UNIVERSITY OF MUMBAI
No.UG/172 of 2009

CIRCULAR :-

A reference is invited to the Ordinances, Regulations and syllabi relating to the Master of Management Studies (M.M.S.) degree course **vide** pamphlet No.126 and to this office Circular No.UG/168 of 2007, dated 21st April, 2007 and the Director, Jamnalal Bajaj Institute of Management Studies and the Directors of the recognized Management Institutions concerned are hereby informed that the recommendation made by the Ad-hoc Board of Studies in Management Courses(U.G. & P.G.) at its meeting held on 15th January, 2009 has been accepted by the Academic Council at its meeting held on 27th February, 2009 vide item No.4.10 and that, in accordance therewith, the M.M.S. (Sem. III & IV) revised syllabus is modified as per Appendix and that the same has been brought into force with effect from the academic year 2009-2010.

MUMBAI-400 032
16th May, 2009

PRIN. K. VENKATARAMANI
REGISTRAR

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To,

The Director, Jamnalal Bajaj Institute of Management Studies and the Directors of the recognized Management Institutions concerned.

A.C/4.10/27.02.2009

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No.UG/172-A of 2009, MUMBAI-400 032 16th May, 2009.

Copy forwarded with compliments for information to :-

1) The Dean, Faculty of Commerce.
2) The Chairman, Ad-hoc Board of Studies in Management Courses (U.G./P.G.),
3) The Controller of Examinations,
4) The Co-ordinator, University Computerization Center.

16/05/09

(D. H. KATE)
DEPUTY REGISTRAR
(U.G./P.G.Section)

Copy to :

The Director, Board of College and University Development, the Deputy Registrar (Eligibility and Migration Section), the Director of Students Welfare, the Personal Assistants to the Vice-Chancellor, the Pro-Vice-Chancellor, the Registrar and the Assistant Registrar, Administrative, Ratnagiri for information.

The controller of examinations (10 copies), the Finance and Accounts officer (2 copies), Record Section (5 copies), Publications Section (5 copies), the Deputy Registrar, Enrollment, Eligibility and Migration Section (3 copies), the Deputy Registrar, Statistical, Affiliation Section (2 copies), the Director, Institute of Distance Education, (10 copies) the Director University Computer Center (IDE Building), Vidyanagari, (2 copies) the Deputy Registrar (Special Cell), the Deputy Registrar, (PRO) The Assistant Registrar, Academic Authorities Unit (2 copies) and the Assistant Registrar, Executive Authorities Unit (2 copies). They are requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to in the above Circular and that no Separate Action Taken Report will be

Enclosure to Item No. 4.10

27.2.2009

UNIVERSITY OF MUMBAI

Modified Revised Syllabus

of the

MMS Degree Course

(Semester III & IV)

(With effect from the academic year 2009-2010)

Masters in Management Studies (MMS) – Semester III

Modifications in the Revised Syllabus

3.0.1 International Business

1. Introduction to International Business [6 hours]
    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. PEST Factors and impact on international business. [3 hours]
    a) Risk analysis
    b) Decisions to overcome or managing risks – a live current case

3. Investment management in International Business [3 hours]
    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

4. Multinational corporations [3 hours]
    a) Structure, system and operation
    b) Advantages and disadvantages – Case discussion
    c) Current opportunities of Indian MNCs and case discussion

5. Globalization [3 hours]
    a) Concept and Practice
    b) Role of Global organization and Global Managers
    c) Stages of building Global companies and competitiveness
    d) Global competitive advantages of India – sectors and industries – case study

6. International Organizations and their role in international business [3 hours]
    a) WTO
    b) World Bank
    c) ADB
    d) IMF and others – case study

7. Regional Trade Agreements and Free Trade Agreements (RTA and FTA)[3 hours]
    a) NAFTA
    b) EC

c) ASEAN
d) COMESA
e) LAC
f) Others – Case study

8. Trade theories and relevance in international business [3 hours]
a) Absolute advantage
b) Comparative advantage
c) Competitive advantages
d) Purchasing power points
e) PLC- theory
f) Others - Case study

9 International logistics and supply chain [3 hours]
a) Concepts and practice
b) Components of logistics and impact on trade
c) Others- Case study

10 International HR Strategies [3 hours]
a) Unique characteristics of global HR
b) HR – challenges
c) Ethical issues
d) Regulatory aspects of HR
e) Others- Case study

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

Masters in Management Studies (MMS) – Semester III

Modifications in the Revised Syllabus

3.1.1 Marketing Strategy – University Assessment – 100 marks

Course Content

1. Marketing strategy – Overview
2. Pillars of Marketing – STPD strategies
3. Market situation strategy - Leaders, challengers, followers, nichers
4. Competition analysis – Porter's 5 forces model for competitive environment, Benchmarking exercise, understanding competitive moves and postures
5. Sustainable competitive advantage – Porter's generic strategys
6. Portfolio models – BCG and GE McKinsey matrix
7. New product strategies – Innovation, Market entry, Product line extension
8. Communications strategy – Managing communications mix for products, brands
9. Advertising and sales promotion strategy - campaigns
10. Brand building – FMCG, Consumer durables & Services cases
11. Distribution strategy – Designing of channel systems, Managing multichannel systems
12. Pricing strategy – Value pricing, Optimisation of pricing
13. Marketing Planning - Introduction, growth and matu.re markets, Pruning of products

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

Masters in Management Studies (MMS) – Semester III

Modifications in the Revised Syllabus

3.2.1. Advanced Financial Management : University Assessment : 100 Marks

Course Content

1. **Indian Financial System:** Functions of the Financial System – Financial Markets. Financial Intermediaries – Regulatory System
2. **Analysis of Leverage :** Operating , Financial and Total
3. **Theory of Capital Structure :** Net Income Approach – Net Operating Income Approach
   MM Approach – Traditional Approach
4. **Dividend Policy:** Factors affecting dividend policy decision – Dividend Decision Models – Walter Model – Gorden Model – MM Approach
5. **Financial Planning and Forecasting:** Meaning and Importance – Approaches to Financial Planning- Proforma Profit and Loss Account and Balance Sheet – Growth and External Financing Requirements
6. **Corporate Valuation and Value Based Management:** Valuation concepts – Valuation of Equity and Debt Instruments – Corporate Valuation Approaches- Various approaches and concept of EVA and MVA
7. **Project Financing and Project Appraisal:** Sources of long-term finance- Institutional Considerations – Venture Capital – SEBI Guidelines
8. **Derivatives and Risk Management: Forward Contracts –** Future and Future Contracts - Options and Option Contracts – Interest Rats -- Currency Swaps
9. **Investment Banking:** Internal and External funding options – Primary issue Management – Private Placement – ADRs / GDRs – Important SEBI Guidelines – Provisions of Companies Act Pertaining to IPOs – Credit Rating Agencies and Process
10. **Financial Management of PSUs**
11. **Financial Management of Sick Units**

Recommended Books:

1. Financial Management – Theory and Practice – Prasanna Chandra
2. Financial Management –Text, Problems and Cases – Kahn and Jain
3. Financial Management – I M Pandey
4. Financial Management – E F Brigham and J F Houston
5. Financial Management and Policy – Van Horne
6. Managerial Finance – L J Gitman
7. Financial Management – Briely Myres

Masters in Management Studies (MMS) – Semester III

Modifications in the Revised Syllabus

3.3.1 Organization Theory – Structure & Design (OTSD)

Orientation to the Subject (Objectives, Content, Methodology of Teaching Project & Research Assignments & Course Evaluation) [0 1]

1. Evolution of Organizational Theories [0 1]
2. Determinants of Organization Structure: [0 4]
   - Strategy
   - Organization Size
   - Technology
   - Environment
   - Power Control
3. Organization Structure, Design & Organizational Effectiveness [0 6]
4. Applications: Managing the Environment. Change, Conflict, Culture, & Evolution with special reference to: [0 8]
   Impact of mergers, acquisitions & globalization on organizational structure and effectiveness
   Managing dynamic processes - decision making, conflict. power & politics
   Learning Organizations, virtual organizations, boundaryless organizations, network organizations, organizational design for change & innovation
5. How to Review the Literature Related to Organizational Designs for Excellence [0 1]
6. Keys to Organizational Excellence: [0 1]
   Mission, Vision and Core Values;
   Style of Management; Strategic Management;
   Structure and Systems;
   Organizational Renewal Processes
7. Forms of Excellence: [0 4]
   Competitive -Third World Environment;
   Institutionalized - Non-Competitive Environments;
   Rejuvenatory - To rise from near-demise;
   Versatile - In a wide range of conflicting indicators of excellence;
   Creative - To innovate continuously & successfully;
   Missionary - To perform a social mission

Total: [26]

Methodology to be Followed:
Classroom Discussions
Case Study Method
Review of Related Literature
Group Projects & Presentations

List of Books to Refer

- Stephen P. Robbins, Organization Theory - Structure, Design and Applications, Pearson Education
- Hatch Mary Jo & Cunliffe Ann L, Organization Theory – Modern, Symbolic, and Postmodern Perspectives, Oxford University Press,
- Hall Richard H, Organizations - Structures, Processes and Outcomes, Prentice Hall of India
- Stanford Naomi, Organization Design - The Collaborative Approach. Butterworth – Heinemann
- Khandwalla Pradip N, Organizational Designs for Excellence, Tata McGraw-Hill Publishing Company Ltd.
- Gareth R Jones, Organizational Theory, Design and Change, Pearson Education

Masters in Management Studies (MMS) – Semester III

Modifications in the Revised Syllabus

3.4.1 Operations Planning & Control (OPC)

Course Content

1. Production Systems-operations, processes, manufacturing, services- types, models
2. Product-Process Technologies
3. Process-Product Matrix , Evolution of Production Systems.
4. Evaluation-Selection of Equipment Requirements-optimization
5. Layout-models-optimization
6. Line Balancing-models-optimization
7. Production Plans-an overview, types
8. Demand Management-models
9. Capacity Planning –models
10. Resource Planning-models
11. Aggregate Planning-models
12. Batch Sizing-models-optimization
13. Batch Scheduling-models-optimization
14. ERP/SAP-PPC Module, reports-interpretation-variance analysis-use in decision making
15. Advanced Concepts like JIT, FMS, GT, MRP-II, CIM, Robotics, KANBAN, Agile Manufacturing

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

Masters in Management Studies (MMS) – Semester III

Modifications in the Revised Syllabus

3.5.1 Software Engineering - UA 100 Marks

Course content:

1. Software Engineering – Definitions and Concept sand over view of Software Engineering (1 session)
2. **Exposure to Software development process** – Software Development Life cycle (SDLC), Waterfall Model, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each life cycle model and the pros and cons of these approaches to software development. CASE – Computer Aided Software Engineering (2 sessions)
3. **Analysis and Design of Information systems (4 sessions)** - Assessing the Feasibility of a system, Gathering detailed Software requirement, Use of Structure System Analysis and Design Methods such as Data Flow Diagram(DFD), Entity Relationship Diagrams (ERD) , Design of Inputs , Outputs and other interfaces, Use of Object Analysis and Design
4. **Software Manual and Documenting** - Various Software Manuals and Documents used at different stages of software development process – User Requirement Specifications – (2 sessions)
5. **Software Testing and Quality Assurance** – Concept and Need of Software Testing, Types and Testing Techniques and Automated methods of testing, Quality Assurance of software at each phase in the System lifecycle (2 session)
6. **Software Project Management** – Process and Techniques including Software Estimation - Challenges and Methods of Software Estimation, Software Project Team, Roles and Skills (2 session)
7. **Review of Student Presentations on exercise** which requires them to analyze a business process, document the requirements, Analysis and Conceptual design of the system, estimation of the software size (2 Session)

Reference Text

- Systems Analysis and Design by James Senn
- OOAD – Buch and Rambaugh
- Structured Systems analysis and design concise study Ed 1 : Kelkar S A
- Essentials of Software Engineering by Frank Tsui and Orlande K (2007 CBS Publications; Indian reprint priced at Rs. 325)
- Software Engineering by Waman Jaydekar
- Software Engineering by Roger Pressman
- System Analysis and Design with UML 2.0 An Object-Oriented Approach 2nd edition by Aland Dennis, Barbara Haley Wixon David Pegarden
- An integrated approach to software engineering, Narosa 1991
- Software engineering a practice approach, McGraw Hill1992
- Software Engineering an integrated approach, Jallote
- Nasscom Reports and Nasscom website for Industry Perspective

Masters in Management Studies (MMS) – Semester IV

Modifications in the Revised Syllabus

4.1 Management Control Systems

Understanding Strategies Perspective of Management Control Systems

Basic concepts, Boundaries of Management control goals. The Concept of Corporate and Business Unit Strategies+

1. Financial Goal Setting
EVA, Free Cash Flow market Gap, RONW, P/E, EPS and their Inter relationship, ROI and Sensitivity Analysis

Organization Hierarchies and Behaviour
Goal Congruence, Information Factors that influence
Goal Congruence, Types of Organization and the Formal Control systems. Function of Controller.

2. Responsibility Centers
Responsibility Centre, Revenue, Expenses and Investment Centers, Administrative Support and R and D Centers, Responsibility Budgeting

3. Profit Centers
General Consideration, Concept, Identification and Creation. Matrix Structure , Profit Centers for Control and Decentralization

4. Transfer Pricing
Objectives, Cost, Market and Margin based Methods, Pricing Corporate Services, Adminisiration of TPs

5. Measuring and Controlling Profits and Assets
AVA, Free Cash Flow, ROI and Residual Income Measuring Assets Employed, Alternatives for Managerial Performance Management

6. Performance Measurement and Control
Information for performance control, Interactive Control, Balance Scorecard

7. MCS in Service and Non Profit Organizations
Service Organization in General, Professional and Non-Profit Organizations

8. Summing up

Controls for Differentiated Strategies, Top Management Styles, Summing uo

9. Audit

Efficiency Audit and Management Audit

Case Study : WestPort Electric Company
Case Study : North Country Auto or Any Other Similar Case
Case Study: Birch Paper Company
Case Study : quality Metal Service
Case Study: General Electric B

Suggested Readings

1. Management Control systems by Rober Antony and Vijay Govindrajan (Tata McGraw Hill)
2. Management Control systems Dr R S Aurora and Prof S R Kale (Jaico Publishing House)
3. Each Session of 90 Minute duration. For Quantitative topics, basic application knowledge is required but advanced techniques are not expected to be covered
4. Emphasis should be covering the subject of Management Control as a "Process" (and not as Techniques)
5. Due attention would be given to behavioural aspects of all the topics

ANNEXURE - I

Break up of Internal Assessment and University Question Paper Pattern

S. No.	Subjects	Break-up of Internal Assessment (Marks out of 40)				Break-up of University Question Paper Pattern (Marks out of 60 - 3 hours)		
		Attendance / class Participation	Case Study Analysis	Project	Mid Term Test	Total Questions & Marks	Questions to be answered	Marks
1	International Business	10	20	10	-	7 @ 10 marks each	4 @ 10 marks	40
						1 Case study @20 marks (Compulsory)	Case Study Compulsory	20
							TOTAL	60
2	Marketing Strategy	10	20	10	-	6 @ 10 marks	4 @ 10 marks	40
						1 Case study @ 20 marks (Compulsory)	1 Case study @ 20 marks (Compulsory)	20
							TOTAL	60
3	Adv Financial Management	10	10	-	20	Practical / Numerical Problems on topic nos 2,3,4,5,6,8 3 @ 15 marks	2 @ 15 marks	30
						Theoritical / Conceptual questions on topics nos 1,7,9,10,11,12 3 @ 15 marks	2 @ 15 marks	30
							TOTAL	60
4	Organization Theory , Structure & Design	10	20	10	-	6 @ 10 marks	4 @ 10 marks	40
						1 Case study @ 20 marks (Compulsory)	1 Case study @ 20 marks (Compulsory)	20
							TOTAL	60

ANNEXURE - 1

Break up of Internal Assessment and University Question Paper Pattern

S. No.	Subjects	Break-up of Internal Assessment (Marks out of 40)				Break-up of University Question Paper Pattern (Marks out of 60 - 3 hours)		
		Attendance / class Participation	Case Study Analysis	Project	Mid Term Test	Total Questions & Marks	Questions to be answered	Marks
5	Operation Planning & Control	10	20	10	-	6 @ 10 marks (Conceptual + Application Based)	4 @ 10 marks (Conceptual + Application Based)	40
						1 Case study @ 20 marks (Compulsory)	1 Case study @ 20 marks (Compulsory)	20
							TOTAL	60
6	Software Engineering	-	-	40	-	6 @ 10 marks (Conceptual + Application Based)	4 @ 10 marks (Conceptual + Application Based)	40
						1 Case study @ 20 marks (Compulsory)	1 Case study @ 20 marks (Compulsory)	20
							TOTAL	60
7	Management Control Systems	-	20	-	20	Descriptive / Conceptual 9 @ 6 marks	Descriptive / Conceptual 6 @ 6 marks	36
						Numerical Problems 3 @ 7 marks	Numerical Problems 2 @ 7 marks	14
						1 Case Study Compulsory @ 10 marks (1 out of 2)	1 Case Study Compulsory @ 10 marks	10
							TOTAL	60