising opportunities and risks – product planning and development – managing channels of distributions, foreign market channels & global logistics – study of U.S.A. Canada, Latin America, Middle East, Africa, South East Asia and Europe for export potential – marketing research and export promotion – international marketing operations and communications – export pricing and costing.	<b>3 Sessions of 3 Hours</b>
4.	Export procedures and documentation – registration with various agencies – compulsory quality control and pre-shipment with inspection – processing export orders – export production and packing – procedure for claim of central excise duty on export goods – customs and shipment procedure – duty drawback – procedures to claim REP license and cash assistance – export houses etc.	<b>3 Sessions of 3 Hours</b>
5.	Case Studies and Presentation.	<b>3 Sessions of 3 Hours</b>

#### Reference Text:

- 1) International Marketing – Bhattacharya
- 2) International Marketing – Catero and Graham, Tata McGraw Hill
- 3) International Marketing – Justin Paul, PHI
- 4) International Marketing – Onkvisit and Shaw, PHI
- 5) International Marketing – Francis Cherunilam, HPH
- 6) International Marketing – Terpstra Scrathy, Thomson South Western.

**3.1.7 Retail Management Internal Assessment (15 Sessions of 3 hours each)  
100 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Place of Retailing in the Marketing Mix, Trends in retailing, Retail Economics	<b>1 Session of 3 Hours</b>
2	Retail Merchandising and Shop Displays, Retail Advertising and Sales Promotions	<b>1 Session of 3 Hours</b>
3	Managing People at Work - Recruitment and Motivation	<b>1 Session of 3 Hours</b>
4	Communication and Customer Relations	<b>1 Session of 3 Hours</b>
5	Inventory control and Financial Management	<b>1 Session of 3 Hours</b>
6	. Retail Strategies, Retail Marketing	<b>1 Sessions of 3 Hours Each</b>
7	Retail Management Information Systems: - Use of New Technology	<b>1 Sessions of 3 Hours Each</b>
8	Super Market / Departmental Stores /Chain store Management	<b>1 Sessions of 3 Hours Each</b>
9	Comparative retailing across the World	<b>1 Sessions of 3 Hours Each</b>
10	Role of personal selling in retailing, Store layout	<b>1 Sessions of 3 Hours Each</b>
11	Relationship Marketing, Supply Chain Management	<b>1 Sessions of 3 Hours Each</b>
12	Retail Research including Retail Audits and Consumer Research at the point of purchase	<b>1 Sessions of 3 Hours Each</b>
13	On-line retailing, Trends in retailing should include the Indian as well as the international context.	<b>1 Sessions of 3 Hours Each</b>
14	Presentations and Case Studies	<b>2 Sessions of 3 Hours Each</b>

**Reference Text:**

1. Retailing Management – Michael Levy
2. Retail Management – Barry Berman & Joel Evans
3. Retailing Management – Text & Cases – Swapna Pradhan
4. Retail Management – Lusch, Dunne
5. Retail Management – Gibson Vedamani

### 3.1.8 B2B Marketing & CRM – Internal Assessment (15 Sessions of 3 hours each) 100 marks

SL.No	Particulars	Sessions
1	<ul style="list-style-type: none"> <li>• Introduction to Industrial Marketing,</li> <li>• Differences between Industrial &amp; Consumer Marketing</li> </ul>	<b>1 Session of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>• Industrial Marketing Environment,</li> <li>• Types of Customers,</li> <li>• Types of buying situations,</li> <li>• Segmentation</li> </ul>	<b>1 Session of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Derived demand concepts,</li> <li>• Industrial Buyer Behavior &amp; Industrial Marketing Research</li> </ul>	<b>1 Session of 3 Hours Each</b>
4	<ul style="list-style-type: none"> <li>• Industrial Advertising &amp; Promotions,</li> <li>• Branding of Industrial, High Technology &amp; Commodities</li> </ul>	<b>1 Session of 3 Hours</b>
5	<ul style="list-style-type: none"> <li>• B2B Product Decisions,</li> <li>• New Product Development,</li> <li>• Industrial Pricing Decisions</li> </ul>	<b>1 Session of 3 Hours</b>
6	<ul style="list-style-type: none"> <li>• Role of after sales services in Industrial Marketing</li> <li>• Industrial Distribution</li> </ul>	<b>1 Session of 3 Hours</b>
7	<ul style="list-style-type: none"> <li>• B2B selling &amp; Sales management,</li> <li>• key account management concepts,</li> <li>• Negotiated selling,</li> <li>• Bidding for contracts,</li> <li>• selling to Govt. customers</li> </ul>	<b>3 Session of 3 Hours</b>
8	<ul style="list-style-type: none"> <li>• Concept &amp; context of CRM:</li> <li>• CRM as an integral business strategy,</li> <li>• Customer Loyalty Program : A brief discussion from Technology point of View</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
9	<ul style="list-style-type: none"> <li>• Customer knowledge: The Individualized customer proposition</li> <li>• The relationship policy: Relationship data management</li> </ul>	<b>2 Sessions of 3 Hours Each</b>
10	<ul style="list-style-type: none"> <li>• Presentations and Case Studies</li> </ul>	<b>2 Sessions of 3 Hours Each</b>

**Reference text:**

1. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
2. Industrial Marketing Management – By Michael D. Hutt [Arizona State University], Thomas W. Speh [Miami University] – Published by Holt Sarenders
3. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill
4. Customer Relationship Management, Jagdish Sheth & G shainesh
5. CRM : Emerging Concepts, Tools and Applications : Jagdish Seth & Parvatiyar
6. CRM Essentials, J W Gosney

### 3.1.9 Rural Marketing (9 Sessions of 3 hours each) 50 Marks

S. No.	Particulars	Sessions
1.	<b>Introduction</b> Definition – scope of rural marketing – concepts – components of rural markets –classification of rural markets – rural vs. urban markets	<b>1 Session of 3 Hours</b>
2.	<b>Rural marketing environment</b> Population – occupation pattern – income generation – location of rural population – expenditure pattern – literacy level – land distribution – land use pattern – irrigation – development programs – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas – rural areas requirement – problems in rural marketing – rural demand – rural market index	<b>1 Session of 3 Hours</b>
3.	<b>Marketing of agricultural input</b> -Illustration Consumable inputs – durable inputs – fertilizers – product – price – distribution – promotion – SWOT analysis of fertilizer market – agro chemicals – product - price – distribution – promotion – SWOT analysis of agro chemicals market – seeds – cattle – poultry – aqua feeds – tractors – power tillers – irrigation equipments – other farm machinery	<b>1 Session of 3 Hours</b>
4.	<b>Marketing of consumables and durables</b> Product – price – distribution strategies – product redesign – modification needs  <b>Marketing of agricultural produce and rural and cottage industry products</b> Marketing of agricultural produce – regulated markets – formation of cooperative organizations – contract farming – agricultural exports zone (AEZ) – marketing of rural / cottage industries – artisan products	<b>2 Sessions of 3 Hours</b>
5.	<b>Role of financial institutions in rural marketing</b> Agricultural credit situation – types of credit – rural credit institutions – NABARD –commercial banks – state cooperative banks (SCB) – state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RRB – local area banks – flow of institutional credit to agriculture – kissan credit card scheme – impact on rural market	<b>1 Session of 3 Hours</b>
6.	<b>Role of cooperative institutions in rural marketing</b> Cooperatives as organizations – structure of cooperative organizations – types – share of cooperatives in national economy – impact of cooperatives on rural marketing	<b>1 Session of 3 Hours</b>
7.	Case Studies and Presentation.	<b>2 Sessions of 3 Hours</b>

**Reference Text:**

- 1) Rural Marketing – R V Badi, N V Badi – HPH, 2 /e, 2005
- 2) Rural Marketing – T P Gopaldaswamy – Vikas Publishing House
- 3) The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005
- 4) Rural Marketing – Habeeb Ur Rahman – HPH, 1 /e, 2004
- 5) Rural Marketing :Text and Cases – S.L. Gupta, Wisdom Publication
- 6) Rural Marketing – Text and Cases – U.C. Mathur, Excel Books



**3.1.10 Marketing in Non- profit Organizations Internal Assessment– (9 Sessions of 3 hours each) 50 marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Rational of Social Issues on the Indian Context	<b>1 Session of 3 Hours</b>
2	Attitude Formation and Change	<b>1 Session of 3 Hours</b>
3	Marketing of family Planning	<b>1 Sessions of 3 Hours Each</b>
4	Marketing of literacy, health management, Small savings, afforestation	<b>2 Sessions of 3 Hours Each</b>
5	Measurement of effectiveness of social marketing Programs.	<b>1 Sessions of 3 Hours Each</b>
6	Marketing of NGO's	<b>1 Sessions of 3 Hours Each</b>
7	Presentations and case studies	<b>2 Sessions of 3 Hours Each</b>

**Reference Text**

1. Jha, S. M. - Social marketing
2. Quraishi, S. Y. - Social marketing for social change
3. Lazer, William - Social marketing perspectives and viewpoints
4. Weinreich, Nedra Kline - Hands on social marketing: a step by step guide.
5. Kotler, Philip - Social marketing.

### 3.1.11 Quantitative Models in Marketing Internal Assessment (9 Sessions of 3 Hours Each) 50 Marks

S. No.	Particulars	Sessions
1.	The Place of Models in Marketing, Decision Making Theories like the Bayesian Decision Theory.	2 Sessions of 3 Hours
2.	Consumer Behaviour Models: Attitude, Perception & Brand Switch. Organizational Buying Models	1 Session of 3 Hours
3.	New Product Design, Pricing Models : Pricing a New Product, Price-elasticity of Demand, Cross-elasticity	1 Session of 3 Hours
4.	Distribution / Location Decision	1 Session of 3 Hours
5.	Communication Models: Objective Setting Promotion - mix, Budget Allocation,  Media Models, Models to Measure the Effects of Advertising	1 Session of 3 Hours
6.	Forecasting, Sales - force Divisions	1 Session of 3 Hours
7.	Case Studies and Presentation.	2 Sessions of 3 Hours

#### Reference Text:

Quantitative models in marketing – By William King

**3.1.12 Marketing Audit Internal Assessment (9 Sessions of 3 Hours Each)  
50 Marks**

S. No.	Particulars	Sessions
1.	Marketing Audit Process, Marketing segment cost analysis	1 Session of 3 Hours
2.	Marketing cost variance audit, Environment audit	1 Session of 3 Hours
3.	New product launch audit	1 Session of 3 Hours
4.	Company internal analysis:	1 Session of 3 Hours
5.	Competitive capability analysis	1 Session of 3 Hours
6.	Brand audit, Distribution audit	1 Session of 3 Hours
7.	Strategic Audit	1 Session of 3 Hours
8.	Case Studies and Presentation.	2 Sessions of 3 Hours

**Reference Text:**

1. The Marketing Audit Handbook – Aubrey Wilson, Kogan Page Pub.
2. HBR and Ivey league cases
3. HBR articles

# **FINANCE SPECIALISATION SUBJECTS**

**MMS – Second Year - Third Semester Finance Specialization (Core Papers)**

**3.2.1 Advanced Financial Management University Assessment 15 Sessions of 3 Hours 100 Marks**

<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
6. Managerial Finance - L. J. Gitman

### 3.2.2 Corporate Law Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	<p><b>INCORPORATION OF COMPANIES :</b></p> <ul style="list-style-type: none"> <li>· Preparation of Memorandum of Association</li> <li>· Name of the Company, its registration and procedure for changing the name</li> <li>· Articles of Association, Alternation of Articles</li> <li>· Membership of Company - Contracts, Deeds, Investments and service of Documents</li> <li>· Legal provisions relating to holding Companies, Private Companies, Unlimited companies</li> </ul>	3 Sessions of 3 Hours
2	<p><b>ISSUE OF CAPITAL :</b></p> <ul style="list-style-type: none"> <li>· Drafting of prospectus</li> <li>· Registration of Documents</li> <li>· Commission and Discount on issue of Capital</li> <li>· Issue of Shares at a premium or discount</li> <li>· Provisions of governing issue of redeemable preference of Share Capital</li> <li>· Transfer of Share and Debentures</li> <li>· Rights of share holders</li> <li>· Provisions relating to payment of dividend, Payment of interest out of Capital, Fixed assets</li> </ul>	3 Sessions of 3 Hours
3	<p><b>RAISING OF LOANS:</b></p> <ul style="list-style-type: none"> <li>· Provisions relating to debentures</li> <li>· Registration of charges</li> <li>· Inter company borrowings.</li> </ul>	2 Sessions of 3 Hours
4	<p><b>RECORDS, RETURN ACCOUNT AND MEETING :</b></p> <p>Register of members and debentures holders - Annual returns and penalty for failure to submit returns - Meeting Statutory, Annual general and Extraordinary general meeting - Quorum, proxies, voting procedure, kinds of resolutions and recording of minutes - Books of Accounts to be kept and inspection - Appointment of auditors - Auditing of Cost Accounts - Investigation powers of the Government.</p> <p><b>MANAGEMENTS:</b> Constitution of Board of Directors - Appointment of Managing Directors - Qualification of Directors</p> <ul style="list-style-type: none"> <li>- Board Meeting - Powers of the Board Remuneration of Directors - Reduction imposed on Directors - relating to mismanagement - Amalgamations, Reconstruction, Arrangements and Compromise and the Provisions relating thereto.</li> </ul>	3 Sessions of 3 Hours

5	<p><b>RUTP ACT</b>  <b>RESTRICTIVE AND UNFAIR TRADE PRACTICES ACT:</b>  Investigation by Commission -  Registration of agreements relating to restrictive trade practice presumption as or public interest -  resale price maintenance O-Offences and penalties under the Act - Procedures to be compiled with  - Unfair Trade Practices.  <b>FEMA</b>  Provisions relating to FEMA Companies  Regulations Concerning Import and Export  Acquisitions and Sales of Immovable properties  Overview of Exchange Control Regulations</p>	<b>2 Sessions of 3 Hours</b>
6	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Reference:**

SEBI, SEBI Act, SEBI Rules, SEBI Regulations, SEBI Guidelines, SEBI Procedures Book  
**COMPANIES ACT:**

1. Lectures on Company Law by S.M.Shah
2. Company Law by Avtar Singh
3. Guide to Companies Act by Ramaiah

**RUTP ACT:**

MRTP Act by A.M.Chakravorty

**LEVEL OF KNOWLEDGE:**

1. Expert knowledge of Company law.
2. Basic knowledge of RUTP, FENA and SEBI

**Reference Text**

1. S.M SHAH Company law
2. Avatar Singh Company Law



### 3.2.3 Financial Markets and Institutions Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	<b>Introduction to Financial Markets</b> <ul style="list-style-type: none"> <li>· Money Markets</li> <li>· Capital Markets</li> <li>· Advantages of Financial Markets to investors / corporates</li> </ul>	<b>1 Session of 3 Hours</b>
2	<b>Determinants of Interest Rate</b> <ul style="list-style-type: none"> <li>· Real and nominal Interest rates</li> <li>· Theory of Term structure of Interest Rates</li> <li>· Monetary Policy &amp; Role played by Central Bank</li> <li>· Money supply and Demand</li> <li>· Measures of money Supply (M1 / M3)</li> <li>· Influence of Interest Rates in other economics on domestic interest rates</li> </ul>	<b>1 Session of 3 Hours</b>
3	<b>Money Markets</b> <ul style="list-style-type: none"> <li>· Why money markets are needed</li> <li>· Various Money Market instrument</li> <li>· Measuring Bond equivalent yield and discount yield on Money Market Instruments.</li> <li>· How the Monetary Policy stance of central bank gets percolated in the economy</li> </ul>	<b>1 Session of 3 Hours</b>
4	<b>Bonds</b> <ul style="list-style-type: none"> <li>· Bonds mathematics (YTM, Currency yield, duration, convexity, zero coupon yield etc).Application of Duration in Risk Management</li> <li>· Term Structure &amp; Theories Behind term Structure</li> <li>· Determinants of interest rates –(Role played by Central Bank Monetary &amp; Credit Policy, Effect of Globalisation (Fed watching) etc.</li> <li>· Government bonds &amp; Corporate bonds (Credits Rating, Default Risk)</li> <li>· Interest Rate Risk Management</li> <li>· Introduction to FRA's / SWAPS</li> <li>· Introduction to Mortgage Mathematics</li> </ul>	<b>1 Session of 3 Hours</b>
5	<b>Stock Markets</b> <ul style="list-style-type: none"> <li>o Introduction to Portfolio Management Theory</li> <li>Understanding Risk , Diversification</li> <li>CAPM, Systematic / Unsystematic Risks etc</li> <li>o Understanding - Market Efficiency</li> <li>o Historical returns from US Markets</li> <li>o Historical returns from Indian Markets</li> <li>o Fundamental drivers of Value of Stocks / Market (Index)</li> <li>o Relative Valuation Measures Like PE Ratio, P/BV Multiple and their determinants</li> </ul>	<b>2 Sessions of 3 Hours</b>

6	<p><b>Mutual Funds</b></p> <ul style="list-style-type: none"> <li>· Structure &amp; Important regulations w.r.t. MFs</li> <li>· Advantages of Investments through MFs</li> <li>· Types of MFs &amp; Investment options</li> <li>· Accounting (NAV Computation) &amp; Intermediaries associated with MFs</li> <li>· The present status of MF industry in India and its potential.</li> <li>· Comparison of Indian MF industry with US Mutual fund industry.</li> <li>· Styles of Investment</li> <li>· Evaluating Fund performance on the basis of <ul style="list-style-type: none"> <li>□ (Sharpe, Treynor, Information ratio)etc</li> <li>□ Style (Value / Growth – Momentum)</li> </ul> </li> <li>Fund Manager’s past performance, AMC’s Reputation etc</li> <li>· Actual Performance of Indian MF. (Returns delivered by Indian Mutual Funds)</li> </ul>	<b>2 Sessions of 3 Hours</b>
7	<p><b>Foreign Exchange Markets</b></p> <ul style="list-style-type: none"> <li>· Purpose served by Markets</li> <li>· Spot Rates / Forward Rate – Foreign Exchange Mathematic</li> <li>· Floating / Fixed rate – Advantages / Disadvantages</li> <li>· Determinants of Currency Movements or Exchange rate</li> <li>· Real &amp; Nominal Exchange Rates</li> <li>· Covered Interest Parity</li> </ul>	<b>2 Sessions of 3 Hours</b>
8	<p><b>Derivatives &amp; Risk Management</b></p> <ul style="list-style-type: none"> <li>· Understanding Basic Purpose of Derivatives – Risk Management / Speculation</li> <li>· Basic features of Futures and Options</li> <li>· Difference between Forward and Future markets</li> <li>· Introduction to Arbitrage &amp; Risk Neutral Valuation</li> </ul>	<b>1 Session of 3 Hours</b>
9	<p><b>Commercial Banks</b></p> <ul style="list-style-type: none"> <li>· Understanding the Balance Sheet, Capital Adequacy ratio</li> <li>· Understanding various Risks fixed by banks and how banks manager these risks</li> <li>· Understanding the profitability drivers of the Banks.</li> </ul>	<b>1 Session of 3 Hours</b>
10	<p><b>Investment Banking:</b></p> <ul style="list-style-type: none"> <li>· Role Of Merchant Bankers</li> <li>· Capital Structuring</li> <li>· Buy Back and its rationale</li> <li>· IPO/Rights Issue Process</li> <li>· ADR/GDR Issue</li> <li>· Important SEBI Regulations</li> </ul>	<b>1 Session of 3 Hours</b>
11	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**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.

**3.2.4 International Finance Internal Assessment 15 Sessions of 3 Hours 100 Marks**

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 perceptives 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> </ul>	<b>5 Sessions of 3 Hours</b>

	<ul style="list-style-type: none"> <li>❖ The rise of private world money.</li> <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

### 3.2.5 Mergers, Acquisitions & Corporate Restructuring Internal Assessment 15 Sessions of 3 Hours 100 Marks

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

#### Reference Text:

1. Valuation – Capeland
2. Valuation – Damodaran

## MMS Second Year Third Semester Finance Electives

### 3.2.6 Security Analysis And Portfolio Management Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	<p>Risk And Return</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>3 Sessions of 3 Hours</b>
2	<p>MODERN PORTFOLIO THEORY</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>3 Sessions of 3 Hours</b>
3	<p>SHARP'S SINGLE INDEX OR MARKET MODEL:</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	<b>CAPITAL ASSET PRICING MODEL:</b> <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	<b>EFFICIENT MARKET HYPOTHESIS (EMH) :</b> <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	<b>PORTFOLIO PERFORMANCE MEASURES</b> <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>
7	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 )



### 3.2.7 Strategic Cost Management Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
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

### **3.2.8 Fiscal Policy and Corporate Tax Planning Internal Assessment 15 Sessions of 3 Hours 100 Marks**

#### **3.2.8.1 Fiscal Policy**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Direct and Indirect Taxes as Major Revenue in Government Budgets  Fiscal Budget & Tax Policy	<b>1 Session of 3 Hours</b>
2	Taxes as Quantitative Measures to Promote Domestic Industry and Exports  Central & State Level Taxes	<b>1 Session of 3 Hours</b>
3	State and Monetary Policy for Regulating Inflation for Boosting Economic Growth	<b>1 Session of 3 Hours</b>
4	Tax Subsidies (Direct, Indirect, Cross, etc.) Pre – Budget & Post – Budget Taxes	<b>1 Session of 3 Hours</b>
5	Impact of Fiscal Tax Planning on Fiscal Deficit and Surplus Tax Free Zones and Products  Government Machinery for Tax Reforms, Regulating & Recovery	<b>1 Session of 3 Hours</b>
6	Brief Comparative Study of Fiscal Tax Planning in Developed, Developing and Underdeveloped Economics	<b>1 Session of 3 Hours</b>

### 3.2.8.2 Corporate Tax Planning

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Company as Taxable Entity – Distinguishing Features, when compared with other Taxable Entities.	<b>1 Session of 3 Hours</b>
2	Study of Specific Sections	<b>1 Session of 3 Hours</b>
3	Illustrative List of Sections 2gB); 2(18); 115JA; 33Ac; 72 A; 73 Exp; 115-o; 801 A; 79; 40 A; 47 A (To be updated with Annual Finance Act)	<b>1 Session of 3 Hours</b>
4	Tax Planning for Companies – Under Capital Gains & Under Business Head  Taxation of Foreign Company (Brief Overview)	<b>1 Session of 3 Hours</b>
5	Important Case Law on Tax Planning vis Tax Evasion and other relevant Cases related to Companies	<b>1 Session of 3 Hours</b>
6	Planning of Corporate indirect taxes (including Customs, Excise, Modvat, Octroi, Sales Tax, Stamp Duty, etc.)	<b>1 Session of 3 Hours</b>
7	Tax Planning through Specific, Strategic Exercises like Amalgamation and merger	<b>1 Session of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text:

Corporate Tax Planning – Dr.Singhania  
Indian Economy – Prof Agarwal (Chapters pertaining to Fiscal Policy)

**3.2.9 Banking and Insurance Internal Assessment 15 Sessions of 3 Hours  
100 Marks**

<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/.

### 3.2.10 Derivatives and Risk Management Internal Assessment 15 Sessions of 3 Hours 100 Marks

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)

### 3.2.11 Wealth Management Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL no	Particulars	Sessions
1.	<b>FINANCE</b> <ul style="list-style-type: none"> <li>• Risk &amp; Return from various asset classes</li> </ul>	<b>1 session of 3 hours</b>
2	<b>STOCKS</b> <ul style="list-style-type: none"> <li>• Introduction to portfolio management theory</li> <li>• Market Efficiency</li> <li>• Historical returns from US Markets</li> <li>• Historical returns from Indian Markets</li> <li>• Fundamental drivers of Value of Stocks / Market (Index)</li> <li>• Understanding the Power of Compounding</li> </ul>	<b>2 sessions of 3 hours</b>
3	<b>BONDS</b> <ul style="list-style-type: none"> <li>• Bonds mathematics (YTM, Currency yield, duration, convexity, zero coupon yield etc)</li> <li>• Term Structure &amp; Theories Behind term Structure</li> <li>• Determinants of interest rates –(Role played by Central Bank Monetary &amp; Credit Policy, Effect of Globalisation (Fed watching) etc.</li> <li>• Government bonds &amp; Corporate bonds (Credits Rating, Default Risk)</li> </ul>	<b>1 session of 3 hours</b>
4	<b>MUTUAL FUNDS</b> <ul style="list-style-type: none"> <li>❖ Structure &amp; Important regulations □ w.r.t. MFs</li> <li>❖ Advantages of Investments through MFs</li> <li>❖ Types of MFs &amp; Investment options</li> <li>❖ Accounting (NAV Computation) &amp; Intermediaries associated with MFs</li> <li>❖ The present status of MF industry in India and its potential.</li> <li>❖ Comparison of Indian MF industry with US Mutual fund industry.</li> <li>❖ Styles Investment of</li> <li>❖ Evaluating Fund performance on the basis of <ul style="list-style-type: none"> <li>➤ (Sharpe, Treynor, Information ratio)etc</li> <li>➤ Style (Value / Growth – Momentum)</li> <li>➤ Fund Manager's past performance, AMC's Reputation etc</li> </ul> </li> </ul> <p>Actual Performance of Indian MF. (Returns delivered by Indian Mutual Funds)</p>	<b>3 sessions of 3 hours</b>



5	<p><b>FINANCIAL PLANNING / WEALTH MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>❖ Introduction and advantages of Financial Planning</li> <li>❖ Life cycle Networth &amp; Strategies</li> <li>❖ Life Cycle Investment Goals</li> <li>❖ Asset Allocation &amp; Risk Tolerance (Expected Utility) etc.</li> <li>❖ Various Asset allocation strategies</li> <li>❖ CRITERION FOR FUND SELECTION (Equity / Bond )</li> <li>❖ Preparation of a Financial Plan Which would require <ul style="list-style-type: none"> <li>➤ Tax planning</li> <li>➤ ( 5 year cash flows (with)</li> </ul> </li> <li>❖ Existing Asset Allocation</li> <li>❖ Revised Asset Allocation</li> <li>❖ Maximum Downside Risk.</li> </ul>	<p><b>3 sessions of 3 hours</b></p>
6	<p><b>MARKETING &amp; BEHAVIOURAL</b></p> <ul style="list-style-type: none"> <li>❖ Wealth Creation Cycle, Role of Banks &amp; Private Banking</li> <li>❖ Environment, Wealth management Future &amp; Vision</li> <li>❖ Role of marketing in Wealth Management</li> <li>❖ Technology</li> <li>❖ Process of Marketing &amp; HNIs</li> <li>❖ Client Segmentation</li> <li>❖ Profiling the Prospects &amp; Approach</li> <li>❖ Expose &amp; Strategise</li> <li>❖ Execute, Monitor &amp; Review</li> <li>❖ Dev. Of Interpersonal, Negotiation, Time Mgmt. Skills &amp; Assertiveness</li> <li>❖ Qualities of Relationship Manager and CRM</li> <li>❖ Selling Process &amp; Role plays in prospecting, closing etc.</li> </ul>	<p><b>3 sessions of 3 hours</b></p>
7	<p>Case Studies and Presentations</p>	<p><b>2 sessions of 3 hours</b></p>

**Reference Text:**

ICICI Notes on Wealth Management

**3.2.12 Quantitative Models in Finance Internal Assessment 9 Sessions of 3 Hours 50 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	1. Cost analysis for profit planning · Application of Learning Curve Models to Profit Planning. · Volume - Cost Analysis - The Multiple Regression Analysis Approach. · Forecasting and Measuring with Correlation Analysis. · Profit Measurement through Statistical Correlating. · Capacity Utilization and Contribution Margin. · Opportunity cost - An Application of Mathematical Programming.	<b>1 Session of 3 Hours</b>
2	Profit planning and budgeting : · Break- Even Analysis and Linear Programming · Application of Curvy-Linear Break - Even analysis. · Probabilities Profit Budgets. · Cost Volume - Profit Analysis Under Conditions of Uncertainty. · Budgeting with Net - Work Analysis. · PERT - Cost.	<b>1 Session of 3 Hours</b>
3	Costing And Pricing · Role of Cost in Pricing Joint Product. · Multiple Product Costing and Multiple Correlating Analysis. · Application of L P to Determine Profitability of Products Involving Joint Costs.	<b>1 Session of 3 Hours</b>
4	Cost Of Control Evaluation of Training Expenses	<b>1 Session of 3 Hours</b>
5	Management Accounting for Research and Development Applying Linear Programming to Pay Structure  Model for Human Resources Utilization. Controlling Inventory - A Practical Approach.  Application of Probability to Cost Control, Reports.  Linear Programming and Accounting Information Model. Productivity Costing and Management.	<b>1 Session of 3 Hours</b>
6	Application of Learning Curve Models to Profit Planning. Volume - Cost Analysis - The Multiple Regression Analysis Approach.	<b>1 Session of 3 Hours</b>
7	Profit Measurement through Statistical Correlating. Capacity Utilization and Contribution Margin.  Opportunity cost - An Application of Mathematical Programming.	<b>1 Session of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Reference Text:**

Economic Times/ Business Standard (Daily) for news related to managerial accounting practices and accounting frauds

**3.2.13 Corporate valuation Internal Assessment 15 Sessions of 3 Hours 100 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Approaches to Valuation	<b>1 Session of 3 Hours</b>
2	Discounted Cash Flow Valuation a. Basics b. Estimating Inputs <input type="checkbox"/> Discount Rates <input type="checkbox"/> Growth flows <input type="checkbox"/> Growth <input type="checkbox"/> Growth Patterns c. Choosing the Right Model d. Loose Ends <input type="checkbox"/> Dealing with Cash and Cross Holdings <input type="checkbox"/> Dealing with Management Options/ Warrants/ Convertibles e. Examples of Valuation	<b>2 Sessions of 3 Hours</b>
3	Relative Valuation a. Basics and Tests b. Multiples <input type="checkbox"/> PE Ratio <input type="checkbox"/> PEG Ratios <input type="checkbox"/> Relative PE Ratios <input type="checkbox"/> EV/EBIT Multiples <input type="checkbox"/> Book Value Ratios <input type="checkbox"/> Sales Multiples <input type="checkbox"/> Choosing the right multiple	<b>3 Sessions of 3 Hours</b>
4	Brand Name Valuation	<b>1 Session of 3 Hours</b>
5	Valuing Private Companies	<b>1 Session of 3 Hours</b>
6	Option Pricing Applications in Valuation	<b>1 Session of 3 Hours</b>
7	Valuation in Acquisitions	<b>2 Sessions of 3 Hours</b>
8	Value Enhancement : DCF, EVA, and CFROI	<b>2 Sessions of 3 Hours</b>
9	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

### 3.2.14 Marketing Finance Internal Assessment 9 Sessions of 3 Hours 50 Marks

SL.No	Particulars	Sessions
1	<p>SALES REVENUE as an Integral Elements of Cost</p> <ul style="list-style-type: none"> <li>· Revenue-Investment Framework by ROI Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc.</li> <li>· Analysis of Marketing Costs in terms of Engineered Costs, Capacity (fixed) Costs and Managed Costs</li> <li>· Classification of Marketing Costs by Function</li> <li>· Marketing Cost allocations and its limitations for Managerial Decisions.</li> </ul>	<b>1 Session of 3 Hours</b>
2	<p>MARKETING INVESTMENT</p> <ul style="list-style-type: none"> <li>· Management of Accounts Receivables and Inventories</li> <li>· Credit decisions and Credit Policy</li> <li>· Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the probability theory and decisions Trees</li> <li>· Evaluating Return on Marketing Investment - Developing and Launching New Products and the Concept of Investment in Life Cycle of Product</li> <li>· Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix and Linear Programming.</li> </ul>	<b>2 Sessions of 3 Hours</b>
3	<p>Policy Decisions and Marketing Finance</p> <ul style="list-style-type: none"> <li>· Pricing of Joint Product and Application of Linear Programming</li> <li>· Pricing of New Products under ROI Concept</li> <li>Bayesian Decision Theory and Pricing</li> <li>· Government Price Control - Dual Pricing</li> <li>· Approaches of Government Bodies to Development "Fair Price" -Submitting Tenders</li> <li>· Applications of DCF Technique.</li> <li>· Export Marketing and Finance</li> <li>· Financial Incentives, Export Costs and Export Pricing</li> <li>· Export Credit - Tax Concessions.</li> <li>· Applications and Forecasting Techniques to Developing Marketing Budgeting</li> <li>· Developing Sub-budgets by Marketing Segments</li> <li>· Advertising Budget - Budgeting Sales force Efforts</li> <li>· Optimum Level and Allocation of Selling Efforts among Dealers Developing Comparison Plans for Sales Force</li> <li>· budgeting Samples.</li> </ul>	<b>3 Sessions of 3 Hours</b>

	<ul style="list-style-type: none"> <li>· Warehousing decisions</li> <li>· Transportation Decision - Deliver Route Decisions</li> <li>· Cost Analysis for Distribution alternatives Financial Analysis for switching over form.</li> <li>· Soul selling agency to Direct Selling to Trade Channels</li> <li>· Economics of directs rating by manufacturer.</li> <li>· Impact of marketing strategies on organization structure design and consequent financial implications.</li> <li>· The concept of Marketing Cost &amp; Value Measuring Marketing Value - "Value Added" by marketing effort Productivity Marketing and its social justification.</li> </ul>	
4	<p>Target Pricing</p> <ul style="list-style-type: none"> <li>· Pricing of Turn Key Project</li> <li>· Notional Pricing</li> <li>· Brand Valuation</li> <li>· Financial Aspects of Brand Management</li> <li>· Impact of Transfer Pricing Mechanism on Marketing Performance</li> <li>· Value Chain Analysis &amp; relevant decisions about Marketing Costs &amp; Marketing Investments.</li> </ul>	<b>1 Session of 3 Hours</b>
5	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Reference Text:**

Marketing Management A Finance Emphasis B.K.Chatterjee

Finance Sense Prasanna Chandra

Marketing Models (Chapter on Pricing) Gary L Lilian, P.Kotler, KS Moorthy

Managing Brand Equity D A Aaker

### 3.2.15 Fixed Income Internal Assessment 15 Sessions of 3 Hours 100 Marks

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:

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



**HUMAN RESOURCES SPECIALISATION  
SUBJECTS**

**MMS – Second Year – Third Semester Human Resources Specialization  
(Core Papers)**

**3.3.1 Organizational Theories & Structure Designs University Assessment  
15 Sessions of 3 Hours 100 Marks**

<b>SL. No</b>	<b>Particulars</b>	<b>Sessions</b>
1.	Evolution Of Organizational Theories	<b>2 Sessions of 3 Hours</b>
2.	Organizational Design & Effectiveness	<b>2 Sessions of 3 Hours</b>
3.	Determinants of organizational structure <ul style="list-style-type: none"><li>• Strategy</li><li>• Technology</li><li>• Size</li><li>• life cycle</li><li>• environment</li><li>• culture</li></ul>	<b>3 Sessions of 3 Hours</b>
4.	Impact of mergers , acquisitions & globalization on organizational structures and effectiveness	<b>2 Sessions of 3 Hours</b>
5.	Managing dynamic processes – <ul style="list-style-type: none"><li>• decision making</li><li>• conflict</li><li>• power &amp; politics</li></ul>	<b>2 Sessions of 3 Hours</b>
6.	<ul style="list-style-type: none"><li>• learning organizations,</li><li>• virtual organizations,</li><li>• boundary less organizations,</li><li>• Network organizations,</li><li>• organizational design for change and innovation</li></ul>	<b>2 Sessions of 3 Hours</b>
7.	Case Studies and Presentation	<b>2 Sessions of 3 Hours</b>

**Reference Text:**

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

### 3.3.2 Training & Development Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL. No	Particulars	Sessions
1.	Introduction to human resource development	1 Session of 3 Hours
2.	Overview of Training in Organizations <ul style="list-style-type: none"> <li>• Role of training</li> <li>• structure of training</li> </ul>	1 Session of 3 Hours
3.	Learning organization	1 Session of 3 Hours
4.	<ul style="list-style-type: none"> <li>• Principles of Adult Learning</li> <li>• Motivation &amp; Performance</li> </ul>	1 Session of 3 Hours
5.	Training Administration. <ul style="list-style-type: none"> <li>• training budget ,</li> <li>• budget training programmes,</li> <li>• design training calendar /schedules)</li> </ul>	1 Session of 3 Hours
6.	Training Need assessment	1 Session of 3 Hours
7.	Competency modeling and mapping	1 Session of 3 Hours
8.	Designing Training Modules	1 Session of 3 Hours
9.	Implementation of Training	1 Session of 3 Hours
10.	<ul style="list-style-type: none"> <li>• Traditional training methods</li> <li>• E-learning and use of technology in training</li> </ul>	1 Session of 3 Hours
11	Training evaluation, Cost Benefit Analysis and ROI	1 Session of 3 Hours
12	Management Development.	1 Session of 3 Hours
13	Planning & Organizing conferences, seminar etc Training Audit.	1 Session of 3 Hours
14	Case Studies , Presentations and Training Administration	2 Sessions of 3 Hours

#### Reference Text

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

### 3.3.3 Introduction to Industrial Relation & Labor Welfare Internal Assessment 15 Sessions of 3 Hours 100 Marks

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

5.	<p>Trade Union</p> <ul style="list-style-type: none"> <li>• History &amp; Development of TU.</li> <li>• TU politics. <ul style="list-style-type: none"> <li>➤ Inter Union Rivalry.</li> <li>➤ Intra Union Rivalry.</li> <li>➤ Multiplicity of Trade Unions &amp; implications of MRTU.</li> </ul> </li> </ul>	<b>2 Sessions of 3 Hours</b>
6.	<p>Contemporary issues in IR</p> <ul style="list-style-type: none"> <li>• Rightsizing &amp; VRS.</li> <li>• Business Process Re-engineering</li> <li>• Productivity &amp; union.</li> </ul>	<b>1 Session of 3 Hours</b>
7.	<p>Social Welfare</p> <ul style="list-style-type: none"> <li>• Concepts of economics &amp; social welfare.</li> <li>• Role of TU.</li> <li>• Role of state.</li> <li>• Role of management and corporate social responsibility.</li> <li>• Labor welfare in organized sector.</li> <li>• Gender Equality.</li> </ul>	<b>2 Sessions of 3 Hours</b>
8.	Case Studies and Presentation	<b>2 Sessions of 3 Hours</b>

**Reference Text:**

- Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
- Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
- Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
- Venkata Ratnam, C. S. Industrial Relations. Oxford University Press

### 3.3.4 Competency and Performance Management Internal Assessment 15 Sessions of 3 Hours 100 Marks

#### Managerial Competence and Performance Management

S.No	Particulars	No Of Sessions
1	<p><b>Competency at work</b></p> <ul style="list-style-type: none"> <li>• Concepts of competency, competency at work</li> <li>• Types of competencies – behavioural and technical</li> <li>• Competency description</li> <li>• Competency levels</li> <li>• Designing competencies dictionary</li> <li>• Measuring of mapping competencies</li> <li>• BEI</li> <li>• Assessment centre</li> <li>• Conducting and operating assessment centre</li> <li>• Role of assessors in an assessment centre</li> <li>• Designing tools in an assessment centre</li> <li>• Feedback mechanism</li> </ul>	<p><b>6 Sessions Of 3 hours</b></p>
2	<p><b>Performance management</b></p> <ul style="list-style-type: none"> <li>• Objectives of performance management</li> <li>• Process of performance management</li> <li>• PA – objectives, issues and problems</li> <li>• JD and PA</li> <li>• Methods of performance appraisal</li> <li>• Appraisal forms and formats</li> <li>• Measurement in PA</li> <li>• Process and documentation of PA</li> <li>• Appraisal communication</li> <li>• Appraisal interview</li> <li>• Performance feedback and counseling</li> <li>• Career development</li> <li>• Legal and ethical perspectives in PA</li> </ul>	<p><b>7 Sessions of 3 hours</b></p>
3	Case study and presentation	<p><b>2 Sessions of 3 Hours</b></p>

**Reference Text:**

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

### 3.3.5 Human Resource Planning And Human Resource Audit Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL No	Particulars	Sessions
1	<p><b>Human resource planning</b></p> <ul style="list-style-type: none"> <li>• The pre-requisite for manpower planning</li> <li>• Manpower planning as an integrated part of business planning</li> <li>• Setting manpower standard</li> <li>• Manpower forecasting for managerial staff</li> <li>• Technical labor</li> <li>• Integrated budget for manpower management</li> <li>• Controlling manpower costs</li> </ul>	<b>3 Sessions of 3 Hours</b>
2	<p><b>Quantitative and qualitative approaches to manpower economy</b></p> <ul style="list-style-type: none"> <li>• Mathematical models and manpower planning</li> <li>• An econometric model for national manpower planning</li> <li>• Demographic and ecological models for manpower planning</li> <li>• Mathematical models for staff structure evaluation</li> <li>• Management Science and manpower analysis</li> <li>• Markov Chain models for manpower system</li> <li>• Network models for training and recruiting decision in manpower planning</li> <li>• A stochastic programming model for manpower planning</li> <li>• A simulation model for manpower planning</li> </ul>	<b>4 Sessions of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>• Planning careers</li> <li>• Managing career structures and</li> <li>• Evaluating maintainable career policies.</li> <li>• Developing manpower strategies.</li> </ul>	<b>2 Sessions of 3 Hours</b>
4.	<p><b>Human Resource Audit</b></p> <ul style="list-style-type: none"> <li>➤ Audits of Business Goals and Plans</li> <li>➤ Audits of Business Assumptions</li> <li>➤ Audits of Business Personnel Practices</li> <li>➤ Audit of Business Human Resource Utilization</li> <li>➤ Audit of Business Productivity norms</li> <li>➤ Audits of Business Personnel Budgeting</li> <li>➤ Human Resource Accounting</li> <li>➤ Audit of executive Turnover</li> <li>➤ Auditing of Industrial Relation</li> <li>➤ Auditing of Industrial Committee Management Costs involved</li> <li>➤ Recruitment, Initiation and Training Job-evaluation Compensation Planning</li> </ul>	<b>4 Sessions of 3 Hours</b>



	<ul style="list-style-type: none"> <li>➤ HRD audit methodology and issues - Interviews, observation, questionnaire;</li> <li>➤ HRD</li> <li>➤ Score card and writing the HRD Audit report.</li> </ul>	
5	<b>Case Study and Presentations</b>	<b>2 Sessions of 3 Hours</b>

### Reference Text

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

## MMS Second Year Third Semester Human Resources Electives

### 3.3.6 Labour Legislation Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL. No	Particulars	Sessions
1.	Factories Act	1 Session of 3 Hours
2.	Shops & Establishment Act.	1 Session of 3 Hours
3	Payment of Wages Act	1 Session of 3 Hours
4	Minimum Wages Act.	1 Session of 3 Hours
5	ESI Act.	1 Session of 3 Hours
6	Workmen's Compensation Act.	1 Session of 3 Hours
7	Payment of Bonus Act	1 Session of 3 Hours
8	Gratuity Act.	1 Session of 3 Hours
9	Provident Fund Act & Misc Provision Act.	1 Session of 3 Hours
10	Industrial Dispute Act.	1 Session of 3 Hours
11	Industrial Employment Standing Orders	1 Session of 3 Hours
12	Contract Labour (Regulation & Abolishing	1 Session of 3 Hours
13	MRTU & PULP. Apprenticeship Act.	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

**Reference Text:**

Bare Acts.

**3.3.7 Compensation and Benefits Internal Assessment 15 Sessions of 3 Hours 100 Marks**

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

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

**Reference Text:**

1. Textbook of HRM – P. Subha Rao.
2. Managing Human Resources – Bohlander, Snell, Sherman

**3.3.8 Organizational Development Internal Assessment 15 Sessions of 3 Hours 100 Marks**

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

**Reference Text:**

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

### 3.3.9 Quantitative Techniques In Human Resources Management Internal Assessment 9 Sessions of 3 Hours 50 Marks

S.No	Particular	Sessions
1.	<p>Principles of individual differences and quantitative approach to its measurement.</p> <p>Psychological tests :</p> <ul style="list-style-type: none"> <li>• use, scope and limitations in organizational set-up. Role of test users.</li> <li>• Fairness and bias in testing.</li> </ul> <p>Essential consideration of selecting a test.</p>	<b>1 Session of 3 hours</b>
2.	<p>Characteristics of scientific measurement techniques: Reliability, Validity and Standardization.</p> <ul style="list-style-type: none"> <li>• Reliability : relative reliability and absolute reliability ; types of reliability – <ul style="list-style-type: none"> <li>✓ retest reliability using single form,</li> <li>✓ retest reliability using equivalent form,</li> <li>✓ split-half reliability,</li> <li>✓ Kuder- Richardson reliability: factors affecting reliability estimates.</li> </ul> </li> <li>• Validity : types – <ul style="list-style-type: none"> <li>✓ operational and predictive validity,</li> <li>✓ face validity,</li> <li>✓ factorial validity,</li> <li>✓ construct validity,</li> <li>✓ concurrent validity;</li> <li>✓ validating criteria;</li> <li>✓ methods of calculating validity - simple correlation, biserial correlation, tetra choric correlation, multiple correlation, expectancy table, cut-off scores, differential predictors.</li> </ul> </li> </ul>	<b>1 Session of 3 hours</b>

3.	<p>Test construction procedures and scaling techniques ( A group project is compulsory which must incorporate construction and validation of a test or revision of an existing test)</p> <ul style="list-style-type: none"> <li>• Development of items, item difficulty, item analysis, and norms development.</li> <li>• Objectivity in administration and scoring.</li> <li>• Interpretation of the test scores and</li> <li>• drawing conclusions for prediction and decision making</li> </ul> <p>(For both individual and group testing)</p> <p>Measurement of intelligence and general abilities</p> <ul style="list-style-type: none"> <li>• different type of intelligence tests,</li> <li>• creativity and</li> <li>• tests for measurement of creativity,</li> <li>• issues related to intelligence testing in personnel selection.</li> </ul>	<b>1 Session of 3 hours</b>
4.	<ul style="list-style-type: none"> <li>• Aptitude testing,</li> <li>• difference between intelligence and aptitude tests,</li> <li>• different type of aptitude tests,</li> <li>• importance and usage of aptitude tests in personnel selection.</li> </ul>	<b>1 Session of 3 hours</b>
5.	<ul style="list-style-type: none"> <li>• Behavioral assessment in personnel selection,</li> <li>• approaches to behavioral assessment,</li> <li>• behavior observation,</li> <li>• personality testing,</li> <li>• different types of personality tests,</li> <li>• usage of personality tests in personnel selection and</li> <li>• critical issues related to personality testing,</li> <li>• tests of vocational interests,</li> <li>• attitudes, values and other behavioral tools and their importance in personnel assessment,</li> <li>• issues related to systematic observation and judgment in behavioral assessment.</li> </ul>	<b>1 Session of 3 hours</b>
6.	<ul style="list-style-type: none"> <li>• Factor-analysis,</li> <li>• ANOVA,</li> <li>• Regression Analysis in personnel selection and behavioral assessment.</li> </ul>	<b>1 Session of 3 hours</b>

7.	<ul style="list-style-type: none"> <li>• Role of application blank and interview in personnel selection and assessment,</li> <li>• Performance appraisal systems,</li> <li>• objective measurement of performance and other job related behaviors,</li> <li>• Assessment Center approach in personnel selection and performance measurement.</li> </ul> <p>Ethical and Social considerations in testing in organizations.</p>	<b>1 Session of 3 hours</b>
8.	Case Studies and Presentations	<b>2 Sessions of 3 hours</b>

**Reference Text:**

- Quantitative Techniques in Management – N.D.Vora
- Quantitative Techniques in Management – J.K.Sharma



### 3.3.10 Building Learning Organizations Internal Assessment 9 Sessions of 3 Hours 50 Marks

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

#### Reference Text:

- Developing the Learning Organization by Peter M Sange

### 3.3.11 Stress Management Internal Assessment 9 Sessions of 3 Hours 50 Marks

SL.No	Particulars	Sessions
1.	<ul style="list-style-type: none"><li>• Nature of stress</li><li>• Occupational Stress</li><li>• Role Stress</li></ul>	<b>1 Session of 3 hours</b>
2.	<ul style="list-style-type: none"><li>• Source of managerial stress</li><li>• Stress &amp; thought process learning</li></ul>	<b>1 Session of 3 hours</b>
3.	<ul style="list-style-type: none"><li>• Stress &amp; personality</li><li>• Stress &amp; motivation</li><li>• Verbal &amp; non-verbal indications of stress</li></ul>	<b>2 Sessions of 3 hours</b>
4.	Assessment of stress	<b>1 Session of 3 hours</b>
5.	<ul style="list-style-type: none"><li>• Stress &amp; management of change</li><li>• Stress &amp; conflict</li></ul>	<b>1 Session of 3 hours</b>
6.	Leadership styles in stressful & non-stressful situations	<b>1 Session of 3 hours</b>
7.	Case Study & Presentation	<b>2 Sessions of 3 hours</b>

#### Reference Text

- I'M ok-You're ok – Thomas Harris.M.D.
- You Can Win – Shiv Khera
- Notes compiled and given by Faculty

# **OPERATIONS SPECIALISATION SUBJECTS**

## MMS – Second Year - Third Semester Operations Specialization (Core Papers)

### 3.4.1 Operations Planning & Control (OPC) 15 Sessions of 3 Hours – University Assessment 100 Marks

SL.No	Particulars	Sessions
1	Production Systems-operations, processes, manufacturing, services- types, models	1 Session of 3 Hours
2	Product-Process Technologies	1 Session of 3 Hours
3	Process-Product Matrix , Evolution of Production Systems.	1 Session of 3 Hours
4	Evaluation-Selection of Equipment Requirements-optimization	1 Session of 3 Hours
5	Layout-models-optimization	1 Session of 3 Hours
6	Line Balancing-models-optimization	1 Session of 3 Hours
7	Production Plans-an overview, types	1 Session of 3 Hours
8	Demand Management-models Capacity Planning –models	1 Session of 3 Hours
9	Resource Planning-models	1 Session of 3 Hours
10	Aggregate Planning-models	1 Session of 3 Hours
11	Batch Sizing-models-optimization Batch Scheduling-models-optimization	1 Session of 3 Hours
12	ERP/SAP-PPC Module, reports-interpretation-variance analysis-use in decision making	1 Session of 3 Hours
13	Advanced Concepts like JIT, FMS, GT, MRP-II, CIM, Robotics, KANBAN, Agile Manufacturing	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

#### Reference Text

1. Production Planning & Inventory Control - John F Magee
2. Production Planning & Control - L. C. Jhamb
3. Elements of PPC - By Samuel Eilon
4. PP & Inventory Control - By Seetharama L Narasimhan, Dennis W. Mc Leavey, Peter J. Billington
5. Manufacturing Planning & Control - By Vollman , Bery , Why bark, Jacobs

### **3.4.2 Logistics & Supply Chain Management Internal Assessment 15 Sessions of 3 Hours 100 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Basics of Logistics	<b>1 Session of 3 Hours</b>
2	Forecasting	<b>1 Session of 3 Hours</b>
3	Transportation	<b>1 Session of 3 Hours</b>
4	Warehousing	<b>1 Session of 3 Hours</b>
5	DRP / MRP	<b>1 Session of 3 Hours</b>
6	Application of IT in LSCM	<b>1 Session of 3 Hours</b>
7	Inventory Planning / Inventory Control	<b>1 Session of 3 Hours</b>
8	Logistics Organisation	<b>1 Session of 3 Hours</b>
9	Logistics Measurement	<b>1 Session of 3 Hours</b>
10	Logistic Costing (Activity Based Costing)	<b>1 Session of 3 Hours</b>
11	Basics of Supply Chain Management	<b>1 Session of 3 Hours</b>
12	Integrated Supply Chain Management	<b>1 Session of 3 Hours</b>
13	Barriers to integration Outsourcing	<b>1 Session of 3 Hours</b>
14	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### **Reference Text**

1. SCM by Rahul Altekar
2. Logistics Management by S.C.Ailawadi & Rakesh Singh
3. Logistics Management by K.Sridhara Bhatt
4. Supply Chain Management – Sahay

**3.4.3 Materials Management Internal Assessment 15 Sessions of 3 Hours  
100 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<p><b>Materials Management an overview</b></p> <ul style="list-style-type: none"> <li>a) Introduction,</li> <li>b) Importance of Materials Management</li> <li>c) Objectives of Materials Management</li> <li>d) Costs involved in the Management of Materials</li> <li>e) Integrated approach to Materials Management</li> <li>f) Organizing Materials Management.</li> <li>g) Organization based on Commodities.</li> <li>h) Organization based on Location.</li> <li>i) Organization based on function</li> <li>j) Inter-departmental relationships</li> <li>k) Centralized versus Decentralized materials management.</li> </ul>	<b>1 Session of 3 Hours</b>
2	<p><b>Materials Planning</b></p> <ul style="list-style-type: none"> <li>a) Introduction and factors influencing materials planning</li> <li>b) Techniques of materials planning</li> <li>c) Bill-of-Materials</li> <li>d) Materials Requirement Planning (MRP).</li> <li>e) Past Consumption Analysis Technique</li> <li>f) Moving Average method.</li> <li>g) Exponential Smoothing</li> </ul>	<b>1 Session of 3 Hours</b>
3	<p><b>Purchasing</b></p> <ul style="list-style-type: none"> <li>a) Purchasing principles, policies, procedures and practices</li> <li>b) Objectives, scope, responsibility and limitations</li> <li>c) Sources of supply and Supplier selection.</li> <li>d) Vendor development-evaluation and rating.</li> <li>e) Price forecasting</li> <li>f) Price-cost analysis</li> <li>g) Negotiations</li> <li>h) Reciprocity</li> <li>i) Legal aspects of purchasing</li> <li>j) Purchase orders/ contracts</li> <li>k) Method of buying- under certainty, under risk, and under uncertainty.</li> </ul>	<b>1 Session of 3 Hours</b>
4	<p><b>Purchasing and Procurement Activities under Materials Management.</b></p> <ul style="list-style-type: none"> <li>a) Supplier Quality Assurance Programme</li> <li>b) Buyer Supplier Relationship</li> <li>c) Self certified suppliers.</li> <li>d) Elements of procurement cycle.</li> </ul>	<b>1 Session of 3 Hours</b>

5	<b>Purchasing of Capital Equipment</b> a) Significant differences b) Considerations in evaluation of bids c) Purchase of used equipment d) Sources of used equipments e) Purchase versus lease. f) Role of Purchasing Committees/ Purchase Managers.	<b>1 Session of 3 Hours</b>
6	<b>International procurement-Imports.</b> a) International commercial terms. b) Import procedures and documentation. c) Categories of importers. d) Identification of foreign sources. e) Payment terms including Letter of credit. f) Types of L/Cs. g) Custom tariff h) Custom clearance. i) Bill of Lading and other documents.	<b>1 Session of 3 Hours</b>
7	<b>Classification of Materials</b> a) Introduction and objectives of classification. b) Basis of classification. c) Classification on the basis of stage of conversion process d) Classification on the basis of nature of materials. e) Classification on the basis of usability of materials. f) Types of inventories.	<b>1 Session of 3 Hours</b>
8	<b>Materials receipt and stores</b> a) Introduction and functions of scientific store management. b) Types of stores and benefits of scientific storekeeping. c) Store location and layout. d) Typical layout plans e) Storing practices and identification of materials. f) Centralization and Decentralization of stores. g) Preservation of stores. h) Issue control.	<b>1 Session of 3 Hours</b>
9	<b>Codification</b> a) Introduction b) Benefits of codification. c) Stages of scientific codification. d) Systems of codification. e) Colour coding.	<b>1 Session of 3 Hours</b>
10	<b>Standardization</b> a) Introduction and different levels of standards b) Various Foreign Standards in use in India. c) How is an Indian standard evolved? d) Advantages of Standardization. e) Standardization as a tool for variety reduction f) The Role of Materials Management (Purchase/Stores) in Standardization/ Variety Reduction.	<b>1 Session of 3 Hours</b>

11	<b>Obsolete, Surplus and Scrap Management</b> a) Definition b) Need for Scrap yard c) Identification and control. d) Categorization of obsolete/ surplus. e) Control of scrap/ obsolescence. f) Responsibility for disposal. g) Procedures and documentation for disposal of scrap/ obsolete/ surplus.	<b>1 Session of 3 Hours</b>
12	<b>Stores Accounting and Stock verification</b> a) Costing of Receipt of Materials. b) Costing of Issues to Production. c) Stock verification d) Periodic Verification. e) Perpetual Verification. f) Process of Verification.	<b>1 Session of 3 Hours</b>
13	<b>Computers in Materials Management</b> a) Steps in computerization. b) Database for Materials Management Systems. c) Activities of Materials Management covered by Computerization. d) Management reports on Materials. e) Benefits of Computerization.  <b>Ethics in Materials Management</b> a) Importance of Ethics b) Business Ethics c) Ethics in buying d) Code of ethics e) Problems in Ethics f) Backdoor selling	<b>1 Session of 3 Hours</b>
14	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### Reference Text

1. Materials and Logistics Management By Prof. L.C. Jhamb (Everest Publishing House, Pune).
2. Purchasing and Materials Management By P.Gopalkrishnan (Tata McGraw Hill, New Delhi).
3. Materials Management –An integrated approach By P.Gopalkrishnan and M. Sundaresan (Prentice-Hall India, New Delhi).
4. Materials Management-Procedures, Text and Cases By A.K. Datta (Prentice-Hall India, New Delhi).
5. Introduction to Materials Management By JR Tony Arnold and Stephan Chapman (Pearson Education, New Delhi) 2004 Fifth Edition.
6. Purchasing and Materials Management By N.K.Nair (Vikas Publishing House, New Delhi).



### 3.4.4 Technology Management Including Manufacturing Strategy Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	Corporate Strategy and manufacturing Pitfalls of functional based strategies Strategic Integration of Manufacturing and Marketing Concept of Order Winners and Qualifiers	<b>1 Session of 3 Hours</b>
2	Technology Management and New Product Development (NPD) Corporate Strategy and New Product Development Organization for NPD	<b>1 Session of 3 Hours</b>
3	Technology management and Idea Generation for NPD Discovering customer needs Sources for new product ideas Market assessment and value analysis Evaluation of new product ideas	<b>1 Session of 3 Hours</b>
4	Technology management and NPD project selection Assessment of product concept Assessment of competitors Concept testing Financial analysis of projects	<b>1 Session of 3 Hours</b>
5	Technology Management and Product design Integrated product design Design for Quality using Quality Function Deployment Design for Reliability Design for Manufacturability	<b>1 Session of 3 Hours</b>
6	Order Winners and Qualifiers Dimensions of Order-winners and qualifiers – manufacturing-specific, not Manufacturing-specific, not manufacturing related Determining order winners and qualifiers Relating Manufacturing and markets – price, quality, reliability, speed	<b>1 Session of 3 Hours</b>
7	Process Choice Business Implication of process choice – project, jobbing, line, batch, continuous Hybrid processes – batch related, line related Technology Strategy – flexibility, push vs pull, technological opportunities	<b>1 Session of 3 Hours</b>
8	Product Profiling and Manufacturing Manufacturing and product life cycle stages Manufacturing for multiple markets Manufacturing and incremental marketing changes	<b>1 Session of 3 Hours</b>

9	<p>Focused manufacturing and Group Technology Principles and concepts Methodology</p> <p>Manufacturing Infrastructure Organizational structure – specialists, generalists Operational control – quality, inventory, manufacturing</p>	<b>1 Session of 3 Hours</b>
10	<p>Make or Buy Core elements of the business and strategic considerations Span of process and product technology Product volumes, costs Investment decisions</p>	<b>1 Session of 3 Hours</b>
11	<p>Basics of World Class Manufacturing General Principles Design Principles Human Resource Principles Quality and Process Improvement Principles Capacity Principles</p>	<b>1 Session of 3 Hours</b>
12	<p>Just-in-Time Manufacturing Principles Practices</p> <p>Time-based Competition Time as a competitive weapon New Product Development and time to market</p>	<b>1 Session of 3 Hours</b>
13	<p>Mass Customization Market trends Pre-requisites for mass customization Technologies for mass customization</p> <p>Theory of Constraints (TOC) Basics of TOC Drum-Buffer-Rope solutions to manufacturing TOC in project management and supply chain management</p>	<b>1 Session of 3 Hours</b>
14	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### Reference Text

Operation management for competitive Advantage by Chase-Jacobs - Acquilano

### 3.4.5 Business Process Re-engineering & Benchmarking Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes	<b>1 Session of 3 Hours</b>
2	Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities	<b>1 Session of 3 Hours</b>
3	Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines	<b>1 Session of 3 Hours</b>
4	Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re-writing the rules	<b>1 Session of 3 Hours</b>
5	Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements	<b>1 Session of 3 Hours</b>
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking	<b>1 Session of 3 Hours</b>
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group	<b>1 Session of 3 Hours</b>
8	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry	<b>1 Session of 3 Hours</b>
9	Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes	<b>1 Session of 3 Hours</b>
10	Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources	<b>1 Session of 3 Hours</b>
11	Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required	<b>1 Session of 3 Hours</b>
12	Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets	<b>1 Session of 3 Hours</b>

13	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains	<b>1 Session of 3 Hours</b>
14	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### Reference Text

1. Re-engineering the Corporation - Michael Hammer & James Champy
2. Beyond Re-engineering - Michael Hammer
3. Business process Bench marking - By Robert C. Camp
4. Process Re-engineering - By Lon Roberts
5. Business process Orientation - By Kevin Mc Cormack, By William C Johnson

## MMS Second Year Third Semester Operations Electives

### 3.4.6 Quantitative Methods For Operations Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	Linear Programming - Sensitivity Analysis - Parametric Programming - Industrial Applications Transshipment Model and Generalized Transportation Model - Capacitated Transportation Model.	<b>2 Sessions of 3 Hours</b>
2	Goal Programming Concepts - Formulation of Multiple Goal Model - Goals Equality Ranked, Priority Ranking of Goals (non - conflicting Goals - Conflicting Goals) Weighted priority ranking of Goals - Computational approaches to Goal Programming, Applications of Goal Programming	<b>2 Sessions of 3 Hours</b>
3	Waiting Line Models - Single server queues in series and parallel for Erlang Services Time Distributions - Multi Server queues in series and parallel for negative exponential service time distributions - machine Interference - Case Examples - Use of Finite queuing tables for practical problems - Non - Poisson inputs and outputs and time dependent queues – Caste Studies.	<b>2 Sessions of 3 Hours</b>
4	Advanced Inventory Models – EOQ models with non instantaneous replacement and shortages, EOQ for multiple items with space, investment and quantity constraints	<b>1 Session of 3 Hours</b>
5	Probabilistic inventory models – Continuous review model, Single period model, multi period Model	<b>1 Session of 3 Hours</b>
6	PERT / CPM - Distribution of job duration - Basics for the formula used in estimation of job duration and finding variance of the estimates - Uncertain duration and PERT Analysis -Resource allocation and least cost planning Installation of network system - case Studies.	<b>1 Session of 3 Hours</b>
7	Integer programming - Formulations of I P Models - Geomory's algorithm for the all integer problem - Algorithm for mixed inter contiguous variables - Zero - one problems - Implicit Enumeration algorithm - Applications.	<b>1 Session of 3 Hours</b>

8	Dynamic Programming – Dynamic versus linear Programming, Applications – Knapsack model, Workforce size model, Equipment replacement model, Investment model, Inventory models - Working and Cases.	<b>2 Sessions of 3 Hours</b>
9	Use of Computer in OR Studies - Standard available packages - Interpretation of computer outputs - Organizing for OR in an establish merit - OR in corporate planning.	<b>2 Sessions of 3 Hours</b>
10	Case Studies and Presentations	<b>1 Session of 3 Hours</b>

### Reference Text

1. Operations Research – An Introduction by Hamdy Taha, Prentice Hall
2. Quantitative techniques in Management by N. D. Vohra, Tata McGraw Hill
3. Quantitative Methods/Operations Research by Banerjee
4. Quantitative Methods/Operations Research by Hira Gupta
5. Quantitative Methods/Operations Research by V. Kapoor

### 3.4.7 World Class Manufacturing Practices Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	1. Principles of Japanese manufacturing philosophy	<b>1 Session of 3 Hours</b>
2	Total productivity through such practices a. Kaizen b. T.P.M. c. S.M.E.D. d. 5-S Principles e. Housekeeping	<b>6 Sessions of 3 Hours</b>
3	Getting the employee involved in above	<b>1 Session of 3 Hours</b>
4	Problem solving tools such as a. TQC Tools – problem solving b. TQC Tools – Management	<b>4 Sessions of 3 Hours</b>
5	Indian examples of successful Japanese Manufacturing Practices & benchmarking.	<b>1 Session of 3 Hours</b>
6	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

1. Toyota Production Systems - Taichi Ohno, Kaizen , Masaki Imai
2. Chronicles of a Quality Detective - Dr Shrinivas Gondhalekar, Payal Sheth
3. Beyond T.Q.M - By Robert L. Flood
4. T.Q.M Process - By Gopal Kanji, Mike Asher
5. Publications of JMAM, viz  
i( Gemba Kaizen, ii)5-S, iii) Total Production Maintenance

**3.4.8 Advanced Supply Chain Management Internal Assessment 15  
Sessions of 3 Hours 100 Marks**

SL.No	Particulars	Sessions
1	<p><b>Understanding the supply chain</b></p> <ul style="list-style-type: none"> <li>a) What is a supply chain?</li> <li>b) Decision phases in a supply chain.</li> <li>c) Process view of a supply chain.</li> <li>d) The importance of supply chain flows.</li> <li>e) Competitive Supply Chain Strategies.</li> <li>f) Achieving strategic fit.</li> </ul>	<p><b>1 Session of 3 Hours</b></p>
2	<p><b>Network design in the Supply Chain.</b></p> <ul style="list-style-type: none"> <li>a) The role of network design in the supply chain.</li> <li>b) Factors influencing network design decisions.</li> <li>c) A framework for network design decisions</li> <li>d) Models for facility location and capacity allocation.</li> <li>e) Making network design decisions in practice.</li> </ul> <p><b>Designing distribution network in a supply chain</b></p> <ul style="list-style-type: none"> <li>a) The role of distribution in the supply chain.</li> <li>b) Factors influencing distribution network design.</li> <li>c) Design option for a distribution network.</li> <li>d) Distribution network in practice.</li> </ul>	<p><b>2 Session of 3 Hours</b></p>
3	<p><b>Inventory Management and risk pooling</b></p> <ul style="list-style-type: none"> <li>a) Introduction</li> <li>b) A single warehouse inventory example</li> <li>c) The economic lot size model.</li> <li>d) The effect of demand uncertainty</li> <li>e) Risk pooling</li> <li>f) Centralized versus decentralized systems.</li> <li>g) Managing inventory in the supply chain</li> </ul>	<p><b>1 Session of 3 Hours</b></p>
4	<p><b>The value of Information</b></p> <ul style="list-style-type: none"> <li>a) Introduction</li> <li>b) Bullwhip effect</li> <li>c) Effective forecasts</li> <li>d) Information for the coordination of systems.</li> <li>e) Locating desired products.</li> <li>f) Lead time reduction</li> <li>g) Information and supply chain trade-off.</li> <li>h) Designing the supply chain for conflicting goals.</li> </ul>	<p><b>1 Session of 3 Hours</b></p>



5	<p><b>Supply chain integration</b></p> <ul style="list-style-type: none"> <li>a) Introduction</li> <li>b) Push, Pull, and Push-Pull systems</li> <li>c) Demand driven strategies, Collaborative Planning Forecasting Replenishment (CPRF) concept.</li> <li>d) Impact of Internet on supply chain strategies. (E-business)</li> <li>e) Distribution strategies- Direct shipment, Cross-docking, Milk run, transshipment.</li> </ul>	1 Session of 3 Hours
6	<p><b>Strategic Alliances</b></p> <ul style="list-style-type: none"> <li>a) Introduction</li> <li>b) A framework for strategic alliances.</li> <li>c) Third party / fourth party logistics</li> <li>d) What are 3PL/4PL, Advantages and disadvantages of 3PL, 3PL issues and requirements?</li> <li>e) Retailer supplier partnership</li> <li>f) Types of RSP, Requirements of RSP, Inventory ownership in RSP, Issues and steps in RSP implementation, Advantages and disadvantages of RSP.</li> <li>g) Distribution Integration, Types of and issues in Distribution integration.</li> </ul>	1 Session of 3 Hours
7	<p><b>E-procurement and outsourcing</b></p> <ul style="list-style-type: none"> <li>a) Introduction</li> <li>b) Outsourcing benefits and risks.</li> <li>c) A framework for Buy/Make decisions.</li> <li>d) E-procurement</li> <li>e) A framework of E-procurement.</li> </ul>	1 Session of 3 Hours
8	<p><b>International Issues in Supply Chain Management</b></p> <ul style="list-style-type: none"> <li>a) Global market / Technological/ Cost/ Political and Economic Forces.</li> <li>b) Risks and advantages of international supply chain.</li> <li>c) International versus Regional products.</li> <li>d) Local autonomy versus central control.</li> <li>e) Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation, Information systems availability, human resources.</li> <li>f) Global business logistics</li> </ul> <p><b>Lean Manufacturing and SCM</b></p> <ul style="list-style-type: none"> <li>a) Basic elements of lean manufacturing</li> <li>b) Benefits of lean manufacturing</li> <li>c) Integration of lean manufacturing and SCM.</li> <li>d) Mass customization, characteristics of mass customization.</li> <li>e) Implications and benefits of mass customization.</li> <li>f) SCM for mass customization.</li> </ul>	2 Session of 3 Hours

9	<p><b>Procurement Management in Supply Chain</b></p> <p>a) New Paradigms in Inventory and purchase management  b) Just in time, Elements and benefits of JIT systems.  c) Vendor Managed Inventory (VMI)  d) VMI Business Model.  e) Steps in setting up VMI, Benefits, challenges and limitations of VMI.  f) Overcoming limitations of VMI.</p> <p><b>Customer Value and SCM.</b></p> <p>a) Introduction  b) The dimensions of Customer Value.  c) Conformance to requirements, product election, price and brand, Value-added services, Relationships and experiences.  d) Strategic pricing</p>	<b>1 Session of 3 Hours</b>
10	<p><b>Performance Measurement and Controls in Supply Chain Management</b></p> <p>a) Introduction and concept of Benchmarking  b) Gap Analysis  c) Key actions in benchmarking for best practices.  d) Overview of Supply Chain Operations Reference (SCOR) Modeling  e) Balance scorecard for SCM.</p>	<b>1 Session of 3 Hours</b>
11	<p><b>Ethical issues in SCM</b></p> <p>a) Supply chain vulnerability  b) Conformance to applicable laws such as Contract and commercial laws, trade regulation, government procurement regulations, patents, copyrights, trademark laws, transportation and logistics laws and regulations, environmental laws.  c) International practices.  d) Confidentiality and proprietary information.</p>	<b>1 Session of 3 Hours</b>
12	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

Note: All the above topics need to be supplemented by case studies.

### Reference Text

1. Supply Chain Management-Strategy, Planning and Operation By Sunil Chopra and Peter Meindi (Pearson Education, New Delhi)
2. Supply Chain Management- Concepts and Cases By Rahul V. Altekar (Prentice Hall India, New Delhi)

### **3.4.9 Material Handling and Transportation Internal Assessment 9 Sessions of 3 Hours 50 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	20 Principles of Material Handling	<b>1 Session of 3 Hours</b>
2	Palletisation	<b>1 Session of 3 Hours</b>
3	Containerization	<b>1 Session of 3 Hours</b>
4	Transportation Modes / Attributes	<b>2 Sessions of 3 Hours</b>
5	Transportation mix in Economy	<b>1 Session of 3 Hours</b>
6	Total cost concept in Material Handling and Transportation.	<b>1 Session of 3 Hours</b>
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### **Reference Text**

- Integrated Material Management – P. Gopalakrishnan
- Stores Inventory Control – K.S. Menon.
- Machinery Handbook.

### **3.4.10 New product development and concurrent Engineering Internal Assessment 9 Sessions of 3 Hours 50 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Defining for business goals	<b>1 Session of 3 Hours</b>
2	Time bound Research and development and prototype manufacturing	<b>2 Sessions of 3 Hours</b>
3	Concurrent Engineering concepts and practices for easier and quicker delivery of prototypes	<b>2 Sessions of 3 Hours</b>
4	Applications of VA/VE at design stage.	<b>1 Sessions of 3 Hours</b>
5	Successful pilot run and production	<b>1 Session of 3 Hours</b>
6	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### **Reference Text**

1. Operations and Industrial Management – Donald Delmar
2. Operations Management – Decision Making in the operations function – Roger Schvoeder
3. Operations Management for Competitive Advantage - Chase – Jacobs -Acquilanc

### 3.4.11 Industrial Engineering Applications and Management Internal Assessment 9 Sessions of 3 Hours 50 Marks

SL.No	Particulars	Sessions
1	Industrial Engineering definition & applications	<b>1 Session of 3 Hours</b>
2	I.L.O. book of Industrial Engineering Standards.	<b>1 Session of 3 Hours</b>
3	Industrial Engineering and productivity	<b>1 Session of 3 Hours</b>
4	P,Q,R,S,T concepts in plant / shop layouts and selection of materials handling equipment and storage systems	<b>1 Session of 3 Hours</b>
5	Pre determined methods & time systems (PMTS) & application of low cost automation.	<b>1 Session of 3 Hours</b>
6	Ergonomics – Definition and applications	<b>1 Session of 3 Hours</b>
7	Organisation Methods Applications in office and white collar productivity	<b>1 Session of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

- Industrial Engineering Applications and Management – Philip Hicks
- Mathematical Techniques in Industrial Engineering – Shone K. J.
- Handbook of Industrial Engineering & Management – Ireson W. G. and Grand E. L.
- Quality Detectives – Dr. Gondhalekar & Payal Shetty.

**INFORMATION TECHNOLOGY  
SPECIALISATION SUBJECTS**

## MMS 2<sup>nd</sup> Year 3<sup>rd</sup> Semester (Information Technology) Core Papers

### **3.5.1 Software Engineering – University Assessment 15 Sessions of 3 Hours 100 Marks**

SL.No	Particulars	Sessions
1	Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development	<b>2 Sessions of 3 Hours</b>
2	<b>Analysis and Design of Information systems</b> <ul style="list-style-type: none"><li>• Assessing the Feasibility of a system</li><li>• Gathering detailed requirement</li><li>• Use of Structured methods such as Data flow, Entity Relationship diagrams etc –</li><li>• Use of Object Analysis and Design</li><li>• Use Cases and visualization of the IT based solution</li><li>• Design of Inputs , Outputs and other interfaces</li></ul>	<b>4 Sessions of 3 Hours</b>
3	Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications	<b>2 Sessions of 3 Hours</b>
4	Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, Use Case Point Method etc – Estimating a Coding Task versus non-coding activities such as Documentation etc	<b>2 Sessions of 3 Hours</b>
5	Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing	<b>2 Sessions of 3 Hours</b>
6	Review of Student Presentations on exercise which requires them to analyse a business process, document the requirements, Analysis and Conceptual design of the system, estimation of the software size	<b>1 Session of 3 Hours</b>
7	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

## Reference Text

Systems Analysis and Design by James Senn

Software Engineering by

OOAD – Buch and Rumbaugh

UML by Wrox Publication

OOAD & UML by Rumbaugh

Software Metrics

Nasscom Reports and Nasscom website for Industry Perspective

Structured systems analysis and design: concise study Ed: 1 : Kelkar SA.



### 3.5.2 Technology Platforms Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	<p><b>Hardware Technologies</b> – Awareness of various platforms in the present context and the broad trends in these platforms – comparisons across platforms etc</p> <p>End User Hardware - Desktop, Laptops, other mobile devices, Storage Technologies: Storage technologies such as Direct Attached storage, Storage Area Networks (NAS), Storage Area Networks (SAN) devices for backup etc</p> <p>Server Technology platforms - popular server technologies such as the Intel, Sun based etc more specialized platforms such as for CRAY etc</p> <p>Networking Platforms : ( this could be dealt with in greater detail in the subject of networking - however a mention of this would be necessary for completeness</p>	<b>4 Sessions of 3 Hours</b>
2	<p><b>Software Platforms</b> –</p> <p>Operating System Platforms - Windows , Unix, Linux (open source platforms) – overview of OS principles and key differences between the various platforms – impact from buyers perspective</p> <p>Database Platforms – Commonly used data based technologies based on the Relational and object relational concept. Databases for data warehousing and other specialized applications</p>	<b>4 Sessions of 3 Hours</b>

3	<p><b>Software Development Platforms :</b></p> <p>Web Platforms – Various Protocols used for the internet, the internet Protocol, HTTP, email Protocols , FTP, etc</p> <p>Basics of HTML – basic tags required to develop a transaction oriented form – concepts related to dynamic HTML  Overview of one or more Scripting Languages such as VB, VBScript/JavaScript, ASP, PHP etc</p> <p>Overview Dot Net and Java platforms – essential differences  Overview of Platforms required for e-Commerce applications</p> <p>Overview of platforms and protocols required for mobile computing environments</p>	<b>4 Sessions of 3 Hours</b>
4	Future of platforms	<b>1 Session of 3 Hours</b>
5	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### Reference Text

1. Godbole A.S. – Operating Systems
2. Steven Holzner – Visual Basic 6 Programming
3. Doanld Leach, Albert Malvino - Digital Principles and Applications Ed:5

### 3.5.3 Enterprise Applications Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	Overview of IT applications in a common manufacturing cum marketing organizations.	<b>1 Session of 3 Hours</b>
2	Overview of Applications in various Industry verticals such as Banking and Finance, Retail, Telecom, Healthcare etc	<b>1 Session of 3 Hours</b>
3	Enterprise Resource Planning (ERP) - Functional view of business processes and how they are integrated using an ERP. Benefits of ERP	<b>1 Session of 3 Hours</b>
4	Supply Chain Management – Need for Supply chain integration, Application overview of supply chain solution, advanced concepts such as Demand planning and Supplier Relationship management – functional and product perspective	<b>2 Sessions of 3 Hours</b>
5	Customer Relationship management – Concept of CRM, modules of a CRM product and what they do – such as sales force automation, forecasting, contact management etc	<b>1 Session of 3 Hours</b>
6	Business Intelligence and Data Warehousing – Purpose of Data Warehousing, difference between data warehouse and a conventional Database , Data warehousing products, Steps in building a data warehouse – Extraction, Transformation and Loading (ETL) etc Data marts v/s Data Warehouse Multidimensional Analysis tools Data Mining – Concept of Data Mining, Various models and algorithms for mining, technology tools used for data mining	<b>2 Sessions of 3 Hours</b>
7	Knowledge Management - Need for KM, Types of Knowledge, Capturing , storing, reusing knowledge , Implementing a KM initiative – application of KM in various industries	<b>1 Session of 3 Hours</b>
8	Enterprise Content Management – role of content management – ERP and other transaction related records, web content, and other unstructured content. Integrating Content management in organizational workflows and ERP systems etc Examples of content management tools and applications in various businesses	<b>2 Sessions of 3 Hours</b>
9	Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.	<b>1 Session of 3 Hours</b>
10	Enterprise Application Integration- Challenges in integrating various enterprise applications – evolution of platform neutral concepts such as XML to achieve integration. – other modern technologies for application integration	<b>1 Session of 3 Hours</b>
11	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

**Reference Text: -**

Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products

**3.5.4 Networking and Communications Internal Assessment 15 Sessions of 3 Hours 100 Marks**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Need for networking, historical perspective	<b>1 Session of 3 Hours</b>
2	Various Classifications of Networks the basic principle of working and overview of technologies associated with each : Geographical spread – LAN/MAN/WAN Topology – Star, mesh etc. Medium of communication used – air, copper, fibre etc Switching technologies – Circuit and packet Protocols used – IP etc	<b>2 Session of 3 Hours</b>
3	Networking components – hub, switch , routers etc	<b>1 Session of 3 Hours</b>
4	Understanding Protocol Layers – ISO OSI Framework	<b>1 Sessions of 3 Hours</b>
5	Understanding the TCP/IP protocol	<b>1 Session of 3 Hours</b>
6	Understanding Domain Addresses	<b>1 Session of 3 Hours</b>
7	Other protocols required for a local area as well as wide area network - SLIP PPP , ICMP etc	<b>1 Session of 3 Hours</b>
8	Communications technologies such as Mobile technologies (CDMA/ GPRS), other Wireless technologies (802.11a/b/g), WI Max etc technologies and protocols used in VSATS such as DAMA, TDMA etc	<b>1 Session of 3 Hours</b>
9	Comparing the OSI model with the Internet protocol Stack	<b>1 Session of 3 Hours</b>
10	Telecom Technologies and services offered in the market place	<b>1 Session of 3 Hours</b>
11	Taking an integrated view of Networking in a large Corporate – Understanding how multiple technologies and protocols are used to create a large scale business Network and telecom infrastructure – the student should be able to work out a broad LAN /WAN/Telecom solution for a given organizational context. Understanding of the related economics is also included in the recommended solution.	<b>2 Sessions of 3 Hours</b>
12	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

## Reference Text

1. Data and computer education By William Sterling
2. Principle of Communication By Kennedy
3. Data Communication By Tanunbum

### 3.5.5 Data base Management Systems Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	What is a Database, Need and Objectives of a database and a DBMS	2 Sessions of 3 Hours
2	Historical perspective – evolution of DBMS – flat files, hierarchical , network and relational DBMS	1 Session of 3 Hours
3	Understanding the Relational DBMS model – entities, tuples etc	2 Sessions of 3 Hours
4	Concept of Normalization – 1st , 2nd and 3rd normal forms	2 Sessions of 3 Hours
5	Use of E-R model or Object Relation model for Conceptual database Design	2 Sessions of 3 Hours
6	Structured Query Language – Writing SQL queries for typical business situations – developing an understanding of complex query situations such as joins , inner and outer joins nested queries and tree structured queries. Operations such as Union etc	2 Sessions of 3 Hours
7	Hands on sessions on any DBMS would be required for this module so as to develop an understanding of design issues as well as SQL	2 Sessions of 3 Hours
8	Case Studies and Presentations	2 Sessions of 3 Hours

## Reference Text

1. Database Management Systems by C J Date
2. Database Concepts by Korth and Silberscatzh
3. Database Concepts by David Lockman
4. Database Management System by James Martin

## MMS Second Year Third Semester Information Technology Electives

### 3.5.6 Managing Technology Businesses Internal Assessment 15 Sessions of 3 Hours 100 marks

SL.No	Particulars	Sessions
1	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries , growth, forecasts, trends, key players, reasons for their success etc	<b>2 Sessions of 3 Hours</b>
2	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play ‘e’ models.	<b>4 Sessions of 3 Hours</b>
3	Challenges for these businesses in the domestic and international markets such as Business Development, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Special Incentives and schemes such as the Export Processing Zones etc	<b>5 Sessions of 3 Hours</b>
4	Case Studies of successful and unsuccessful technology companies	<b>2 Sessions of 3 Hours</b>
5	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

A Guide to PMBok – Project Management Institute  
Various Cases on the subject – Prof Pradeep Pendse  
Managing IT Infrastructure – TMI

### 3.5.7 IT Governance and Compliances Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	<p><b>Need for IT Governance (COBIT Framework)</b></p> <ul style="list-style-type: none"> <li>❖ Overview of various Standards and governance framework</li> <li>❖ Introduction to the COBIT Framework as an umbrella framework.</li> <li>❖ COBIT Domains, Key Process Areas and Process</li> <li>❖ Implementing COBIT in an organization</li> <li>❖ An Audit perspective of COBIT</li> </ul>	<b>9 Sessions of 3 Hours</b>
2	<p><b>Overview of other compliances :</b></p> <ul style="list-style-type: none"> <li>❖ IT Act</li> <li>❖ Sarbanes Oxley and the Graham Bleach Act</li> <li>❖ BS-7799/ISO 27000</li> <li>❖ ITIL/ITSM</li> <li>❖ RBI and other Banking Regulations and Bassel II (for Banks)</li> <li>❖ Data Protection Act</li> </ul>	<b>4 Sessions of 3 Hours</b>
3	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

- ❖ COBIT 3.0/4.0 – IT Governance Institute
- ❖ BS – 7799 – IT Security Standards
- ❖ Appropriate Standards like Sarbanes Oxley
- ❖ IT Act 2000

### 3.5.8 E- commerce Internal Assessment 15 Sessions of 3 Hours 100 Marks

SL.No	Particulars	Sessions
1	E-Business evolution	1 Session of 3 Hours
2	E-business infrastructure	2 Sessions of 3 Hours
3	E-Business – traditional business models- B2B, B2C	2 Sessions of 3 Hours
4	E-business- Brick and click model	2 Sessions of 3 Hours
5	E-governance	1 Session of 3 Hours
6	Internet and Marketing	1 Session of 3 Hours
7	Emerging Trends in Telecom- Wireless Broadband, VoIP, Convergence	2 Sessions of 3 Hours
8	Emerging Trends in E-Business- Services trading, User generated content, Peer to peer, Social Networking	2 Sessions of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours

#### Reference Text

1. Introduction to E-business- Ravi Kalakota
2. The World is Flat- Thomas Freidman
3. The Economist- [www.economist.com](http://www.economist.com)
4. McKinsey Quarterly- [www.mckinseyquarterly.com](http://www.mckinseyquarterly.com)
5. CIO magazine- [www.cio.com](http://www.cio.com)
6. Technology Forecast- Price Waterhouse Coopers



### 3.5.9 IT Quality Management Internal Assessment 9 Sessions of 3 Hours 50 Marks

SL.No	Particulars	Sessions
1	Definition of Quality in general and specifically in the context of Software	<b>1 Session of 3 Hours</b>
2	Understanding the importance of a formal process for software development	<b>1 Session of 3 Hours</b>
3	Understanding the nature of defects in a software lifecycle	<b>2 Sessions of 3 Hours</b>
4	Quality at different phases in the software life cycle	<b>2 Sessions of 3 Hours</b>
5	Role of Metrics in Software – understanding of various metrics used at different stages in a software lifecycle	<b>2 Sessions of 3 Hours</b>
6	Process approach to quality – overview of process standards such as the tick IT , CMM, PCMM standards – the various levels in the certifications, the quality related documents used the key process areas at each stage of a certification.	<b>3 Sessions of 3 Hours</b>
7	Role of Validation and Verification	<b>2 Sessions of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text :

- ❖ Any basic text related to Quality Management
- ❖ Standards in the area of ISO 9000
- ❖ BPB publication – Understanding CMM
- ❖ Manuals /Implementation guidelines for CMM, CMMI, Six Sigma

### 3.5.10 Information Security and Audit Internal Assessment 9 Sessions of 3 Hours 50 Marks

SL.No	Particulars	Sessions
1	Need for Information Security in an organization	<b>1 Session of 3 Hours</b>
2	Identifying Information Assets in an organization	<b>1 Session of 3 Hours</b>
3	Threats and risks to Information	<b>1 Session of 3 Hours</b>
4	Broad Strategies for managing Information Security risks	<b>1 Session of 3 Hours</b>
5	<b>Discussion on technical controls in the area of :</b> <ul style="list-style-type: none"> <li>➤ Operating system</li> <li>➤ Data base</li> <li>➤ Software Development process</li> <li>➤ Network controls</li> <li>➤ Access control</li> <li>➤ Physical Controls</li> <li>➤ Controls for remote access</li> <li>➤ Internet related controls – including spam, phishing, viruses, malware etc</li> <li>➤ Controls for Wireless set ups</li> <li>➤ Controls in the context of Mobile and portable devices</li> <li>➤ Hardware related controls</li> </ul>	<b>4 Sessions of 3 Hours</b>
6	Considerations for deciding appropriate choice of controls	<b>1 Session of 3 Hours</b>
7	Basic Principles of Audit in the context of Information Security	<b>2 Sessions of 3 Hours</b>
8	A process view of Information security – overview of the BS-7799/ISO27000 standard.	<b>2 Sessions of 3 Hours</b>
9	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

- ❖ IT Security Governance by IT Governance Institute (ITGI)
- ❖ BS:7799/ISO/IEC:17799
- ❖ Business Application (System & Web) Process Flow and Security
- ❖ Database Security
- ❖ Network and Communication Security
- ❖ Business Continuity Management

### 3.5.11 Software Architecture Internal Assessment 9 Sessions of 3 Hours 50 Marks

SL.No	Particulars	Sessions
1	What is architecture ?	<b>1 Session of 3 Hours</b>
2	Why Software Architecture ? – goals and purpose of architecture	<b>1 Session of 3 Hours</b>
3	Types of Architectural views of software – Project Managers view, The Engineering view, the Use case view etc 4+1 view of architecture	<b>2 Sessions of 3 Hours</b>
4	Layers of architecture – organizational Architecture, Information Architecture, IT Architecture, Application Architecture etc	<b>2 Sessions of 3 Hours</b>
5	What is a Pattern ? Application to software design , benefits of using design patterns	<b>1 Session of 3 Hours</b>
6	Explanation of key Design patterns – GRASP Patterns etc	<b>2 Sessions of 3 Hours</b>
7	Explanation of key Architectural patterns	<b>2 Sessions of 3 Hours</b>
8	Overview of Enterprise Architectural Framework – The Zachmanns Framework	<b>2 Sessions of 3 Hours</b>
9	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

Art of Software Architecture – Albin Stepehn.

## **Scheme of Assessments for Subjects of 50 Marks**

- ❖ The Semester end Examination will be conducted for 30 Marks.
- ❖ Internal Assessments will be conducted for 20 Marks.

**The allocation of 20 marks shall be on the following basis: -**

- a) Periodical class tests held in the given semester (10 Marks)
- b) Presentations throughout the semester (05 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (03 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (02 Marks)

**Note: A Student has to separately secure minimum 50% marks (i.e 10 out of 20) in the internal assessments and secure minimum 50% marks (i.e 15 out of 30) in the Semester End Examination in every subject to be declared as Pass.**

**Question Paper Pattern for Semester End Examination (30 Marks)**

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

Q1 would be compulsory and would carry 10 Marks

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

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

**Q1 – 10 Marks (Compulsory)**

**Attempt Any Two from the Remaining Four 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

## **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 20 marks shall be on the following basis: -**

- c) Periodical class tests held in the given semester (20 Marks)
- d) 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 Five 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.

### 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

**MMS Second Year: Semester IV (All Specialisations)**

<b>Subject/Paper</b>	<b>Maximum Marks</b>	<b>Credit Points</b>	<b>Number of Sessions of 90 Minutes</b>
<b>Core Papers (All Specialisations)</b>			
<b>4.1 Management Control Systems (University Assessment)</b>	100	2	30
4.2 Business Ethics and Corporate Governance	100	2	30
4.3 Entrepreneurship Management	100	2	30
4.4 Services Management	100	2	30
4.5 Environment Management	100	2	30
<b>Electives (All Specialisations)</b>			
<b>Students need to choose one elective for 100 Marks</b>			
4.6 Productivity Techniques	100	2	30
<b>OR</b>			
Total Quality Management	100	2	30
<b>OR</b>			
Project Management	100	2	30
4.7 Specialisation Project	100	6	----

**Note :** All new electives (for all specialisations) proposed to be introduced by the institute, apart from electives listed in the new syllabus; need to inform University in writing outlining the details of the course with learning objectives, learning outcomes, detail syllabus, teaching learning plan and course evaluation procedures within the pattern prescribed at least one semester in advance.



Subject/Paper	Number of Sessions per week	Duration of Theory Papers	Marks		
			90 Mins Each	In Hours	Examination
<b>Core Papers (All Specialisations)</b>					
<b>4.1 Management Control Systems (University Assessment)</b>	2	3	<b>60 UA</b>	<b>40 IA</b>	<b>100</b>
4.2 Business Ethics and Corporate Governance	2	3	60 IA	40 IA	100
4.3 Entrepreneurship Management	2	3	60 IA	40 IA	100
4.4 Services Management	2	3	60 IA	40 IA	100
4.5 Environment Management	2	3	60 IA	40 IA	100
<b>Electives (All Specialisations)</b>					
<b>Students need to choose one elective for 100 Marks</b>					
4.6 Productivity Techniques	2	3	60 IA	40 IA	100
<b>OR</b>					
Total Quality Management	2	3	60 IA	40 IA	100
<b>OR</b>					
Project Management	2	3	60 IA	40 IA	100
4.7 Specialisation Project	----	-----	----	----	100 IA

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

## MMS – Second Year - Fourth Semester Core Papers (All Specialisations)

### 4.1 Management Control System – University Assessment 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
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)

## 4.2 Business Ethics and Corporate Governance Internal Assessment 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	<p><b>Evaluation of through ethics and business</b></p> <ul style="list-style-type: none"> <li>– Culture and ethics</li> <li>– Overview of ethics value system, Attitude, Belief, A life patterns</li> <li>– Social Economics values and responsibility</li> <li>–trusteeship management</li> <li>– Gandhi an Philosophy of wealth management Ethics and Indian management.</li>   <li>– Basic framework of Normative ethics</li> <li>–Ethics and decision</li> <li>– Making, Social responsibility of business</li> <li>– Ethical aspects of corporate policy, morality and rationally in Organization</li> <li>– Moral Relationship between Individual and Organizations.</li> </ul>	<b>3 Sessions of 3 Hours</b>
2	<ul style="list-style-type: none"> <li>– Relationship between ethics and Corporation Excellence</li> <li>– Approaches for Developing</li> <li>– Various Orientation towards Ethical business Behavior</li> </ul>	<b>2 Sessions of 3 Hours</b>
3	<ul style="list-style-type: none"> <li>– Corporate Governance</li> <li>– Including suggestions of the Adrian Cadbury report</li> <li>The Kumarmangalam report and their ethical ramifications.</li> </ul>	<b>3 Sessions of 3 Hours</b>
4	<p>Ethics in International scenario</p> <ul style="list-style-type: none"> <li>– focusing on the unique nature of ethical dilemmas in a cross – cultural setup</li>   <li>–Guidelines for resolving and examples of corporate transgressions as well as corporate courage and ingenuity.</li> </ul>	<b>3 Sessions of 3 Hours</b>
5	<p>Moral Evolution of the firm – dealing with the stages of Ethical growth and Organizations</p> <p>and categorization of Indian trains – national corporate at various stages of growth.</p>	<b>2 Sessions of 3 Hours</b>
6	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### Reference Text

- 1.Ethics of Management by Hosmer
2. Ethics of Management by Chakraborty
3. Ethics by Chandra Sekhar
4. What is Ethical in Ethics by John Henderson

### 4.3. Entrepreneurship Management Internal Assessment 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	<p><b>(A) Entrepreneurial Perspective:</b></p> <p>Concept of Entrepreneur, Entrepreneurship and Enterprise ;            Advantages of being an Entrepreneur            1) Nature and Development of Entrepreneurship; Gender issues in Entrepreneurship.            2) The dynamic role of Small Business / Industry in Economic Development            3) Personality of an Entrepreneur / Entrepreneur            4) Innovation and Entrepreneurship</p>	<b>4 Sessions of 3 Hours</b>
2	<p><b>(B) The Entrepreneurial Environment:</b></p> <p>1) Policy Perspectives in India to promote Entrepreneurship            2) Analysis of Business Opportunities in different sectors of economy at National and Global levels.            3) Quick - start Routes to establish an Enterprises (Franchising, Ancillarising &amp; Acquisitioning )            4) Support Organizations for an Entrepreneur and their Role            5) Legal framework for starting a Business / Industry in India.</p>	<b>5 Sessions of 3 Hours</b>
3	<p><b>(C) The Enterprise Launching :</b></p> <p>Product / Project Identification            Developing a Project Report / Business Plan            Business Financing including venture Capital Finance            Managing early growth of a Business, Incubation Program.            New Venture expansion - strategies and issues.</p>	<b>4 Sessions of 3 Hours</b>
4	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

1. Beyond Entrepreneurship - By James C. Collins, William C. Lazier
2. Entrepreneurship Management - By P. N. Singh, By J. C. Saboo
3. Dynamics of Entrepreneurial - By Vasant Desai
4. Entrepreneurship Development in India - By Bishwanath Ghosh
5. Literature Published by Support Institutions, viz  
 i) SIICOM, ii)SIDBI, iii)MSSIDC iv)NSIC

#### 4.4 Services Management Internal Assessment – 100 marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Introduction – Nature of services	1 Session of 3 Hours
2	Market positioning	1 Session of 3 Hours
3	Service delivery system	1 Session of 3 Hours
4	New service development	1 Session of 3 Hours
5	Services marketing mix decisions	2 Session of 3 Hours
6	Managing demand, capacity and service assets	1 Session of 3 Hours
7	Service processes – managing service encounter	1 Session of 3 Hours
8	Customer satisfaction and service quality	1 Session of 3 Hours
9	Customer complaints and service recovery	1 Session of 3 Hours
10	Managing service profit chain	1 Session of 3 Hours
11	Managing customer relationships	1 Session of 3 Hours
12	Managing people in service organisations	1 Session of 3 Hours
13	Case Studies and Presentations	2 Sessions of 3 Hours

#### Reference Text

1. Zeithaml, V, M.J. Bitner, and D. Gremler (2006), *Services Marketing* , 4th Ed. McGraw Hill
2. Lovelock, C., P. Patterson, and R. Walker (2004), *Services Marketing: An Asia-Pacific and Australian Perspective*, 3rd Ed. Pearson Education Australia

#### **4.5 Environment Management Internal Assessment 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Significance of environment management - Broad outline of National Environment -Policy Definition of Environment with particular reference to management.	<b>2 Sessions of 3 Hours</b>
2	Environmental issues relevant to India.	<b>2 Sessions of 3 Hours</b>
3	Present status of Environment Management	<b>2 Sessions of 3 Hours</b>
4	Major Issues Scope of Environment Management Role and Functions of the government as a planning, organizing, directing, implementing and controlling agency. Managerial aspects involved in Environment management.	<b>2 Sessions of 3 Hours</b>
5	Environment Quality Management - Overview of the role and responsibility of the industries.	<b>2 Sessions of 3 Hours</b>
6	Total Quality Environmental Management, ISO 14000 EMS certification.	<b>1 Session of 3 Hours</b>
7	Major Legislation like air (P & C.P.) Act, Water ( P & C.P.) Act. Environment Protection. Act 1986. Wild life Protection Act etc.	<b>2 Sessions of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### **Reference Text**

Krishnamoorthy: Environmental Management (Prentice-Hall India)

- Vijay S Chitris: Changing face of the planet and Environmental Law (Snow White)
- Tietenberg: Environmental & Natural Resources Economics (Pearson)
- G.N. Pandey: Environment Management (Vikas)
- Y.K.Saxena & N.K.Oberoi: Environment Emplaned (Excel)
- N.K.Oberoi: Encironmental Management (Excel Books)

## MMS Second Year Fourth Semester Electives (All Specialisations)

### 4.6 Productivity Techniques Internal Assessment 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Concept of Productivity - Application in manufacturing and service industries - Application in different functional areas.	<b>1 Session of 3 Hours</b>
2	-Measurement of Productivity - partial, Multi factor and Total Factor Models -Sumath's Total Productivity Model.	<b>1 Session of 3 Hours</b>
3	-Approach to Productivity Improvement - Classic ILO approach, Imai's KAIZEN approach elimination of 3 M's (Muda, Mura, Muri).	<b>1 Session of 3 Hours</b>
4	Value Analysis and Value engineering - Functional Analysis - Brain Storming -Evaluation and Implementation Phases -Practical application for product and process development and cost reduction.	<b>1 Session of 3 Hours</b>
5	Learning Curves - the concept of learning curve, its applicability -Barriers to its application, quantitative estimation and implication of the learning curve, practical applications in industry.	<b>1 Session of 3 Hours</b>
6	Job Evaluation - Objectives and need for job evaluation, techniques - point rating and job classification, Relation between job evaluation, wage structure and Modern approach through multi skilling.	<b>1 Session of 3 Hours</b>
7	Wage Incentives - Financial Motivation techniques, piece rate and time saved based systems, Profit Sharing Systems, Scanlon Plan.	<b>1 Session of 3 Hours</b>
8	Work Measurement - objectives, methods - time study, work sampling, Predetermined motion time systems - applicability and limitations. Process observations, determination and improvement of value adding ratio through reduction of Muda (waste).	<b>2 Sessions of 3 Hours</b>
9	Diagnostic Techniques - Kepner - Tregre Problem Analysis, Decision Analysis and Potential Analysis, Practical applications with case studies. Shirose's phenomena Mechanism Analysis & Concept of Mura (inconsistencies and it elimination).	<b>1 Session of 3 Hours</b>

10	Quality Circles - Relationship with total quality Management objectives, seven tools -Pareto Analysis, Scatter diagrams - Use in solving chronic problems. Organizing for Quality Circles, Structure, and method of implementation of Quality Circles.	<b>1 Session of 3 Hours</b>
11	Creativity Based Techniques - Brain Storming, Whole Brain Thinking Nominal Group Techniques. Use in Creative problem solving with practical applications.	<b>1 Session of 3 Hours</b>
12	Ergonomics - Concepts, design of workplace to suit the human being, use of anthropometric data, principles of motion economy, effect of environment of productivity -Hawthorne experiment, Design of work station, use in conjunction with process observation, concept of Muri (non value adding strain) and its elimination.	<b>1 Session of 3 Hours</b>
13	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

### Reference Text

1. Productivity Techniques – P.S.Shrike
2. Introduction to work study – A Hand book --- ILO
3. Quality Circle in Action –Mike Robson
4. Productivity Journals Handouts



#### 4.6 Total Quality Management Internal Assessment 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Introduction and evolution of quality movement	1 Session of 3 Hours
2	Contributions of Shewhart, Deming, Juran, Feigenbaum, Crosby	1 Session of 3 Hours
3	Contributions of Japanese pioneers Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo	1 Session of 3 Hours
4	Statistical quality control basics	1 Session of 3 Hours
5	Basics of sampling & reliability	1 Session of 3 Hours
6	Quality tools and techniques	1 Session of 3 Hours
7	Quality Improvement and Total Employee Involvement	1 Session of 3 Hours
8	JIT manufacturing and Lean manufacturing through waste elimination	1 Session of 3 Hours
9	Six Sigma tools, quality circles	1 Session of 3 Hours
10	Statistical Process control, process capability studies	1 Session of 3 Hours
11	Cost of quality – Juran / Crosby	1 Session of 3 Hours
12	CMM / PCMM	1 Session of 3 Hours
13	Quality Management in services – the SERVQUAL Model	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours

#### Reference Text

1. TQM in this Service – By R.P.Murthy, R.R.Lakhe
2. Total Quality – By Institute of Directors
3. 100 TQM Tools – By Mike Asher, Gopal Kanji
4. Beyond TQM – By R.L.Flood

#### 4.6 Project Management Internal Assessment 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Introduction: – Concept of Project Management. Scope & Coverage. Project Function in an Organization – Layout of Project Department. Role of Consultants in Project Management.	<b>2 Sessions of 3 Hours</b>
2	Project Identification :- Selection of product identification of market preparation of feasibility study/report Project formulation --Evaluation of risks preparation of Project report.	<b>2 Sessions of 3 Hours</b>
3	Selection of location & site of the project – Factors affecting location – policies of Central – State Government towards location – Legal aspects of project management.	<b>2 Sessions of 3 Hours</b>
4	Financial Analysis :- Profitability Analysis – Social cost Benefit Analysis preparation of Budget and Cash Flows.  Materials Management in Project Planning – Procurement – storage – disposal.	<b>2 Sessions of 3 Hours</b>
5	Financing of the Project :- Source of Finance – Cost implications thereof Financial Institutions –Guidelines for funding projects, Risk Analysis – Sensitivity Analysis.	<b>2 Sessions of 3 Hours</b>
6	Quantitative Aspects of projects :- PERT/CPM Network Analysis for monitoring of the project –Other quantitative techniques for monitoring and Control of project	<b>2 Sessions of 3 Hours</b>
7	Computer Applications: - Selection of software packages for application to Project management.	<b>1 Session of 3 Hours</b>
8	Case Studies and Presentations	<b>2 Sessions of 3 Hours</b>

#### Reference Text

1. PMP - Project Management Professional - “Study Guide” - By Kimi Heldman
2. Project Management - By S. Choudhary
3. Text Book of Project Management - By P Gopalakrishnan, V. E. Ramamoorthy
4. Project Management - By Prasanna Chandra
5. Project Appraisal - By P. K. Mattoo
6. Project Management - By Vasant Desai

## 4.7 Specialisation Project Internal Assessment 100 Marks

(Assessment to be made as given in the NOTES below)

Specialisation project is a year long project spread across IIIrd and IVth Semesters. The project shall begin in IIIrd semester (August) and conclude in IVth Semester (March).

(a) The Project work in the area of specialization will carry 100 marks, to be allocated as under:

Situation Analysis & Problem Definition	10 Marks
Literature Review (Secondary Data)	10 Marks
Methodology of Study	20 Marks
Data Analysis	20 Marks
Conclusions & Recommendations	15 Marks
Guide's assessment of project progress of student.	10 Marks
Viva	15 Marks
	—————
Total	100 Marks

(b) Student must identify the topic for the project work by end of August Semester III

(c) Guides will be assigned by Mid September of Semester III

(d) Guide will have continuous monitoring of the progress made by the student in project.

(e) Last date for the submission of the project reports is 15th March of Semester IV.

(f) The Specialisation project being a year long project has been given more weightage and therefore has been assigned 6 credit points.

## **Scheme of Assessments for Subjects of 50 Marks**

- ❖ The Semester end Examination will be conducted for 30 Marks.
- ❖ Internal Assessments will be conducted for 20 Marks.

**The allocation of 20 marks shall be on the following basis: -**

- e) Periodical class tests held in the given semester (10 Marks)
- f) Presentations throughout the semester (05 Marks)
- c) Attendance and Active participation in routine class instructional deliveries (03 Marks)
- d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (02 Marks)

**Note: A Student has to separately secure minimum 50% marks (i.e 10 out of 20) in the internal assessments and secure minimum 50% marks (i.e 15 out of 30) in the Semester End Examination in every subject to be declared as Pass.**

**Question Paper Pattern for Semester End Examination (30 Marks)**

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

Q1 would be compulsory and would carry 10 Marks

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

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

**Q1 – 10 Marks (Compulsory)**

**Attempt Any Two from the Remaining Four 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

## **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 20 marks shall be on the following basis: -**

- g) Periodical class tests held in the given semester (20 Marks)
- h) 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 Five 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.

### 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